

JEL Classification: H11; H19

DOI: [https://doi.org/10.31521/modecon.V41\(2023\)-02](https://doi.org/10.31521/modecon.V41(2023)-02)

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

Abstract. Introduction. Human resource (employees) is one of the resources that must be owned and managed properly by organizations, both government and private.

Purpose. This research aims to determine the moderating role of organizational culture in assessing its influence on the performance of civil servants.

Results. 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.

Conclusions. 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.

Keywords: Assessment; Organizational Culture; Civil Servant Performance.

УДК 331.44

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Вплив оцінювання на ефективність роботи державних службовців, опосередкований організаційною культурою, у регентстві Баньюасін, провінція Південна Суматра

У статті визначено, що людський ресурс (працівники) - це один з ресурсів, яким повинні володіти і належним чином управляти організації, як державні, так і приватні. Застосовані моделі структурних рівнянь (SEM) з частковими найменшими квадратами (PLS) при аналізі методів причинно-наслідкових моделей 281 респондента з органів місцевого самоврядування дали можливість встановити, що оцінювання позитивно та суттєво впливає на ефективність роботи державних службовців. Дослідження також показує, що модеруюча роль організаційної культури в оцінці має позитивний та значний вплив на ефективність роботи державних службовців. Отримані результати підтверджують усі гіпотези, запропоновані в цьому дослідженні. та мають позитивний та значний вплив на ефективність роботи державних службовців через організаційну культуру.

Ключові слова: оцінка; організаційна культура; ефективність роботи державного службовця.

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Formulation of the problem. 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 [1]. 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 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 [3]. 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.

Analysis of recent research and publications. Several research results show that work performance also needs to be assessed [4]. 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 [1], [5]. 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 [6]–[13]. The research results show that organizational culture has a positive and significant effect on employee performance [14]–[19]. 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.

Formulation of research goals. 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 [22]. 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.

Outline of the main research material. The population of this study is respondents to the Local Governments' Agencies in Banyuasin Regency which has the status of State Civil Civil servant. The population amounted to 957 respondents. From 957 respondents from 25 Local Governments' Agencies taken based on the formula slovin $n = N/1+N\alpha^2 = 957/1+(957 \times 0.0025) = 957/3.4 = 281$, the research sample was 281 respondents. The data collection technique in this study was an interview using a questionnaire [23]. 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 [24]. 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 [25]. 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 multivariates. Ordinal data with Likert Scale in five scale. This model can be expressed in terms of regression equations, as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_1.Z + e \quad (1)$$

Information:

Y = Civil Servant Performance (CSP)

α = Constant

β = Beta Coefficient

X1 = Assessment (A)

Z = Organizational Culture (OC)

e = error

Based on the results of theory and analysis of the above model can create the following mindset:

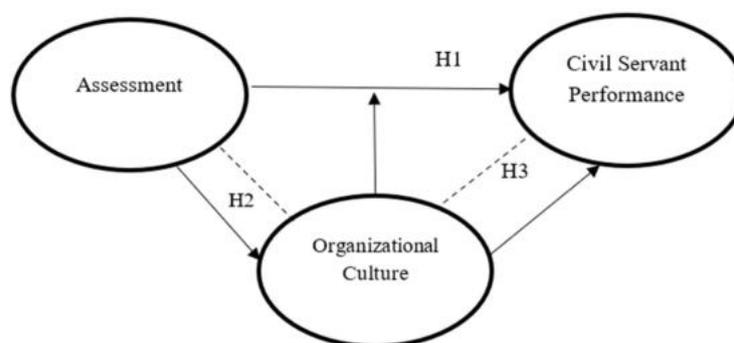


Figure 1—Research Framework

Source: author's development

Figure 2 shows the theoretical framework analyzed to see 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. 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.

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

Table 1. shows 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. 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 [25]. Reliability testing using Cronbach's Alpha parameter value > 0.6 [26].

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	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	

Source: Data Processed, 2023

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.

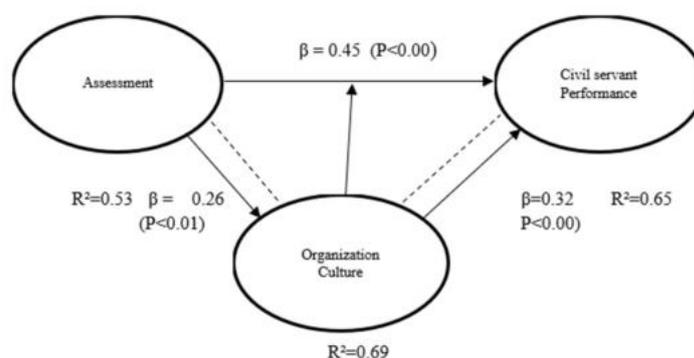


Figure 2 – Result Path Model

Source: Data Processed, 2023

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

Variable	Original Sample (O)	Standard Deviation (S.E)	T-Statistic (O/STDEV or CR)	P-Value	Result
X1-Y	0.256	0,055	5,160	0.000	Supported
X1*Z ₋ -> Y	0.267	0.076	3.530	0.001	Supported
Z ₋ -> Y	0.328	0,071	4,614	0.000	Supported

Source: Data Processed, 2023

Based on Table 3, the sub-structural equation is obtained, as follows:

$$CSP = 0.256*A + 0.267A*OC \quad (2)$$

Hypothesis 1 shows that the assessment has a positive and significant effect on civil servant performance ($P = 0.000$, $P > 0.05$). The R^2 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 [27]. Assessment begins with tasks, namely performance in problem solving and evaluation criteria for the task concerned [28]. 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 ($P = 0.001$, $P < 0.05$). 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 [29], 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 ($P = 0.000$, $P < 0.05$). 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 [30].

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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