Increasing The Performance Of Civil Servants at the Main Secretariat Of The State Service Agency

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Abstract. This study aims to identify the influence of organizational culture, transformational leadership, and work motivation on the performance improvement of civil servants at the Main Secretariat of the National Civil Service Agency. Data analysis was conducted using Linear Structural Relationship (Lisrel) version 8.80 with Structural Equation Modeling (SEM) method. The choice of using SEM in this research lies in its ability to analyze the pattern of relationships between latent constructs and their indicators, latent constructs with each other, and measurement errors directly. The results of the analysis indicate that organizational culture, transformational leadership, and work motivation significantly contribute to the improvement of civil servants' performance. Managerial implications and recommendations for further research are also discussed.

BACKGROUND

Currently the whole world, including the Indonesian nation, is facing a global condition called VUCA (Volatility, Uncertainty, Complexity and Ambiguity), with conditions that are always changing, complex, uncertain and unclear. This challenge requires a change in the mindset and work ethic of the State Civil Apparatus (ASN) in responding quickly and precisely to these changes. In response to this, change should become a culture in improving the performance of state apparatus.

The bureaucratic reform policy is ultimately expected to achieve improved quality of public services, increased capacity and accountability of bureaucratic performance, and increased professionalism of government apparatus resources, as well as clean and corruption-free government administration. In general, the service performance of government officials depends on the work behavior of State Civil Servants. Law Number 5 of 2014 concerning State Civil Apparatus mandates the importance of building a State Civil Apparatus that has integrity, professionalism, neutrality, cleanness and is able to provide public services for the community and implement government policies.

In an effort to achieve organizational targets, the commitment of state administrators is required, including employee performance which refers to work performance or the level of success of employees in carrying out their duties, as well as the efforts made to achieve the organizational goals that have been set. The successful achievement of employee performance in a government organization is influenced by various factors, including organizational culture, transformational leadership and strong motivation.

Table 1. Tabulation of Civil Servant Data within the BKN Main Secretariat

No	Work Unit	Amount
1	Planning and Organization Bureau	44
2	Financial Bureau	43
3	Bureau of Human Resources	85
4	General Bureau	75
5	Bureau of Public Relations, Law and Cooperation	45
	Total	292

ASN management is the management of ASN to produce ASN employees who are professional, have basic values, professional ethics, free from political interference, free from practices of corruption, collusion and nepotism. The realization of professional government agencies in implementing ASN management means that it is hoped that government agencies in Indonesia will be able to implement professional ASN management in accordance with the Norms, Standards, Procedures and Criteria (NSPK) for ASN Management, which are the rules or provisions that serve as guidelines for government agencies in implementing implementation of ASN Management

Table 2. NSPK Assessments for Central and Regional Government Agencies

No	Agency/Work Area	AMOUNT					Total
		A	B	C	D	E	
1	Instansi Pusat (K/L)	30	29	8	4	3	74
2	Kanreg I	6	23	12	1	0	42
3	Kanreg II	12	21	4	2	0	39
4	Kanreg III	18	16	3	0	0	37
5	Kanreg IV	1	4	16	26	29	76
6	Kanreg V	2	14	10	6	0	32
7	Kanreg VI	2	18	9	5	0	34
8	Kanreg VII	2	17	21	3	6	49
9	Kanreg VIII	4	19	14	9	0	46
10	Kanreg IX	0	1	1	4	24	30
11	Kanreg X	6	19	6	6	7	44
12	Kanreg XI	0	15	9	6	4	34
13	Kanreg XII	1	20	17	2	1	41
14	Kanreg XIII	0	9	6	8	1	24
15	Kanreg XIV	0	1	7	3	3	14
	Jumlah	84	226	143	85	78	616

By 2022, BKN targets 85% of ASN management services to have been digitized or 17 of the 20 targeted services. In 2022, from a total of 20 services, only 14 ASN management services have been digitized or 70%. Some of the problems related to organizational culture at the BKN Main Secretariat are that BKN's organizational culture has not been internalized, causing low employee work motivation and allegedly resulting in employee performance not being optimal. This condition can occur because many employees at work only meet the minimum standard requirements (Key Performance Indicators) which are their culture.

Meanwhile, there are other employees who implement a culture of working enthusiastically, actively and with high dedication, devoting themselves to the interests of the organization. To produce productive performance from each employee, a leader needs to provide motivation that can lead to the creation of a strong organizational culture, meaning that each employee must be able to be active, independent, creative and dynamic in completing the tasks given by the leader in a timely manner. Another problem with organizational culture is the loss of the culture of respect for senior employees, especially new employees (CPNS).

Based on the conditions of organizational culture, leadership and work motivation, researchers will conduct research with the title: The Influence of Organizational Culture, Transformational Leadership and Work Motivation on Improving the Performance of Civil Servants at the Main Secretariat of the State Civil Service Agency.

THEORETICAL STUDY
Relevant Research Results

Relevant previous research results intended to provide an overview of the feasibility position in research on the relationship between organizational culture, leadership style and work motivation with employee performance are as follows:

No	Name	Title	Methods	Conclusion
1.	Faiza Manzoor (2019:14). European Journal of Business and Management, Volume 11, No.3, p.14.	*The impact of Transformational Leadership on Job Performance and CSR as Mediator in SME's*	Type of quantitative research. Survey research method with data analysis techniques using descriptive analysis techniques and inferential statistics	There is a significant positive relationship (r=0.891 p<0.05) between superiors' transformational leadership and employee performance. This research found that CSR significantly mediates the effect of transformational leadership on employee performance. The higher the level of transformational leadership of superiors, the higher the level of employee performance achievement is predicted to be
2.	J.G.P. Sandamali (2018:16). International Invention of Scientific Journal, Volume 02, Issue 01, p.16.	*The Relationship Between Work Motivation and Employee Performance of Executive Level Employees in Apparel Organizations*	Type of quantitative research. Survey research method with data analysis techniques using descriptive analysis techniques and inferential statistics	There is a significant positive relationship (r=0.714 p<0.01) between work motivation and employee performance. The higher the employee's work motivation, the higher the level of employee performance achievement is predicted to be.
3.	Elizabeth Landa (2018:15). International Journal of Business and Social Research, Volume 09, Issue 08, p.15	*Influence of Work Motivation on Employees Performance in Public Institution in Tanzania*	Type of quantitative research. Survey research method with data analysis techniques using descriptive analysis techniques and inferential statistics	The conclusion is that there is a significant positive relationship (r=0.728 p<0.05) between work motivation and employee performance. The higher the employee's motivation, the higher the level of employee performance is predicted to be.

METHODS

This research was conducted using a quantitative descriptive method, which is structured systematically and in detail. Descriptive analysis is used to analyze data by providing an interpretation of the data obtained. Meanwhile, quantitative analysis is a calculation approach that uses statistical analysis tools to carry out the tests. To determine the sample size for this study, the Slovin formula was used with an error margin of 5%.

The calculation results show that the number of respondents (N) was 30 validated respondents and the data was completely filled in (there was no empty data). From the 37 questions tested, the Cronbach's Alpha reliability value was 0.983, which means the value is greater than 0.70 (0.983 > 0.70), so that the items in the employee performance variable are reliable or consistent. Data analysis was carried out using the Linear Structural Relationship (Lisrel) application version 8.80 with the Structural Equation Modeling (SEM) method.

RESULTS AND DISCUSSION

CFA Test of Employee Performance Variables

Employee performance variables are measured using 5 indicators.

Table 3. CFA Test of Employee Performance Variables

Indicator	SLF	SLF^2	Error	T-Values	CR	AVE	Conclusion
Quality of Work	0.986	0.971	0.029	17.700			Valid
Quantity of Work	0.977	0.955	0.045	17.414			Valid
Timeliness of Completion of Work Results	0.983	0.967	0.033	17.624	0.991	0.958	Valid
Work Effectiveness	0.976	0.952	0.048	17.357			Valid
Contribution to the Organization	0.972	0.945	0.055	17.239			Valid

Based on the data in table 3, it shows that all Standardized Loading Factor (SLF/λ) values for employee performance variables are ≥ 0.50, meaning that all indicators are declared to have good validity. Likewise, the reliability of the measurement model is shown by the Construct Reliability (CR) value ≥ 0.70 and the Average Variance Extracted (AVE) value ≥ 0.50. All indicators and variables were also declared good. Thus it can be concluded that all indicators are declared reliable and valid in measuring employee performance variables.

CFA Test of Work Motivation Variables

The work motivation variable is measured using 10 indicators

Table 4. CFA Test of Work Motivation Variables

Indicator	SLF	SLF^2	Error	T-Values	CR	AVE	Conclusion
Desire to succeed	0.958	0.918	0.082	16.772			Valid
Development (Desire To Develop)	0.943	0.890	0.110	16.303			Valid
Achievement Needs	0.957	0.916	0.084	16.745			Valid
Interpersonal Relationships	0.958	0.917	0.083	16.755			Valid
Working Conditions	0.960	0.921	0.079	16.831	0.991	0.919	Valid
Wages	0.951	0.903	0.097	16.528			Valid
Quality of Supervision	0.978	0.956	0.044	17.438			Valid
Responsibility	0.930	0.865	0.135	15.886			Valid
Confession	0.967	0.934	0.066	17.053			Valid

	SLF	SLF^2	Error	T-Values			Conclusion
Policy and Administration	0.983	0.967	0.033	17.622			Valid

Based on the data in table 4, it shows that all Standardized Loading Factor (SLF/λ) values for the work motivation variable are ≥ 0.50, meaning that all indicators are declared to have good validity.

CFA Test of Transformational Leadership Variables

The transformational leadership variable is measured using 4 indicators

Table 5. CFA Test of Transformational Leadership Variables.

Indicator	SLF	SLF^2	Error	T-Values	CR	AVE	Conclusion
Idealized Influence (Ideal Influence)	0.990	0.980	0.020	17.852			Valid
Inspirational Motivation (Motivating Inspiration)	0.874	0.763	0.237	14.300			Valid
Intellectual Stimulation (Intellectual Stimulation)	0.996	0.992	0.008	18.078	0.981	0.928	Valid
Individualized Consideration (Attention to Individuals)	0.988	0.976	0.024	17.784			Valid

All Standardized Loading Factor (SLF/λ) values for the transformational leadership variable are ≥ 0.50, meaning that all indicators are declared to have good validity. Likewise, the reliability of the measurement model is shown by the Construct Reliability (CR) value ≥ 0.70 and the Average Variance Extracted (AVE) value ≥ 0.50. All indicators and variables were also declared good. Thus it can be concluded that all indicators are declared reliable and valid in measuring transformational leadership variables.

CFA of Organizational Culture Variables

Table 6. Organizational culture variables are measured using 9 indicators.

Indicator	SLF	SLF^2	Error	T-Values	CR	AVE	Conclusion
Innovation and Risk Taking	0.981	0.963	0.037	17.551			Valid
Attention to Detail	0.982	0.963	0.037	17.563			Valid
Results Orientation	0.997	0.995	0.005	18.125			Valid
Orientation to Individuals	0.984	0.968	0.032	17.649			Valid
Team Orientation	0.992	0.984	0.016	17.929	0.995	0.955	Valid
Aggressiveness	0.950	0.903	0.098	16.518			Valid
Stability	0.975	0.951	0.049	17.340			Valid
Values	0.978	0.956	0.044	17.434			Valid

| Norms | 0.954 | 0.911 | 0.089 | 16.657 | | | Valid |

Evaluation of Model Suitability Criteria (Godness of Fit Model)

Table 7. Model suitability testing is evaluated through the process of reviewing various goodness of fit criteria.

No	*Goodness of Fit Indices*	*Cut-Off Value*	Conclusion	Conformity Level
*Absolute Fit Indices*			
1	X^2 *Significance Probability*	≥ 0.05	0.385	*Good Fit*
2	RMSEA	≤ 0.08	0.039	*Good Fit*
3	RMR	≤ 0.10	0.028	*Good Fit*
4	SRMR	≤ 0.08	0.076	*Good Fit*
5	Nor. Chi Square (X^2/DF)	< 2	0.955	*Good Fit*
6	GFI	≥ 0.90	0.931	*Good Fit*
7	AGFI	≥ 0.90	0.918	*Good Fit*
	Incremental Fit Indices			
8	NFI	≥ 0.90	0.945	*Good Fit*
9	TLI (NNFI)	≥ 0.90	0.938	*Good Fit*
10	CFI (RNI)	≥ 0.90	0.953	*Good Fit*
11	RFI	≥ 0.90	0.929	*Good Fit*
12	IFI	≥ 0.90	0.953	*Good Fit*
	Persimony Fit Indices			
13	PNFI	≥ 0.50	0.769	*Good Fit*
14	PGFI	≥ 0.50	0.658	*Good Fit*

The value of the coefficient of determination (R^2) in equation 4.1 is 0.385 (38.5%), this result represents that 38.5% of employee performance is influenced by organizational culture, transformational leadership and work motivation, and an errorvar value of 0.615 is obtained, which means that 61.5% is influenced by other factors that were not observed by the author in this study.

The findings in this research are in line with Jintar's (2022) research which concluded that organizational culture, transformational leadership and work motivation were able to have a positive and significant influence on employee performance with P-values = 0.0000 < 0.05 at PT Anugerah Abadi.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research and discussion on the Influence of Organizational Culture, Transformational Leadership and Work Motivation on Improvement performance

Civil Servants At the Main Secretariat of the State Civil Service Agency, the following conclusions can be obtained:

1. There is a positive and significant direct influence of organizational culture variables on work motivation.

2. There is a positive and significant direct influence of the transformational leadership variable on work motivation.

3. There is a positive and significant direct influence of organizational culture variables on employee performance.

4. There is a positive and significant direct influence of the transformational leadership variable on employee performance.

5. There is a positive and significant direct influence of work motivation variables on employee performance.

6. There is a positive and significant indirect effect of organizational culture and transformational leadership variables together on work motivation.

7. There is a positive and significant indirect effect of organizational culture, transformational leadership and work motivation variables together on employee performance.

The suggestions given by researchers are to strengthen organizational culture, increase transformational leadership, and increase employee work motivation.

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