

The Influence of Assessment on Civil Servant Performance Mediated by Organizational Culture in Banyuasin Regency, South Sumatra Province

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Abstract

This research aims to determine the moderating role of organizational culture in assessing its influence on the performance of civil servants. The sample of respondents for this research was 281 Civil Servants at Local Government Agencies of Banyuasin Regency, South Sumatra Province to collect data. Data analysis uses quantitative statistics using the Structural Equation Models program with Partial Least Squares. The results of this research show that assessment has a positive and significant effect on civil servant performance. This research also shows the moderating role of organizational culture on assessment has a positive and significant effect on civil servant performance.

Keywords: Assessment, Organizational Culture, Civil Servant Performance

Abstrak

Penelitian ini bertujuan untuk mengetahui peran moderasi budaya organisasi dalam menilai pengaruhnya terhadap kinerja pegawai negeri sipil. Sampel responden penelitian ini adalah 281 Pegawai Negeri Sipil pada Instansi Pemerintah Daerah Kabupaten Banyuasin Provinsi Sumatera Selatan untuk mengumpulkan data. Analisis data menggunakan statistik kuantitatif dengan menggunakan program Structural Equation Models dengan Partial Least Squares. Hasil penelitian ini menunjukkan bahwa penilaian berpengaruh positif dan signifikan terhadap kinerja pegawai negeri sipil. Penelitian ini juga menunjukkan peran moderasi budaya organisasi terhadap penilaian berpengaruh positif dan signifikan terhadap kinerja pegawai negeri sipil.

Kata Kunci: Penilaian, Budaya Organisasi, Kinerja Pegawai Negeri Sipil

INTRODUCTION

Human resource (employees) is one of the resources that must be owned and managed properly by organizations, both government and private. Furthermore, in essence, the role of human resources and skills possessed by civil servants determines the success of the current bureaucratic reform carried out by the government (Regen et al., 2020). According to Storey & Wright (2023), the success and failure of an organization in achieving its goals is very dependent on the quality and management factors of Human Resources (HR). The weakness in government agencies is that the government too often sits

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idly by, paying little attention to the performance of the civil servant. Superiors need to carry out assessment regarding performance conditions in their work environment. With human resources, quality results can be achieved, which is the hope of organizations or government agencies.

According to World Economy Forum Human Capital data in 2017, the quality of Indonesian civil servant is below that of Thailand and Malaysia. The decline in the quality of civil servant causes society or the public to distrust the performance of the civil servant and the image of civil servant becomes bad. Then, the public thinks that the state civil servant is just a parasite on the people and the state because they only spend the State Revenue and Expenditure Budget (SREB) but are unable to carry out their duties properly. The Ministry of State Civil Servant Empowerment and Bureaucratic Reform, stated that the government is making efforts to improve the quality of civil servant which aims to map civil servant needs according to civil servant performance skills, and the realization of talent management or also known as a talent pool which is managed in the form of a database so that it can easily find out the availability of the talent needed. Human resources can achieve optimal performance as desired by the organization, both by individual employees and groups within organizations or government agencies so that goals can be achieved and realized (Best *et al.*, 2023). Therefore, they have potential, such as knowledge, thoughts and expertise in an organization or government agency, the potential they have can be optimized to contribute to achieving development goals. The government is trying to improve the quality of civil servant in Indonesia, by imposing heavy sanctions on civil servant who are absent from work for 21-24 days without reason, demoting their positions, and even dishonorably dismissing civil servant. These efforts are made so that state officials can be disciplined by complying with existing regulations, the government prioritizes quality over quantity, and does not recruit civil servant on a large scale.

Meanwhile, based on the 2018-2020 Banyuasin Regency community satisfaction level survey report through the Banyuasin Regional Inspectorate, answering that ten elements of government services still had poor grades in terms of tariff elements, the audit team did not ask for unreasonable facilities and did not ask for or receive gratuities, elements of competence, namely the way of communicating, suggestions and recommendations are still not good and elements of audit/implementation behavior, the audit team is less polite and friendly. With the Community Satisfaction Index (CSI) value being at the conversion interval value of 1.76 – 2.50, the service quality value is C, the performance of the service unit is not good.

Data on civil servants from 25 (twenty five) at the Local Governments' Agencies in Banyuasin Regency in 2022, refers to the provisions of the Minister of State Civil Servant Empowerment and Bureaucratic Reform Regulation Number 15 of 2019 concerning Open and Competitive Filling of High Leadership Positions within the Government in the 2019 State Gazette of the Republic of Indonesia No. 835 through the publication of administrative minutes, track records and portfolio assessments of open selection participants to fill pratama high leadership positions within the Banyuasin Regency Government. The number of civil servants as many as 966 people taking part in education and training is 160 people or 17.07%. There were 228 civil servants who received awards or 26.92%. There were 480 civil servants who applied for promotion or 20.64%. 90 civil servants received warnings or 9.09% and the success rate of officials in carrying out their responsibilities was 48 people or 6.3%. By knowing these numbers and percentages, it can be said that the performance of civil servants in the Banyuasin Regency is still relatively low, so it requires continuous improvement in the field of human resource management.

Several research results show that work performance also needs to be assessed (Khojiev, 2023) so that from the job evaluation the results can be seen whether the results are in accordance with the

achievement of performance goals or not. Other research supports that assessment has an effect on employee performance (Laver, 2021; Regen et al., 2020). Maseko's research (2017), which supports assessment, has a significant positive effect on employee performance through organizational culture. The influence of organizational culture on employee performance Fuadah et al., (2022); González-Rodríguez et al., (2019); Kenza & Benchrifa (2023); Mushref (2014); Muvida et al., (2023); Rohim & Budhiyasa (2019); Suprpti et al., (2020); Tariq et al., (2014). The research results of Ali, (2016); Alshammari (2020); Idris et al., (2022); Joseph & Kibera (2019); Reidhead (2020); Soomro & Shah (2019) show that organizational culture has a positive and significant effect on employee performance. There are also research results Nwakoby et al., (2019); Sabuhari et al., (2020), which show that organizational culture has no effect on organizational performance. Adaptation to organizational culture is a key success factor and a source of competitive advantage that influences company performance. This research applies the theory of goal setting because this theory tends to focus individuals on the task at hand, the greater the effort required, the more difficult the goal is achieved (Locke et al., 1989). Goal setting can improve and improve performance is the basis for decisions that affect salaries, promotions, terminations, training, mutations, and other staffing conditions. This theory can be used to assess employee performance because of the continuity of personal life and employee work results that need to be assessed to improve performance. Employee performance assessment found several problems, including mental and endurance (work difficulties) and increased the development of new strategies. Therefore, the purpose of this study is to analyze assessment effect on civil servant performance mediated by organizational culture.

LITERATURE REVIEW

Assessment centers are a comprehensive assessment method of competencies required for a particular position, based on modeling important aspects of professional activity (Khojiev, 2023). The assessment center involves the completion of a series of trainings by participating employees in simulating real working conditions. The results of such training are compared with competency indicators to determine the level of a particular job position. Organization management can use survey methods, tests, interviews, situation assessment is an activity of assessment. According to Mangkunegara (2016) states assessment in the process of interpreting or determining the value, quality, or status of several objects, people, or things. Work appraisal is the process of establishing a shared understanding of the means to be achieved and approaches to managing in a short or long time. Job assessment indicators, such as identifying the needs of education and training programs, recruitment, selection, orientation, placement, promotion, and reward systems (Wilandari et al., 2021). According to Hadjri et al., (2020) that the system of recruitment, selection and looking for employee candidates who have commitment to work. Thus, employee assessment is based on a systematic evaluation of the employee's work and the potential that can be developed.

According to Amir (2019) that culture presents an emotional sense, an intangible part of the organization. If the structure is the framework of the organization, the culture can be called its soul. Organizational culture consists of values, symbols, stories, heroism and resources that have special meaning to people in the work environment. In organizational culture, the values discussed are shared values. Values everyone has and that is a priority. While a symbol is something that explains or shows something else. The specific duties of the office indicate a certain status. Dress etiquette indicates a certain degree of formality. The organizational culture that people refer to is often the most prominent culture or dominant culture. The dominant culture is supported by top management, but sometimes the

existing culture is something different, and less dominant. We call this a subculture. As it happens in units, divisions or in one particular geographic area. Organizational culture refers to the meaning of status held by members that distinguishes the organization from other organizations (Robbins & Judge, 2013). According to Robbins & Judge (2013), there are seven main characteristics that become the essence of organizational culture, including innovation and risk-taking, attention to detail, result orientation, people orientation, team orientation, aggressiveness, and stability.

Performance is a necessity of human life not only in the form of material, but also immaterial, such as self-pride and job satisfaction. According to Armstrong, Michael & Baron (2011); Wibowo, (2015) revealed that performance is the result of work that has a strong relationship with the strategic objectives of the organization, customer satisfaction and economic contribution. A person's work will not see results if no assessment is made. This means that there needs to be an effort to assess the results or work behavior of employees, so that it will be known whether employees have done something as expected, then of course they will get rewards or rewards. However, if it does not reach or has not achieved, it needs to be evaluated. From the results of the new evaluation, it can be determined whether someone is performing or not and for those who have not performed well, it is necessary to find causes and solutions. According to Mathis *et al.*, (2016) revealed that indicators in measuring employee performance, including the quantity of work, quality of work, utilization of time, attendance, and cooperation.

The relationship between goal setting theory and assessment, civil servant performance with organizational culture lies in the interaction between evaluation, predictive, discriminatory assessment, goal intention, implementation intention of organizational procedures and achievement. This can certainly lead to changes in thinking, reducing behavioral crises or unhealthy actions by means of self-regulation (self-efficacy) of the pursuit of goals as a form of performance endurance (difficulty) civil servant. Leaders need to conduct employee selection and evaluation to fill positions through the assessment selection stage. The purpose of the Assessment is to determine the extent to which civil servants improve performance. Performance appraisals can show the work performance of employees regularly and regularly. A person's work will not see results if no assessment is made. This means that there needs to be an effort to assess the results or work behavior of employees, so that it will be known whether employees have done something as expected, then of course they will get rewards or rewards. However, if it does not reach or has not achieved, it needs to be evaluated. From the results of the new evaluation, it can be determined whether someone is performing or not and for those who have not performed well, it is necessary to find causes and solutions. According to Terry & Rue, (2020), that the assessment consists of 2 (two) basic steps, namely assessing the person concerned about a number of factors selected to improve employee proficiency, and choose a good course of action or way to tell employees how it works and point out areas for improvement.

Based on this discussion, the hypothesis proposed is:

H1: Assessment has an effect on the performance of the civil servant

H2: Assessment has an effect on the performance of the civil servant with organizational culture as a moderation variable

H3: The role of organizational culture as a moderation variable affects the performance of the civil servant performance

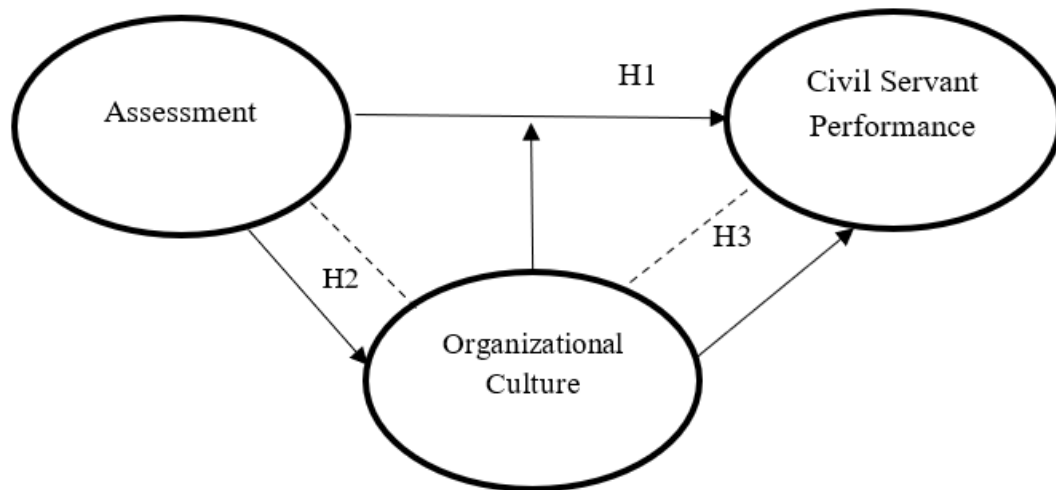


Figure 1. Research Framework

RESEARCH METHODS

The population of this study is respondents to the Local Governments' Agencies in Banyuwangi Regency which has the status of State Civil Servant. The population amounted to 957 respondents. From 957 respondents from 25 Local Governments' Agencies taken based on the formula $n = \frac{N}{1+N\alpha^2} = \frac{957}{1+(957 \times 0.0025)} = \frac{957}{3.4} = 281$, the research sample was 281 respondents (Sanusi, 2017). The data collection technique in this study was an interview using a questionnaire. In accordance with the research method, statistical data used in this study uses quantitative statistics using the Structural Equation Models (SEM) program with Partial Least Squares (PLS) or what is called variance-based SEM (variance or Component Based Structured Equation Modeling). Quantitative descriptive analysis is used to analyze the number or description of respondents' answers that appear most often, and also analyze their frequency distribution (Sugiyono, 2017). The analysis tests the hypothesis using the Structural Equation Model method which combines factor analysis and path analysis. The PLS method is useful for research models that use independent, dependent, and moderating variables. In the PLS method does not require any intercorrelation between indicators or constructs and does not require large samples (Latan & Ghazali, 2015). Data taken from the field is often data with ordinal measurement scales. Statistical analysis can be done if the data with the ordinal scale must be transformed to an interval scale. Next, ordinal data must first be converted into new intervals that can be analyzed with statistical multivariate. Ordinal data with Likert Scale in five scale.

RESULTS AND DISCUSSION

The results of respondent characteristics show that respondents in this study the last education is the master category with 165 respondents, or equal to 58.7% of the number of civil servants selected to be sampled are 281 respondents. Most of the occupying administrator positions are field heads/young/intermediate expert functional officers are 230, and tenure is more than >22 years old. Details of respondent demographics can be seen in Table 1.

Table 1. Respondent Demography

Particulars	Items	Frequency	Percentage (%)
Gender	Male	202	71.9
	Female	79	28.1
Age (years)	24 – 35	9	3.2
	36 – 45	100	35.6
	46 – 56	172	61.2
Tenure (years)	1 – 10	9	3.2
	11 – 21	113	40.2
	22 – 32	159	56.6
Latest education	Diploma III	3	1.1
	Diploma IV or Bachelor	113	40.2
	Master	165	58.7
Position of Administrator	Secretary of agency	37	13.1
	Head of section	14	5.0
	Head of field or functional officer of young expert	230	81.9

Source: Data processed (2023)

Convergent validity testing is used to measure a construct that has a high correlation. Validity test parameters for indicators that are declared valid if they have a loading factor value greater than 0.5 (Latan & Ghazali, 2015). Reliability testing using Cronbach's Alpha parameter value > 0.6 (Ghozali, 2017).

Table 2. Validity and Reliability

Variable	Items	Loading Factor	r-table	Cronbach's Alpha	Rule of Thumb	Information
Civil Servant Performance (Y)	Y1.1	0.887	0.5	0.912	>0.6	Valid and Reliable
	Y1.2	0.793	0.5	0.912	>0.6	
	Y1.3	0.679	0.5	0.912	>0.6	
	Y1.4	0.600	0.5	0.912	>0.6	
	Y1.5	0.721	0.5	0.912	>0.6	
Assessment (X)	X1.1	0.762	0.5	0.950	>0.6	Valid and Reliable
	X1.2	0.846	0.5	0.950	>0.6	
	X1.3	0.813	0.5	0.950	>0.6	
	X1.4	0.783	0.5	0.950	>0.6	
	X1.5	0.764	0.5	0.950	>0.6	
	X1.6	0.825	0.5	0.950	>0.6	
	X1.7	0.801	0.5	0.950	>0.6	
Culture Organization (Z)	Z1.1	0.861	0.5	0.941	>0.6	Valid and Reliable
	Z1.2	0.877	0.5	0.941	>0.6	
	Z1.3	0.766	0.5	0.941	>0.6	
	Z1.4	0.895	0.5	0.941	>0.6	
	Z1.5	0.883	0.5	0.941	>0.6	
	Z1.6	0.884	0.5	0.941	>0.6	
	Z1.7	0.899	0.5	0.941	>0.6	

Based on Table 2 above, it can be seen that all variables have a loading factor value greater than 0.5 (CFA > 0.5). Thus, it can be concluded that the indicators are valid. The indicators of each construct variable can be used as a tool to measure the effect of assessment on civil servant performance with organizational culture as a moderation variable. Furthermore, all variables are considered reliable because they have a Cronbach alpha value above 0.6.

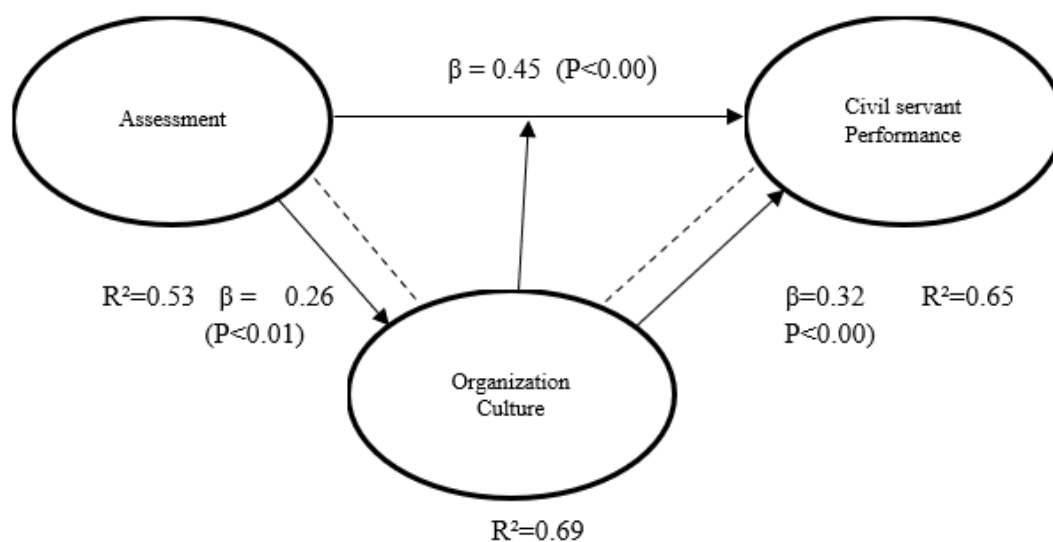


Figure 2. Result Path Model

The R Square value in Figure 2 shows the magnitude of the construct capability of the exogenous latent variable to the latent variable. Evaluation of structural models using the results of inner weight testing Table 4 is the value of the path coefficient. Path coefficients to calculate the correlation value between construct variables. The significance of the relationship between variables can be seen from the T-calculated value or P-Value must be smaller than α 0.05 and 0.1.

Table 3. Hypotheses Result

Hypothesis	β	P	Result
Assessment → Civil Servant Performance	0.45	0.00	Supported
Assessment → Organizational Culture → Civil Servant Performance	0.26	0.01	Supported
Organizational Culture → Civil Servant Performance	0.32	0.00	Supported

Source: Data processed (2023)

Based on Table 3 and Figure 2, hypothesis 1 shows that the assessment has a positive and significant effect on civil servant performance (P = 0.00, P > 0.05). The R² value was 0.53 or 53% of the influence of the independent variable (exogenous) on the dependent variable (endogenous), while the remaining 47% had other influences that were not studied in this study. This is due to the low action of the civil servant to take part in the assessment. Where the civil servant considers the assessment too complicated to follow. In addition, assessment is considered easy for the civil servant to follow if it has

closeness with regional leaders and heads. Though assessment aims to determine the value, quality, or status of the civil servant. The better the assessment results, the better the quality of the civil servant. The quality of civil servants measured, among others, increases in public services so that the index of public satisfaction with local governments increases. The quality of the civil servant has the basic values of civil servants, namely morality. The morals in question are an acronym for service-oriented, accountable, competent, harmonious, loyal, adaptive, and collaborative. The results of this study are in line with research (Khojiev, 2023) that employee performance also needs to be assessed or assessed on work, so that from the evaluation of the work it can be known whether the results are in accordance or not with the achievement of their performance goals. Another research result of his research Regen *et al.*, (2020), which supports the assessment affects the performance of the civil servant. Grand theory of goal setting reveals that the relationship of goals to assessment (Locke *et al.*, 1989) chooses goals based on assessment or assessment that is difficult to measure, and also based on performance. This assessment process is carried out with the aim of knowing the extent of performance (Robbins & Judge, 2013). Assessment begins with tasks, namely performance in problem solving and evaluation criteria for the task concerned (Astin & Holland, 1961). Individuals self-actualize the authority, vision, and mission of the organization.

Moreover, hypothesis 2 shows that the assessment has a positive and significant effect on civil servant performance with moderated organizational culture ($P = 0.01$, $P < 0.05$). The R^2 value was 0.65 or 65% of the influence of the independent variable (exogenous) on the dependent variable (endogenous), while the remaining 35% had other influences that were not studied in this study. This result indicates that a high assessment of civil servant performance through organizational culture. The high assessment is related to the promotion of positions desired by civil servants, so civil servants must have dedication and closeness to the Leaders and Regional Heads. The results of this study are in line with the results of research (Maseko, 2017), which supports the assessment of a significant positive effect on employee performance through organizational culture. The process of accepting Primary High Officials and Administrators through Assessment Selection or Open Auction for Primary High Officials and Administrators is too complicated. Assessment can motivate the civil servant to be aware of their responsibilities and better work and encouraged to be enthusiastic about completing their work well. With the support and attention of the Banyuasin Regency Government, the civil servant that carries out its duties will receive awards in the form of good positions and performance appraisals.

Hypothesis 3 indicating that organizational culture has a positive and significant effect on civil servant performance ($P = 0.00$, $P < 0.05$). The R^2 value was 0.69 or 69% of the influence of the independent variable (exogenous) on the dependent variable (endogenous), while the remaining 31% had other influences that were not studied in this study. These results indicate that organizational culture is largely built on employee performance. Meanwhile, the improvement of organizational culture can also be influenced by employee performance. Kenza & Benchrifa's (2023) research results; Nwakoby *et al.*, (2019); Reidhead (2020) that organizational culture has a significant positive effect on employee performance. The rationale for the relationship of organizational culture in goal setting theory is to plan and prepare employees with implemental thinking and goals to reduce unhealthy work practices (Keller *et al.*, 2019).

CONCLUSION

This study applied Structural Equation Models (SEM) with Partial Least Squares (PLS) in analyzing causal model techniques from 281 respondents from Local Governments' Agencies. The

results provide support for all hypotheses proposed in this study. Assessment has a positive and significant influence on civil servant performance. Similarly, the assessment results have a positive and significant influence on civil servant performance through organizational culture. The role of organizational culture has a positive and significant influence on the performance of the civil servant. This research was only conducted on Local Governments' Agencies in Banyuasin Regency. There are some limitations of this study. First, the results cannot be generalized because they only know the government sector. Second, the future research agenda can use other variables to be studied in this study. Third, further research can expand the object of research to all Local Governments' Agencies of districts and cities outside South Sumatra Province.

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