

The Comparison Organizational Theory and Organization Performance on The Process of Enriching Organizational Culture on The Implementation of The Principles Government Organizations In Indonesia

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ABSTRACT

The purpose of this study is to determine and analyze Comparison Organizational Theory and Organization Performance on The Process of Enriching Organizational Culture on The Implementation of The Principles Government Organizations In Indonesia.. The research sample consisted of 104 State Civil Apparatus whose duties were related to those studied. The research method used is an explanatory survey approach to explain the relationship between variables through hypothesis testing in the field. Research that uses descriptive surveys and explanatory survey methods is carried out by collecting information from samples directly at the scene of the incident (empirical) through questionnaires with the aim of finding out the opinions of the samples regarding the research problem. And this research uses the Partial Least Squares Structural Equation Modeling analysis technique (PLS-SEM), to model many variables in research Results and Discussion: To examine the influence of mediator variables, Partial Least Squares Structural Equation Modeling analysis technique (PLS-SEM), to estimate the causal relationship between variables (causal model) that has been determined previously based on the theory. Answering research questions requires correct statistical data processing. This is based on the results of hypothesis testing, the t-statistics results obtained were 3,287 and the significance results (pvalue) obtained were 0.000 ($0.000 < 0.05$), so H_0 was rejected and H_a was accepted. The test results prove the Comparison Organizational Theory and Organization Performance on The Process of Enriching Organizational Culture This is based on the results of hypothesis testing, the t-statistics results obtained were 2.845 and the significance results (pvalue) obtained were 0.001 ($0.001 < 0.05$), so H_0 was rejected and H_a was accepted. The test results the the Comparison Organizational Theory and Organization Performance on The Process of Enriching Organizational Culture.

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1. Introduction

The existence of government organizations is based on the mandate of the 1945 Constitution, the mandate of the Law and the mandate of the President and Regional Heads and Village Heads. Central government organizations, provincial and district/city government organizations and village government organizations and non-government organizations have been formed in accordance with the provisions of laws and regulations. Through the 1945 Constitution, Sectoral Laws and State Ministry Laws, hundreds of central government organizations have been formed and through the Regional and Village Government Laws and Regional Regulations and Village Regulations,

thousands of government organizations have been formed in 34 Provinces, 416 Regencies, 98 Cities, 7,230 Sub-districts and 74,961 Villages and 8,488 Sub-districts (Data from the Directorate General of Regional Administration, Ministry of Home Affairs, August, 2021). Law Number 23 of 2014 concerning Regional Government brought significant changes to the formation of Regional government organizations, namely with the principle of proper function and proper size (rightsizing) based on the workload that is in accordance with the real conditions in each Region. This is also in line with the principle of rational, proportional, effective, and efficient Regional Apparatus organizational structure. The grouping of Regional Government organizations is based on the concept of forming an organization consisting of 5 (five) elements, namely the Regional Head (strategic apex), Regional Secretary (middle line), Regional Office (operating core), supporting agencies/functions (technostructure), and supporting staff (supporting staff). The Regional Office is the executor of core functions (operating core) which carries out duties and functions as an assistant to the Regional Head in carrying out the function of regulating and managing according to the field of Government Affairs assigned to the Region, both mandatory and optional affairs. The Regional Agency carries out supporting functions (technostructure) which carry out tasks and functions as assistants to the Regional Head in carrying out the functions of regulating and managing to support the smooth implementation of core functions (operating core). In order to realize the formation of Regional Apparatus in accordance with the principles of organizational design, the formation of Regional Apparatus regulated in this Government Regulation is based on the principles of efficiency, effectiveness, division of tasks, span of control, clear work procedures, flexibility, Government Affairs that are the authority of the Region, and the intensity of Government Affairs and Regional potential.

Theoretically, the structuring of government organizations includes reform of the five organizational infrastructures, namely Law and Legislation, Institutions and Administration, Human Resources, Financing and Infrastructure and Facilities. The approach that.

2. Method

The population in this study were organization government in Indonesia. There are managers in each district and city, so the population in this study is 324 people. Sample calculations use the Slovin formula, namely:

$$n = \frac{N}{1 + N(d)^2}$$

Information:

N = total population 324

d = 0.05

The results of calculating the number of samples obtained that the minimum sample required was 179.1 or 180 people. The sampling technique in this research is included in cluster sampling.

The research method used in this research is quantitative methods. The research data collected was taken from managers at the in Indonesia. Data regaOrganizational Theory and Organization Performance on The Process of Enriching Organizational Culture on The Implementation of The Principles Government Organizations In Indonesia, using a questionnaire instrument

At this verification stage, the focus is on developing a structural equation model whose hypotheses are tested using the SEM-PLS approach. This SEM-PLS method is capable of estimating complex models, involving many constructs, indicator variables, and structural paths without requiring distribution assumptions on the data. The initial SEM-PLS model representation used in this research was estimated using the SmartPLS 3.0 software application.

Based on the results of research regarding, the following results were obtained: The Comparison Organizational Theory and Organization Performance on The Process of Enriching Organizational Culture on The Implementation of The Principles Government Organizations In Indonesia

There is no influence of organization theory on employee performance through the Implementation of The Principles Government Organizations. This is based on the results of hypothesis testing, the statistical results obtained were 0.256 and the significance results (pvalue) obtained were 0.399 ($0.399 > 0.05$), so H_0 was accepted and H_a was rejected. The test results prove

that the work environment is unable to mediate comparison organization theory on employee performance.

There is an (work performance) through comparison organization theory on employee performance. This is based on the results of hypothesis testing, the t-statistics results obtained were 4.876 and the significance results (pvalue) obtained were 0.000 ($0.000 < 0.05$), so H_0 was rejected and H_a was accepted. The test results prove that The Comparison Organizational Theory and Organization Performance on The Process of Enriching Organizational Culture on The Implementation of The Principles Government Organizations In Indonesia

There is no on Comparison Organizational Theory and Organization Performance on The Process of Enriching Organizational Culture on The Implementation of The Principles Government Organizations. This is based on the results of hypothesis testing, the t-statistics results obtained were 0.249 and the significance results (pvalue) obtained were 0.402 ($0.402 > 0.05$), so H_0 was accepted and H_a was rejected. The test results prove that employee empowerment is unable to mediate the Comparison Organizational Theory and Organization Performance on The Process of Enriching Organizational Culture

This is based on the results of hypothesis testing, the t-statistics results obtained were 3,287 and the significance results (pvalue) obtained were 0.000 ($0.000 < 0.05$), so H_0 was rejected and H_a was accepted. The test results prove the Comparison Organizational Theory and Organization Performance on The Process of Enriching Organizational Culture

This is based on the results of hypothesis testing, the t-statistics results obtained were 2.845 and the significance results (pvalue) obtained were 0.001 ($0.001 < 0.05$), so H_0 was rejected and H_a was accepted. The test results the the Comparison Organizational Theory and Organization Performance on The Process of Enriching Organizational Culture.

3. Results and Discussion

3.1. Findings of PLS Structural Equation Analysis

1) Measurement Model Test (Outer Model)

Evaluation of the measurement model or inner model is carried out to assess the validity and reliability of the model. The research measurement model in PLS-SEM is an outer model which consists of a set of relationships between indicators and latent variables (Hair et al., 2019). Through an algorithm iteration process, the measurement model parameters (convergent validity, discriminant validity, composite reliability, and Cronbach's alpha) are obtained, including the R^2 value as a parameter for the accuracy of the prediction model. The following are the results of the measurement diagram (outer model) in this research which can be seen in the picture, as follows:

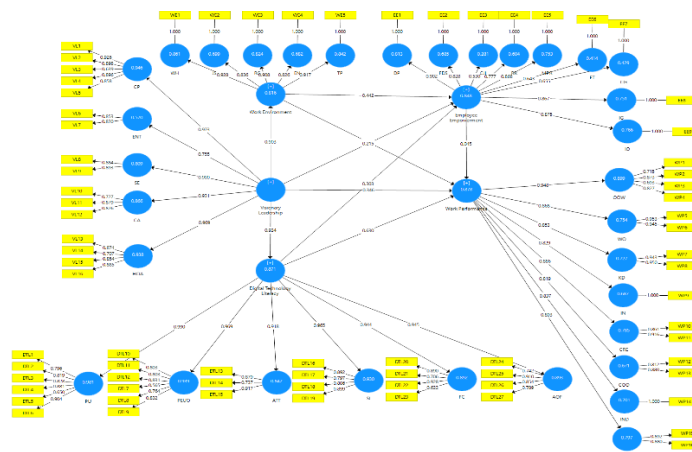


Fig. 1. Initial Stage of Outer Model

^a. Source: SmartPLS Data Processing Results

The following are the parameters used in testing the measurement model (outer model), as follows:

a) *Convergent Validity*

Convergent validity relates to the principle that measurements of a construct should be highly correlated. Convergent validity occurs if the scores obtained from two different instruments that measure the same construct have a high correlation. The convergent validity test in PLS with reflective indicators is considered to be based on the loading factor indicator that measures the construct, stating that the rule of thumb used for convergent validity of outer loading is > 0.7 , and the AVE value that is declared valid is 0.50 or higher, according to Hair figures. above 0.50 may indicate that the construct explains at least 50% of the variance of each item. Convergent validity of all constructs in this research is valid (Hair et al., 2019). Based on the results of data processing, convergent validity results were obtained with loading factor and AVE values, as follows:

Variable	Construct	IndiCator	Factor Loading	Conclusion
Organizational Studies in Administration & Management	joint activities,	VL1	0.926	Valid
		VL2	0.898	Valid
		VL3	0.639	not Valid
		VL4	0.896	Valid
		VL5	0.858	Valid
	, to achieve goals	VL6	0.853	Valid
		VL7	0.820	Valid
	collaboration of a group	VL8	0.884	Valid
		VL9	0.893	Valid
	people to achieve the desired common goals	VL10	0.727	Valid
		VL11	0.879	Valid
		VL12	0.876	Valid
	involved with existing regulations.	VL13	0.874	Valid
		VL14	0.707	Valid
		VL15	0.854	Valid
		VL16	0.885	Valid
Government Organization	Clear division of labor	DTL1	0.796	Valid
		DTL2	0.819	Valid
		DTL3	0.828	Valid
		DTL4	0.881	Valid
		DTL5	0.650	not Valid
		DTL6	0.904	Valid
	Well-formulated hierarchy of authority	DTL7	0.565	not Valid
		DTL8	0.764	Valid
		DTL9	0.832	Valid
		DTL10	0.803	Valid
		DTL11	0.803	Valid
		DTL12	0.831	Valid
	Rational programs in achieving organizational goals	DTL13	0.879	Valid
		DTL14	0.737	Valid
		DTL15	0.917	Valid
	System of procedures for handling work situations	DTL16	0.892	Valid
		DTL17	0.797	Valid
		DTL18	0.806	Valid
		DTL19	0.899	Valid
	System of rules that include the rights and obligations of the positions of office holders.	DTL20	0.890	Valid
		DTL21	0.706	Valid
		DTL22	0.928	Valid
		DTL23	0.622	not Valid
	Impersonal interpersonal relationships	DTL24	0.742	Valid
		DTL25	0.910	Valid
		DTL26	0.854	Valid
		DTL27	0.789	Valid
(Work Environment)	WH : Work hours	WE1	1.000	Valid
	JS : Job safety and security	WE2	1.000	Valid
	RC : Relationship wit coworkers	WE3	1.000	Valid
	EN : Estem Needs	WE4	1.000	Valid
	TP : Top Management	WE5	1.000	Valid

(Employee Empowerment)	DP : Delegating power	EE1	1.000	Valid
	FDS : Fostering development of skill	EE2	1.000	Valid
	CJI : Communicating relevant job information	EE3	1.000	Valid
	RR: Recognizing and rewarding	EE4	1.000	Valid
	MPR : Maintaining positive relations	EE5	1.000	Valid
	ET: Efficacy task	EE6	1.000	Valid
	CG : Collaborative group	EE7	1.000	Valid
	IG: Improvement group	EE8	1.000	Valid
	IO: Involvement organization	EE9	1.000	Valid
(Work Performance)	QOW : Quality of Work	WP1	0.715	Valid
		WP2	0.873	Valid
		WP3	0.693	not Valid
		WP4	0.827	Valid
	WQ : Work Quantity	WP5	0.953	Valid
		WP6	0.945	Valid
	KD : Knowledge on Duty	WP7	0.943	Valid
		WP8	0.950	Valid
	IN : Initiative	WP9	1.000	Valid
	CRE : Creativity	WP10	0.861	Valid
		WP11	0.916	Valid
	COO : Cooperatif	WP12	0.812	Valid
		WP13	0.880	Valid
	IND : Independence	WP14	1.000	Valid
	PQ : Personal Quality	WP15	0.892	Valid
		WP16	0.880	Valid

^b. Source: SmartPLS Data Processing Results

Based on the results of the table of convergent validity results with loading factors from the results of stage 2 evaluation, by removing/dropping indicators that have a loading factor of >0.7 , the results are obtained that all of them have a loading factor of >0.7 , which shows that these indicators/items are forming factors of the latent variable.

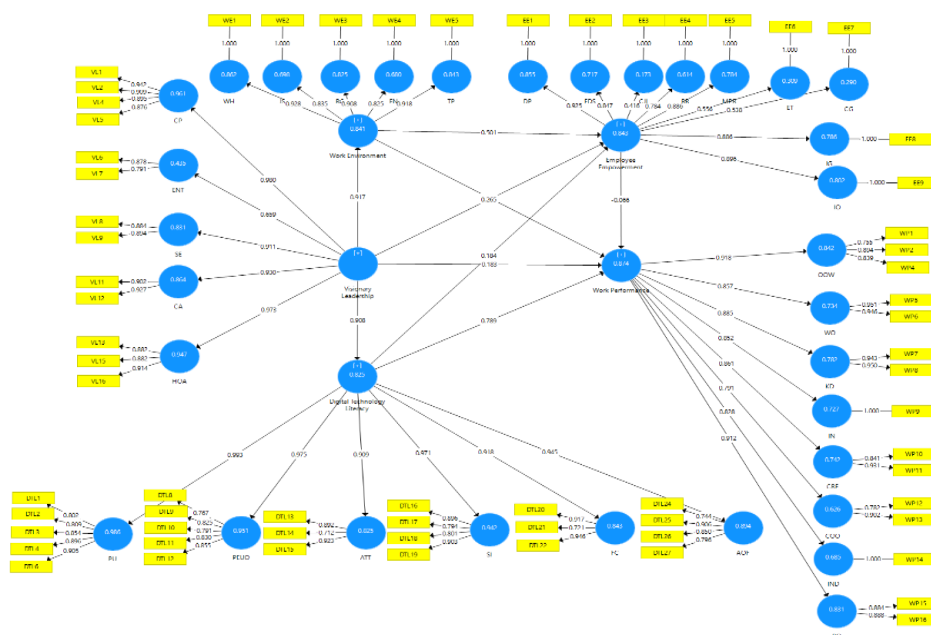


Fig. 2. Figure 2 Outer Model Evaluation Stage

Apart from that, convergent validity can be measured by the average variance extracted (AVE) value, the AVE value that is declared valid is > 0.5 , a value > 0.50 can indicate that the construct explains at least 50% of the variance

2) Structural Model Test (Inner Model)

After the estimated model meets the outer model criteria, the next step is testing the structural model (inner model). According to Hair et al. (2019), evaluation of the structural model (inner model) aims to predict the influence between latent variables. The structural model in PLS is evaluated using R^2 for the dependent construct, the path coefficient value or t -value for each path to test the significance between constructs in the structural model. The next step is evaluating the structural model to see the significance of the relationship between constructs/variables. This can be seen from the path coefficient which describes the strength of the relationship between constructs. The sign or direction of the path (path coefficient) must be in accordance with the hypothesized theory, its significance can be seen in the t test or CR (critical ratio) obtained from the bootstrap process (resampling method). The structural model (inner model) is carried out by testing R-square, Q-square and path coefficient using the help of SmartPLS software.

The inner model path diagram in this research can be seen in the picture, as follows:

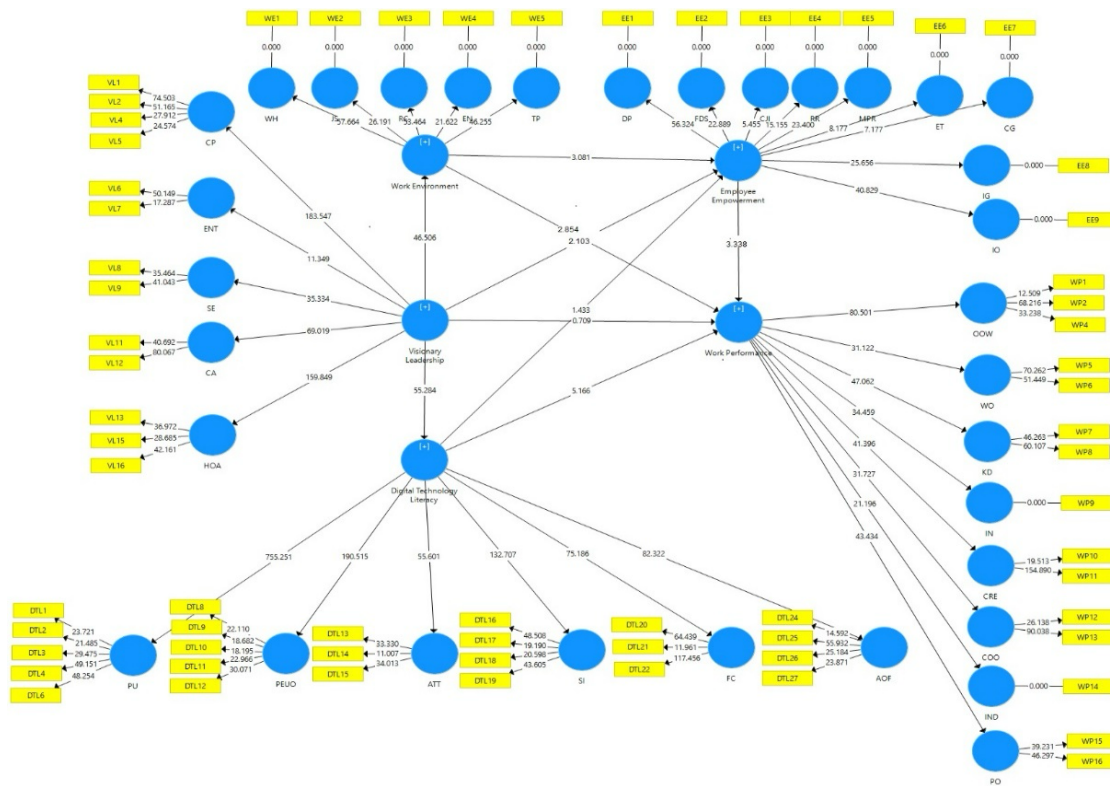


Fig. 3. Inner Model

3) Hypothesis Testing Findings

Estimated values for the formative measurement model must be significant. This level of significance was assessed using a bootstrapping procedure. The hypothesis in this research can be known from model calculations using the PLS bootstrapping technique. From the results of the bootstrapping calculations, the statistical t value for each relationship or path will be obtained. This hypothesis testing is set at a significance level of 5%. The hypothesis can be accepted if the significance value is < 0.05 . Hypothesis testing in research II consists of path coefficient direct and indirect effects.

a) Direct Hypothesis Testing (Direct Effect)

Following are the results of direct hypothesis testing between variables, which obtained the following results:

Table 1. Direct Effect Hypothesis Testing

Hypotesis	Structural	Original Sample (O)	t- Statistics (O/STDEV)	P	conclusion
H1	Organization Theory -> work performance	0.501	3.081	0.001	Reject Ho
H2	Work Performance -> organization culture	0.439	2.854	0.016	Reject Ho
H3	Organization Culture -> Principle organization	0.917	46.506	0.000	Reject Ho
H4	Work Performance -> Principle organization	0.265	2.103	0.036	Reject Ho
H5	Principle organization -> Organization Theory	0.183	0.709	0.239	Thank Ho
H6	Visionary Leadership -> Digital Technology Literacy	0.908	55.284	0.000	Reject Ho
H7	Digital Technology Literacy -> Employee Empowerment	0.184	1.433	0.076	Tank Ho
H8	Digital Technology Literacy -> Work Performance	0.789	5.166	0.000	Reject Ho
H9	Employee Empowerment -> Work Performance	0.664	3.338	0.003	Reject Ho

c. Source: SmartPLS Data Processing Results

Next, the indirect effect hypothesis test between variables was carried out, which obtained the following results:

Table 2. Testing the Indirect Effect Hypothesis (Indirect Effect)

Hypothesis	Structural	Original Sample (O)	t- Statistics (O/STDEV)	P	conclusion
H10	Organization Theory-> Work Environment -> Work Performance	0.036	0.256	0.399	Tank Ho
H11	Culture Organization -> Digital Technology Literacy -> Work Performance	0.717	4.876	0.000	Reject Ho
H12	Principle Organization -> Employee Empowerment -> Work Performance	0.012	0.249	0.402	Thank Ho
H13	Organization Theory -> Work Environment -> Employee Empowerment -> Work Performance	0.330	3.287	0.000	Reject Ho
H14	Principle Organization -> Digital Technology Literacy -> Employee Empowerment -> Work Performance	0.411	2.845	0.001	Reject Ho

4. Conclusion

Based on the results of research regarding, the following results were obtained:

1. Description The Comparison Organizational Theory and Organization Performance on The Process of Enriching Organizational Culture on The Implementation of The Principles Government Organizations In Indonesia.
2. Based on respondents' perceptions is in the good category. This shows that the The Comparison Organizational Theory and Organization Performance on The Process of Enriching Organizational Culture on The Implementation of The Principles Government Organizations In Indonesia has been running in accordance with agency procedures.
3. There is no Comparison Organization Theory on work performance through the work environment. This is based on the results of hypothesis testing, the statistical results obtained were 0.256 and the significance results (pvalue) obtained were 0.399 ($0.399 > 0.05$), so Ho was accepted and Ha was rejected. The test results prove that the work environment is unable to mediate the comparison of culture Organization on employee performance.
4. There is an comparison on work performance through principle Organization . This is based on the results of hypothesis testing, the t-statistics results obtained were 4.876 and the significance

results (pvalue) obtained were 0.000 ($0.000 < 0.05$), so H_0 was rejected and H_a was accepted. The test results prove that digital technology literacy is able to mediate the comparison of Principle organization on employee performance (work performance).

5. There is no comparison on employee performance through employee empowerment. This is based on the results of hypothesis testing, the t-statistics results obtained were 0.249 and the significance results (pvalue) obtained were 0.402 ($0.402 > 0.05$), so H_0 was accepted and H_a was rejected. The test results prove that employee empowerment is unable to mediate the employee performance.
6. There is on employee performance through the work environment and employee empowerment. This is based on the results of hypothesis testing, the t-statistics results obtained were 3,287 and the significance results (pvalue) obtained were 0.000 ($0.000 < 0.05$), so H_0 was rejected and H_a was accepted. The test results prove that the work environment and employee empowerment are able to mediate the comparison on employee performance.
7. There is an culture organization on employee performance and employee empowerment. This is based on the results of hypothesis testing, the t-statistics results obtained were 2.845 and the significance results (pvalue) obtained were 0.001 ($0.001 < 0.05$), so H_0 was rejected and H_a was accepted. The test results prove that employee empowerment are able to mediate the employee performance.

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