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The Influence of the Work Culture and the Work Environment towards the Performance of the Civil Servants in Bone Bolango Government, Indonesia

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ABSTRACT: The research is aimed to find out (1) the direct influence of work culture towards the performance of ASN in the Bone Bolango District Education Office of Gorontalo, Indonesia; (2) the direct impacts of work environment towards the performance of civil servants. The data were collected by using questionnaire technique or list of questions. Further, the data are analyzed by using *Partial Least Square (PLS) approach*. The result of the research shows that (1) work culture has a positive direct impacts, but it is not give significant effect towards the employee performance. The work culture variable does not have significant direct effects towards the performance of the civil servants. The research hypothesis is rejected and it is allegedly because of the work culture orientation that focuses on the desired achievement and the management philosophy that focuses on the work implemented has not been fully reflected and implemented consistently and strongly by the employee. This impedes the improvement of civil servants's performance in organizations; (2) work environment has a positive but it is not give significant effect on the performance. The work environment variable does not have a significant direct effect on employee's performance. The reason for rejecting this hypothesis is allegedly because of the interaction of employee in the work environment has not reflected the construction of a strong and solid mindset of understanding as an action in responding the era of digitizing technology. Hence, this has an impact on the weakening of compromise, cooperation, teamwork and communication network between the employees itself. This condition impedes harmony in achieving the work targets set.

KEYWORDS: Work culture, work environment, civil servant, performance.

I. INTRODUCTION

The Civil Servants (ASN) has the responsibility of carrying out the governmental organization which functions as a public policy implementer and public servant, should be tasked by providing professional public services and quality performance. Organizations will make progress if it is supported by the quality of the performance of the staff and reliable. This will have an impact on accelerating the achievement of organizational goals because along with the development of science and technology, it requires that there is intense competition in the world of work. Contextually, public organizations in Indonesia are faced with several key challenges and problems. Nalaho (2018) identifies the main challenges of the civil servants in the era of the industrial revolution 4.0 which is no longer only dealing with technical and routine issues, but also must be able to interpret global developments and take appropriate action in organizations to face the industrial revolution 4.0. The common and dominant obstacles in managing an organization is the lack of apparatus human resources support both in quantity and quality (Permata, 2013; Prasetyo, 2017 and Hayati, 2017). In order to address the problems that have arisen, Law Number 5 Year 2014 specifically concerning about the Civil Servants which covers merit-based recruitment standards, employee apparatus labor regulations, and the sanctions that are imposed if they do not comply with the provisions of the constitution. There are several factors that affect the employee performance; it is also very decisive in the effort to achieve organizational goals that have been set previously. One of the factors influencing the low performance of ASN is work culture (Ulumudin, 2013, Safitral, et al. 2014; Tanuwibowo and Sutanto, 2014; Silva, 2016; Riqiqina, 2017; Yulia, 2018). The work culture of organizations in Indonesia is still unable to change the behavior of the civil servants, so that their performance is still not effective. This can be seen from the work culture in some organizations that are not optimal. An independent work culture with less supervising has not been applied in

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KEYWORDS: *Work culture, work environment, civil servant, performance.*

I. INTRODUCTION

The Civil Servants (ASN) has the responsibility of carrying out the governmental organization which functions as a public policy implementer and public servant, should be tasked by providing professional public services and quality performance. Organizations will make progress if it is supported by the quality of the performance of the staff and reliable. This will have an impact on accelerating the achievement of organizational goals because along with the development of science and technology, it requires that there is intense competition in the world of work.

Contextually, public organizations in Indonesia are faced with several key challenges and problems. Naibaho (2018) identifies the main challenges of the civil servants in the era of the industrial revolution 4.0 which is no longer only dealing with technical and routine issues, but also must be able to interpret global developments and take appropriate action in organizations to face the industrial revolution 4.0. The common and dominant obstacles in managing an organization is the lack of apparatus human resources support both in quantity and quality (Permana, 2013; Prasetyo, 2017 and Haryati, 2017). In order to address the problems that have arisen, Law Number 5 Year 2014 specifically concerning about the Civil Servants which covers merit-based recruitment standards, employee apparatus labor regulations, and the sanctions that are imposed if they do not comply with the provisions of the constitution.

There are several factors that affect the employee performance; it is also very decisive in the effort to achieve organizational goals that have been set previously. One of the factors influencing the low performance of ASN is work culture (Ulumudin, 2013, Safrizal, et al, 2014; Tanuwibowo and Sutanto, 2014; Silva, 2016; Rizqina, 2017; Yulia, 2018). The work culture of organizations in Indonesia is still unable to change the behavior of the civil servants, so that their performance is still not effective. This can be seen from the work culture in some organizations that are not optimal. An independent work culture with less supervising has not been applied in

the organization. Various problems related to the suboptimal implementation of work culture can be seen from the inaccuracy in completing the work assigned. The rest of the tasks given are often ignored without responsibility, lack of performance and unmotivated to make changes for the better, lack of competitive and less productive in carrying out their duties, and lack of the initiative to develop at work.

The work environment is an equally important factor in determining the low performance of apparatus in public organizations (Munparidi, 2012; Logahan, 2012; Nurmasitha, et al, 2016; Jacobis, 2017). The environment that is not fresh and uncomfortable and does not fulfill the standards of decent needs will contribute to the inconvenience of employees on duty. There are still many problems regarding to the work environment that do not fulfill the expectations, which has an impact on the declining performance of the civil servants in Indonesia. Facing the 4.0 industrial revolution era, where the characteristics of the work environment based on digitalization, human and machine interaction is occurred, as well as the use of information technology. The existence of physical facilities and office equipment that is still lacking in support, which can create obstacles in supporting public services to the community, this absolutely affects the performance. Inadequate existing work facilities, such as workplace temperatures that are not comfortable, inadequate work space, and so many complains about the comfort in their rooms which ultimately interfere with their work.

The issue regarding with the performance of the civil servants in Indonesia, becomes a challenge as well as an obstacle faced by many public sector organizations in Indonesia (Wahyuni, 2015; Hartajunika, et al, 2015), included the Bone Bolango Education Office of Gorontalo, Indonesia. In their fields, they are demanded to move the wheels of the organization in achieving the vision and mission where their abilities or competencies can be seen from the performance achieved. In contrast, along with the demands of global competitiveness, the apparatus performance problem is still a challenge that has surfaced in the Bone Bolango district Education Office.

II. RESEARCH METHODOLOGY

The study is conducted by using survey research with descriptive quantitative research approach. Data Collection employed questionnaire. Data Analysis Technique which is used in this research is Partial Least Square (PLS) approach. PLS is a Structural Equation Modeling (SEM) equation model based on components or variants. Ghazali (2014) states that PLS is a powerful analysis method as an alternative approach that shifted from the covariant-based SEM approach to variant-based. Covariance-based SEM generally tests causality / theory while PLS is more predictive model. PLS is not based on many assumptions such as the data must be normally distributed, the sample does not have to be large. Besides being able to be used to confirm theories, PLS can also be used to explain the presence or absence of relationships between latent variables. PLS can simultaneously analyze constructs that are formed with reflective and formative indicators.

PLS is aimed to assist the researcher make a prediction. The formal model defines latent variables as linear aggregates of the indicators. *Weight estimate* stands for creating components of latent variable score which is obtained based on how the inner model (the structural model that connects between latent variable) and the outer model (the measurement model that links between indicators and construction) are specified. The result is three residual variance of the dependent variable. Parameter estimates are obtained by PLS can be categorized into three. First, the weight estimate is used to create a score of latent variable. Second, it reflects the path estimate that connects latent variables and between the latent variable and its indicator (loading). Third, related to the *means* and location of the parameter (regression constant values) for the indicator and latent variable. In order to obtain these three estimates, PLS uses a 3- stage iteration process and each stage of the iteration produces an estimate. The first stage produces a weight estimate, the second stage produces an estimation for inner model and outer model, and the third stage produces a means and location estimates (Ghazali, 2014).

III. RESEARCH FINDING AND DISCUSSION

The subjects of this research is the civil servant who work in Education Department in Bone Bolango district, Gorontalo, Indonesia, which are about 55 people.

The profil of 51 respondents who participated in this research were mostly female respondents (64,71 %). Meanwhile, in terms of the age of the majority of respondents above 35 years old (39,21%), while the educational level of the respondents was dominated by bachelor degree/ S1 (52,94%). The majority of respondents were working class group III (60,78%). A summary of respondents' profile is shown in the following table:

Table 1. Respondents' profil

Gender	Number	Age
Male		
Female		

21-25 years old		
26-30 years old		
> 35 years old		
f Education		
Diploma		
S1		
S2		
II		
III		
IV		

Partial Least Square (PLS) Scheme

The technique of processing the data is using Partial Least Square (PLS) method. PLS is an alternative method of analysis with variance based *Structural Equation Modelling (SEM)*. The advantage of this method is it does not require assumptions and it can be estimated with a relatively small number of samples. The tools that is used in the form of smart PLS 3.0 program. It is specifically designed to estimate structural equations on a variance basis. The PLS- based SEM method requires 2 stages to assess the Fit Model of a research model (Ghozali, 2014), namely (1) Assessing Outer Model or Measurement Model and (2) Testing the Structural Model (Inner Model)

Rating Outer Model or Measurement Model

There are three criteria in using data analysis technique with SmartPLS to assess the outer model, namely Convergent Validity, Discriminant Validity, and Composite Reliability.

In order to test convergent validity, the outer loading or loading factor value is used. Convergent validity of the measurement model with reflexive indicator is assessed based on the correlation between item scores/ component scores estimated with PLS software. Individual reflexive measurements are said to be high if they correlate more than 0.70 with the construct measured. On the other hand, Chin (in Ghozali, 2014: 39) states that for the initial stage of research, the development of a measurement scale of loading values 0.5 to 0.6 is considered sufficient. In this research, a loading factor limit of 0.70 will be used. The outer loading for the five variables is shown in several tables below.

Table 2. Outer Loadings (Measurement Model) for the Construct of Work Culture

or	Model	cation	ation
			he convergent validity
			he convergent validity
			he convergent validity
			he convergent validity

Table 3. Outer Loadings (Measurement Model) for the Construct of Work Environment

or	Model	cation	ation
			he convergent validity
			he convergent validity
			he convergent validity
			he convergent validity
			he convergent validity
			he convergent validity
			he convergent validity
			he convergent validity
			he convergent validity
			he convergent validity
			he convergent validity
			he convergent validity

		he convergent validity
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Source: SmartPLS Program Output Processing (2019)

Table 4. Outer Loadings (Measurement Model) for the Construct of ASN's Performance

Indicator	Initial Model	Modification	Information
1	0,763	0,885	Fulfill the convergent validity
2	0,902	0,921	Fulfill the convergent validity
3	0,894	0,925	Fulfill the convergent validity
4	0,822	0,927	Fulfill the convergent validity
5	0,771	0,829	Fulfill the convergent validity

Source: SmartPLS Program Output Processing (2019)

The result of processing data by using SmartPLS as in table 4, table 5, and table 6 show the value of the outer model or the correlation between constructs and variables does not initially fulfill the convergent validity because there are still many indicators that have a loading factor value below 0.70. Modification of the model is done by issuing indicators that have a loading factor value below 0.70. the modification model as shown in the five tables above shows that all loading factors have values above 0.70, so that the constructs for all variables have been eliminated from the model.

Discriminant validity is carried out in order to ensure that each concept of each latent variable is different from other variables. *Discriminant validity* test uses *cross loading* values. An indicator is stated to fulfill a good *discriminant validity* if the *cross loading* indicator value on the variable is largest compared to other latent variables. By cross loading data showed that each indicator on the research variable has the largest *cross loading* value on the variable it forms compared to the *cross loading* value on other variables. Based on the results that have been obtained in the research, it can be stated that the indicators used in this study have good *discriminant validity* in arranging their respective variables. In addition to observe the the *cross loading* value, *discriminant validity* can also be known through other methods by looking at the *average variant extracted (AVE)* value for each indicator which requires values must be > 0.5 for a good model. The *AVE* of each variable can be seen in table 5 as follow:

Table 5. Average Variant Extracted (AVE)

Variable	AVE
Work Culture	0.819
Work Environment	0.823
ASN's Performance	0.807

Source: SmartPLS Program Output Processing (2019)

Based on the data presentation in Table 8 above, it is known that the AVE value of the Work Culture, Work Environment, and ASN Performance is > 0.5. Thus, it can be stated that each variable has a good discriminant validity.

Composite reliability is a part that is used to test the reliability value of indicators on a variable. A variable can be stated fulfill the composite reliability if it has a composite reliability value about > 0.6. The composite reliability values of each variable used in this study are as shown in Table 6 as follows:

Table 6. Composite Reliability

Variable	Composite Reliability
Work Culture	0,947
Work Environment	0,986
ASN's Performance	0,954

Based on the data presentation in Table 9 above, it can be seen that the composite reliability value of all research variables is > 0.6. These results indicate that each variable has fulfilled the composite reliability, so it can be concluded that all variables have a high level of reliability.

Reliability test with the composite reliability above can be strengthened by using *Cronbach's alpha* values. A variable can be declared reliable or fulfill the *cronbach's alpha* if it has a *cronbach alpha* value about > 0.7. The *cronbach's alpha* value of each variable used in this research is shown in Table 7 as follows:

Tabel 7. Cronbach's Alpha

Variabel	Cronbach's Alpha
Work Culture	0,925
Work Environment	0,984
ASN's Performance	0,942

Based on the data presentation above in Table 10, it can be seen that the *Cronbach alpha* value of each research variable is > 0.7. These results indicate that each research variable fulfill the *Cronbach alpha* value requirements, so it can be concluded that all variables have a high level of reliability.

Evaluation of Structural Model (Inner Model)

Testing the inner model or structural model is done to see the relationship between the construct, the significance value and the *R-square* of the research model. The structural model is evaluated using *R-square* for the dependent construct of the t test as well as the significance of the coefficient of structural path parameters. In assessing a model with PLS, it starts by looking at the *R-square* for each latent dependent variable. Table 8 is the result of *R-square* estimation using *SmartPLS*.

Table 8. *R-square* Value

Variabel	<i>R-square</i>
ASN's Performance	0,341

The *R-square* results in Table 11 show the influence of work culture and work environment on ASN's performance towards the construct variables giving an *R-square* value of 0.341, which means that the ASN's performance construct variables can be explained by the work culture and work environment construct variables of 34.10%, while the remaining 65.9% is explained by other variables outside the study.

In order to see the significance of the influence of work culture behavior and work environment on ASN's performance, it is done by looking at the value of the parameter coefficient and the statistical significance value of t. The results of *SmartPLS* output using *calculate-PLS Bootstrapping* show *Path Coefficients* as in Table 9 as follows:

Table 9. *Path Coefficients*

Path	<i>Path Coefficients</i>
Work Culture → ASN's Performance	0,469
Work Environment → ASN's Performance	0,282

The *Path Coefficients* results in Table 9 can be explained as follows: (1) The path coefficient value of the work culture variable on the ASN's performance shows 0.469. Positive coefficient values indicate work culture has a positive effect on ASN performance. This shows that if the work culture increases by 1% resulting in an increase in ASN's performance of 0.469 with the assumption that other variables are considered constant, and (2) The path coefficient value of the work environment variable on ASN's performance shows 0.282. Positive coefficient values indicate the work environment has a positive effect on ASN's performance. This shows that if the work environment increased by 1% resulting in an increase in ASN performance of 0.282 with the assumption that other variables are considered constant.

Based on the data processing that has been done, the results can be used to answer the hypothesis in this study.

Hypothesis testing in this study was conducted by looking at the t value of statistics and *p-values*. The research hypothesis can be accepted if the t-statistic is greater than the t-value of 1.648 and the *p-value* is less than 0.05. Interpretations of the results of hypothesis testing are shown in Table 10 as follows:

Table 10. Hypothesis Testing

Hipotesis	Influence	T-Statistics	<i>P-Values</i>	Result
H1	Work Culture → ASN's Performance	0,443	0,658	Rejected
H2	Work Environment → ASN's Performance	0,292	0,771	Rejected

IV. DISCUSSION

Based on the results of statistical calculations, it can be concluded that the construct of work culture has a direct positive but it is not give significant effect on the construct of ASN's performance. This can be seen from the t value of statistics 0.443 smaller than the t value of table 1.648 and the significant value of the results of the study amounted to 0.658 greater than the significant level determined at 0.05. Thus, the H1 hypothesis in this study was rejected. This shows that the work culture variable does not have a significant direct effect on ASN performance. The reason for rejecting this hypothesis is allegedly because the work culture orientation that focuses on the desired achievement and management philosophy focuses on the work implemented in the Bone Bolango District Education Office, Gorontalo Province, which has not been fully reflected and implemented consistently and strongly by the ASN. This impedes the improvement of ASN's performance in organizations. The research findings above is not in line with the research of Yulia (2018) which confirms that the perception of work culture has an influence on the quality of service to the community, so it must continue to be improved and the role of the leader has an influence on ASN's performance. Noting on Yulia's view (2018) and research findings, the researcher argues that it is the time for the Bone Bolango District Education Office of Gorontalo Province to apply the principles of work culture that focuses on professionalism, an open system with flexible controls, and always oriented on fulfilling the needs of staff which is carried out focused, earnest, consistent

and accompanied by a strong commitment from each ASN. This is because of an important role of work culture in building apparatus work performance, in order to direct the organization to success.

Paying attention to the research of Sugiyarto, et al, 2018; Zeqiri and Alija, 2016, the researcher believes that the work culture in the Bone Bolango District Education Office of Gorontalo Province which is based on *result oriented*, it is the time to be more focused on the desired achievements and results to fulfill the organizational goals. The work culture of the Bone Bolango District Education Office of Gorontalo Province is oriented to the result where ASN feels comfortable to make new challenges in their work. Meanwhile, the work culture of the Bone Bolango District Education Office in Gorontalo Province is *job oriented* based requiring the ASN to make new innovations in work. Indeed, important aspects of concern for the Bone Bolango District Education Office, Gorontalo Province, provide an information technology / digitalization approach for the implementation of work.

Referring to the research of Sugiyarto, et al, 2018; Zeqiri and Alija, 2016, the work culture of the Bone Bolango District Education Office in Gorontalo Province is professionally oriented, oriented towards professionalism, emphasizing the improvement of staff competency through sustainable improvement, namely continuous improvement in all aspects of the organization. Meanwhile, the work culture of the Bone Bolango District Education Office of Gorontalo Province based on open system requires the Bone Bolango District Education Office of Gorontalo Province adopt a work culture that focuses on an open system focusing on organizational openness to new ASN's ideas and the existence of rapid adaptation in teamwork.

Cultural orientation focuses on flexible control by using virtual-based remote control mechanisms, as well as the convenience of staff at work (Sugiyarto, et al, 2018; Zeqiri and Alija, 2016). Cultural orientation focuses on fulfilling the needs of staff, then the main focus internally lies in fulfilling the needs of staff (Sugiyarto, et al, 2018; Zeqiri and Alija, 2016).

Observing the challenges of the industrial revolution era 4.0, where the competition is increasingly dynamic by prioritizing a work culture that prioritizes the use of technology and information, the researcher believes that if this is accompanied by the application of work values that encourage motivation, independence, creativity, loyalty, discipline, integrity, openness, togetherness, and professionalism from ASN, the Bone Bolango District Education Office of Gorontalo Province can be able to make a progress rapidly. A strong work culture in the Bone Bolango District Education Office of Gorontalo Province needs to be encouraged to be able to improve morale, ability and work skills in carrying out its duties and obligations, so that ASN can carry out work well and obtain effective and efficient work.

Based on the results of statistical calculation, it can be concluded that the construct of the work environment has a direct positive but it is not give significant effect on the construct of ASN performance. This can be seen from the statistical value of 0.292 which is smaller than the value of t table 1.648 and the significant value of the results of the research amounted to 0.771 greater than the significance level determined at 0.05. Thus, the H2 hypothesis in research is rejected. This shows that the work environment variable does not have a significant direct effect on ASN's performance. The reason for rejecting this hypothesis is allegedly because the interaction of ASN in the work environment of the Bone Bolango District Education Office of Gorontalo Province has not reflected the construction of a strong and solid mindset of understanding in facing the era of digitizing technology. This certainly has an impact on the weakness of the fabric of compromise, cooperation, team work and communication between ASN itself. This condition impedes harmony in achieving the work targets set.

The research findings above are not in line with the research of Kamif, et al (2016) which confirms that the physical work environment and good non-physical work environment have a significant impacts on the performance of ASN staff. Taking into account the opinion of Kamif, et al (2016) and the findings of this research, the researcher argues that ASN in the Bone Bolango district Education Office of Gorontalo province strengthen the motivation for developing themselves to continue learning, so that the soft skills of each ASN are increasingly honed and reliable. Especially in the era of the industrial revolution 4.0, the ASN not only face individual challenges to be able to carry out various innovations with creative power that is able to compete globally, but they must also be able to collaborate and work well together.

In line with the researcher's point of view above, it can be believed that a good work environment and working atmosphere in the Bone Bolango district Education Office of Gorontalo province can arouse a sense of kinship to achieve the goals, be able to encourage civil servants' initiative and creativity which can create enthusiasm to unite in organization to achieve the goals. Moreover, if this condition is supported by internet connectivity, Integrated Management Information System and virtual services that are always upgraded, then ASN in the Bone Bolango district Education Office of Gorontalo province can be able to carry out its activities well, so that an optimal result can be achieved.

Work culture has a direct positive but it is not give significant effect on the performance of ASN in the Bone Bolango District Education Office, Gorontalo Province. This means that the work culture variable does not have a significant direct effect on the ASN's performance. The reason for rejecting this hypothesis is allegedly

because of the work culture orientation that focuses on the desired achievement and management philosophy focuses on the work implemented in the Bone Bolango District Education Office, Gorontalo Province, which has not been fully reflected and implemented consistently and strongly by the ASN. This impedes the improvement of ASN's performance in organizations. The work environment has a direct positive but it is not give significant effect on the performance of ASN in the Bone Bolango District Education Office, Gorontalo Province. This means that the work environment variable does not have a significant direct effect on ASN performance. The reason for rejecting this hypothesis is allegedly because of the interaction of ASN in the work environment of the Education Office of the Bone Bolango District of Gorontalo Province which has not reflected the construction of a strong and solid mindset of understanding as an action in responding the era of digitizing technology. Therefore, this has an impact on the weakening of compromise, cooperation, teamwork and communication network between ASN itself. This condition impedes harmony in achieving the work targets set.

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