

Analysis of Factors Affecting the Performance of State Civil Servants (ASN) at the Makassar City Investment and One-Stop Integrated Service Office

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Abstract:- This study aims to analyze and explain the influence of organizational commitment, leadership style and knowledge sharing on the performance of state civil servants (ASN) at the Makassar City Investment and One-Stop Integrated Service Office. The research method used by the author is a survey method. This research is primary data using a questionnaire. This research is a quantitative research, with a research design of hypothesis testing study to test the effect between variables. The results showed that: organizational commitment and leadership style had a positive and significant effect on the performance of state civil servants (ASN).

Keywords:- Organizational Commitment, Leadership Style, Knowledge Sharing and Performance.

I. INTRODUCTION

Performance is a description of the level of achievement of the implementation of an activity in an organization. Performance is one of the factors that influence how much they affect the progress of the organization. The higher or better the employee's performance, the easier it is for the organization's goals to be achieved, and vice versa if the employee's performance is low or not good then the activities that have been planned cannot run well and the organization is difficult to achieve the goals that have been set.

Furthermore, public services are all forms of services, both in the form of public goods and public services, which in principle are the responsibility and are carried out by central and regional government agencies in the context of efforts to meet the needs of the community as well as in the context of implementing the provisions of laws and regulations. One of the government's efforts to improve services is the issuance of Minister of Home Affairs Regulation Number 138 of 2017 concerning the Implementation of One Stop Integrated Services (PTSP). The Minister of Home Affairs Regulation essentially requires local governments to carry out activities, among others: This Ministerial Regulation is intended as a guideline in the implementation of Regional PTSP. The implementation of Regional PTSP aims to: a. improving the quality of PTSP, realizing legal protection and certainty for the community; b.

provide wider access to the community to obtain excellent service; and c. improve the ease of doing business and regional competitiveness.

The target of implementing Regional PTSP is the realization of PTSP that is fast, easy, transparent, definite, simple, affordable, professional, with integrity, and increasing the rights of the community to obtain Licensing and Non-licensing services. The Makassar City Investment and One Stop Integrated Service Office is one of the local government tools in the city of Makassar which implements a one-stop service system. Makassar City DPMPPTP as an agency specifically tasked with providing services regarding licensing that directly touches the community, basically can be said as a new breakthrough or innovation in local government management which is expected to be able to provide quality public services in accordance with the demands and expectations of the community.

The establishment of the Makassar City DPMPPTSP is a tangible manifestation of the city's commitment to providing better services and providing integrated services to make it easier for the community and the business world to obtain permits. One form of public service to the community is excellent service in the field of licensing, what is meant by excellent licensing services is a one-stop integrated service that can reflect a form of service that meets the principles of service that is clear, simple, definite, safe, effective, efficient, transparent, , accountable, participatory, economical, fair, and equitable.

Based on information obtained through online media (Makassar City news). The Makassar City Ombudsman received complaints related to public services throughout 2019. Among them were those related to the issuance of building permits. Complaints related to the management of IMB (building permits) in the city of Makassar, namely indications of a protracted delay and carried out by certain officials to issue the IMB.

In addition, based on the results of initial observations made at the Makassar City Investment and One-Stop Integrated Service Office, especially public services in the licensing sector, it is still felt that it is not in accordance with what the community expects. Service users must wait up to 1 month more until the issuance of the IMB permit. In

accordance with Makassar Mayor Regulation Number 27 of 2017 concerning the Implementation of One-Pitu Integrated Licensing Services for Makassar City, it is stated in article 2 that the one-stop integrated service aims to: 1) shorten the service process, 2) realize a fast, easy, cheap, transparent, sure service process, and affordable, 3) closer and provide wider services to the community. Until now it has not been carried out optimally by the agency, such as the existing services at the Office of the Investment Service and the Makassar City One Stop integrated service provided to the community which has not been satisfactory. There are still things that need to be addressed so that people can get more satisfaction. This can still be seen with the problems that occur. Referring to this phenomenon, the researcher is interested in studying the factors that affect the performance of the civil servants at the Makassar City Investment and One Stop Integrated Service Office.

II. LITERATURE REVIEW

Organizational Commitment

Organizational commitment is the degree to which a person favors the organization and its goals, as well as the desire to maintain membership in the organization (Lubis, 2010). Organizational commitment is seen as a value where individuals will think about their work and organization, giving all efforts to achieve organizational goals (Harmen and Amanah, 2013). While Muslih (2011: 70) suggests that organizational commitment is the agreement of all parties within an organization regarding guidelines and implementation related to achieving organizational goals. As a mutual agreement, when someone's needs in the organization have not been met, it will reduce their loyalty to the company and result in reduced employee responsibilities in carrying out their work.

Understanding Organizational Commitment According to Robert and Kinicki (in Robert Kreitner, 2011) that organizational commitment is a reflection where an employee recognizes the organization and is bound to its goals. This is an important work attitude because people who have commitment are expected to show their availability to work, work harder to achieve organizational goals and have a greater desire to stay in a company. Mowday (in Sopiah, 2008) calls work commitment as another term for organizational commitment. In addition, organizational commitment is an important behavioral dimension that can be used to assess employee tendencies, identify and involve someone who is relatively strong in the organization, and knows the wishes of organizational members to maintain membership in the organization and are willing to strive for the achievement of organizational goals and are able to accept norms. -the norms that exist within the company.

Leadership Style

Etymologically, leadership comes from the root word "lead" (lead). means to guide or guide.1 Leadership itself is a science and an art influencing people or groups to act as expected in order to achieve goals effectively and efficiently. Leadership style (Leadership Style), namely a leader who

carry out their leadership functions with all the skills and his attitude. Leadership style is the way a leader behaves, communicate, and interact with others in influencing people to do something. These styles can vary on the basis of motivation, power or orientation towards a particular task or person. Leadership style basically contains the meaning of: an embodiment of the behavior of a leader that concerns ability to lead. This embodiment usually forms a certain pattern or shape.

Leadership style is the way a person uses leader to influence the behavior of his subordinates where This leadership aims to guide and motivate employees so that it is expected to produce higher productivity high. The leadership style of a leader will very influential on the performance of employees or subordinates. Leader must be able to choose a leadership style according to the situation Yes, if the leadership style applied is correct and appropriate then will be able to direct the achievement of organizational goals and individual. Conversely, if the chosen leadership style is wrong and not in accordance with the existing situation, it will be This makes it difficult to achieve organizational goals.

Knowledge Sharing.

According to Marquadt (2002: 240) there are several processes in knowledge management, namely knowledge acquisition (inputting knowledge), knowledge creation (knowledge creation), knowledge storage and renewal (saving and retrieving knowledge), knowledge transfer/sharing (spreading knowledge), and knowledge utilization (use of knowledge). According to Lumbantobing (2011: 38) of all these processes, knowledge sharing is the core of the success of the implementation of knowledge management, because without the practice of sharing (sharing) the learning process and the addition of knowledge will be hampered, and the scale of knowledge utilization is very limited because the existing knowledge is only will be used by certain people and in a limited unit. So it is hoped that when useful knowledge spreads across all lines of employees, it can improve the performance of these employees.

Knowledge Sharing (KS) is defined as an exchange of knowledge between two individuals; one person communicates knowledge, while another person assimilates that knowledge (Jacobson, 2006). The main focus of knowledge sharing from each individual is being able to explain, encode and communicate knowledge to other people, groups, and especially to organizations. Knowledge sharing can occur among individuals, within and between teams, between organizational units, and between organizations (Glassop, 2002).

Performance

The success of an organization is largely determined by the performance of managers and the performance of the employees in it. Because of the performance of employees can measure to what extent the results of the work that has been completed while working. According to Wirawan (2012) defines that performance is the output produced by

the functions or indicators of a job or a profession within a certain time. Meanwhile, according to Rivai (2004) says that performance is a function of motivation and ability. To complete a task or job, a person should have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what to do and how to do it. Performance is a real behavior that is displayed by everyone as work performance produced by employees in accordance with their role in the company. Sutrisno (2014) says that performance as a result of employee work is seen from the aspect of quality, quantity, working time, and cooperation to achieve the goals set by the organization.

Thus, it can be interpreted that optimal and stable performance is not a coincidence. Of course, it has gone through stages with good performance management, and maximum effort to achieve it. Without good management,

the possibility of a proud result is actually false, so that success is a coincidence that is not based on strong conditions..

III. METHODOLOGY

This study aims to analyze and explain the influence of organizational commitment, leadership style and knowledge sharing on the performance of state civil servants (ASN) at the Makassar City Investment and One-Stop Integrated Service Office. The research method used by the author is a survey method. This research is primary data using a questionnaire. This research is a quantitative research, with a research design of hypothesis testing study to test the effect between variables. The number of samples in this study were 38 respondents. The variables in this study are competence, organizational commitment, leadership style, *knowledge sharing* and performance.

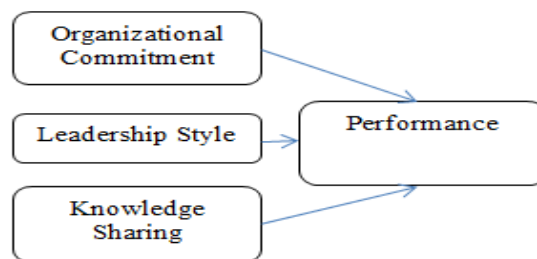


Figure 1 Conceptual Framework

IV. RESULT

Description of Research Results

Multiple Linear Regression Analysis Test

The method of data analysis in this study is multiple linear regression analysis (Multiple Regression Analysis). The research data was processed using the Statistical Package for Social Science (SPSS) program. In the analysis of research data using multiple linear regression, testing the validity and reliability of the data, descriptive statistics, classical assumption testing, and hypothesis testing (F test and t test). The equation of the multiple linear regression model used in testing the hypothesis in this study is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information :

Y = Performance

X1 = Organizational Commitment

X2 = leadership style

X3 = *knowledge sharing*

a = Constant

b1-b3 = Regression coefficients X1, X2, and X3 e= Error

By using the tool of the SPSS Version 25 data analysis program, the regression coefficient value for each variable which includes transparency, HR competence and community participation is obtained which is included in the following model:

$$Y = 3.201 + 0,538X_1 + 0,381X_2 + 0,353X_3$$

The multiple linear regression equation above can be interpreted as follows:

Table 1 Results of regression calculations

Model		Coefficients ^a				Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	3.201	2.958		1.082	.284		
	Organizational Commitment	.638	.122	.471	4.424	.000	.831	1.304
	leadership style	.481	.089	.501	4.253	.030	.658	1.620
	<i>knowledge sharing</i>	.453	.116	.373	3.042	.004	.727	1.476

a. Dependent Variable: Performance

Source: Primary data processed, 2021

1. The multiple linear regression formula above obtained a constant value of 3,201.
2. The Organizational Commitment regression coefficient (X1) is 0.638 which means that there is a positive and significant effect of Organizational Commitment on the Performance employee at the Makassar City Investment and One-Stop Integrated Service Office of 0.638 so that if the Organizational Commitment score increases by 1 point it will be followed by an increase in Performance employee score by 0.638 points.
3. The leadership style regression coefficient (X2) is 0.453 which means that there is a positive and significant effect of leadership style on the Performance employee at the Makassar City Investment and One-Stop Integrated Service Office of 0.453 so that if the leadership style score increases by 1 point it will be followed by an increase in Performance employee score by 0.453 points.
4. The *knowledge sharing* regression coefficient (X3) is 0.481 which means that there is a positive and significant effect of *knowledge sharing* on the Performance employee at the Makassar City Investment and One-Stop Integrated Service Office of 0.481 so that if the *knowledge sharing* score increases by 1 point it will be followed by an increase in Performance employee score by 0.481 points.

Partial Testing (t-test)

To test the variable partially or individually the independent variable (X) on the dependent variable (Y) can be used t test. This can be seen in the results of the analysis of SPSS version 25 data processing which are contained in the following table 1:

From the description of the t test using the SPSS version 25 data analysis program, it is known that the four independent / independent variables (X) have a positive and significant effect on the Performance employee at the Makassar City Investment and One-Stop Integrated Service Office with the following summary:

1. Organizational Commitment variable (X1) with tcount 4,424 > t table 1,690 and significance 0,0 > 0,05.
2. leadership style (X2) with tcount 4.253 > t table 1,690 and significance 0,03 > 0,05
3. *knowledge sharing* variable (X3) with tcount 3.042 > t table 1.671 and significance 0,00 > 0,05

Dominant Testing (Beta Test)

Beta test is to test the independent / independent variables (X) which has the most dominant influence on the dependent / independent variable (Y) by showing the variable that has the highest standardized beta coefficient. Based on the results of data processing using SPSS 25, it can be seen in the following table 2 above.

Based on the results of the standardized beta value, it is known that among the variables of Organizational Commitment, Leadership Style, and *knowledge sharing*, the one that has the greatest influence on the Performance employee at the Makassar City Investment and One-Stop Integrated Service Office is the Leadership Style variable

(X2) of 0.501 or 50.1%.

This study also found the magnitude of the influence of the independent variables on the dependent variable which can be seen from the value of the coefficient of determination (Adjusted R square) and can be seen in the following table:

Model	R	R Square	Adjusted R Square
1	.813 ^a	.661	.644
a. Predictors: (Constant), X3, X1, X2			
b. Dependent Variable: Y			

Source: Primary data processed, 2021

The value of the coefficient of determination (Adjusted R square) is 0.644 which means that the independent / independent variable (X) which includes Organizational Commitment, Leadership Style, and *knowledge sharing* contributes to the variation in the Performance employee at the Makassar City Investment and One-Stop Integrated Service Office by 64.4%, while the remaining 35, 6% is influenced by other variables not included in this study.

V. DISCUSSION

The Effect of Organizational Commitment on the Performance employee

Through hypothesis testing, it is shown that the tcount of 4.424 is greater than the t table of 1.690 and a significance of 0.00 > 0.05, which means that the organizational commitment variable has a positive and significant effect on employee performance at the Makassar City Investment and One-Stop Integrated. Service Office, thus the hypothesis is accepted. This means that improving commitment will improve employee performance.

Luthan in Wibowo (2016) revealed that in several research studies on organizational commitment it was found that there was a positive relationship between organizational commitment and expected results such as high performance, low employee turnover and low absenteeism. This is in line with the data analysis of research results and hypothesis testing, that the organizational commitment variable (X1) has a positive and significant influence on the employee performance variable (Y). Data analysis illustrates that employees of the Makassar City Investment Office and PTSP have a high sense of concern for the fate of the organization and this is realized by giving maximum contribution to the organization through the resulting work performance.

The Effect of Leadership Style on the Performance employee

Through hypothesis testing, it is shown that the tcount of 4.253 is greater than the t-table of 1.690 and a significance of 0.03 > 0.05, which means that the leadership style variable has a positive and significant influence on employee performance at the Makassar City Investment and One-Stop Integrated. Service Office, thus the hypothesis is accepted. This means that improving leadership style will improve employee performance.

The opinion of Robbin (2012) states that "leadership is what leader does it's process of leading a group and influencing that group to achieve it's goals". leadership is what leadership does, it is the process of leading a group and influencing it to achieve goals. A leader is required to be able to have skills in reading and understanding the conditions of employees in the organization he leads, so that decisions about the right leadership style to be applied in the organizational environment can be accepted by all members of the organization and this will have a very positive impact on improving employee performance.

This is also supported by research conducted by Siswanto (2017) on the influence of leadership style on employee performance (study on employees of the human resources management compensation and benefits division of PT. Freeport Indonesia), where the results of his research show that leadership has a positive and significant correlation. on employee performance..

The Effect of Knowledge Sharing on the Performance employee

In accordance with the data analysis of the research results and hypothesis testing conducted, that the knowledge sharing variable (X3) has a positive and significant influence on the employee performance variable (Y) at the Makassar City Investment Office and PTSP, indicated by tcount of 3,042 which is greater than t the table is 1.690 and the significance is $0.00 > 0.05$.

This is also supported by research conducted by Pambudi (2017) on the influence of leadership, knowledge management and organizational culture on employee performance at PT. Pelabuhan Indonesia (Persero) Dumai City Branch, where the research results show that knowledge management, especially knowledge sharing, has a positive influence on employee performance. Organizational management must be able to encourage all employees to always be involved in the knowledge sharing process, whether it is receiving knowledge or giving knowledge. Employees who have participated in workshops or training activities have an obligation to share their knowledge with fellow co-workers so that there is an even distribution of knowledge which will ultimately affect employee performance.

VI. DISCUSSION

Based on the results of the research and discussion above, it can be concluded:

1. Organizational commitment has a significant influence on employee performance. This shows that the higher the organizational commitment of employees at the Makassar City Investment Office and PTSP, the higher the performance of Makassar City Investment and PTSP employees.
2. Leadership style has a significant influence on employee performance. This shows that the better the leadership style applied by the leadership at the Makassar City Investment Office and PTSP, the higher the performance

of Makassar City Investment Service and PTSP employees.

3. Knowledge sharing has a significant effect on employee performance. This effect indicates that the higher the knowledge sharing, then this will have an impact on the higher the performance of the employees of the Makassar City Investment Office and PTSP. Knowledge sharing indicators, both giving and receiving knowledge, have a high mean value.

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