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IMPROVING THE EFFICIENCY OF THE STATE CIVIL SERVANTS IN THE ACEH GOVERNMENT HEALTH SERVICE DURING THE PANDEMIC PERIOD

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Abstract— This study explores variables that can influence the performance of the Aceh Government Health Service's State Civil Servants, namely psychological contract defaults, exchanges of leader-subordinates, and policies. This analysis is quantitative, using primary data collected by distributing questionnaires in 23 districts/cities across Aceh to 290 civil servants on duty. The results of the study confirm previous studies and show that during the Covid-19 pandemic, the performance of the State Civil Servants in the Aceh Health Service can be enhanced by considering factors of psychological contract default, exchanges of leadership-subordinate, and policies.

Keywords— Psychological contract default, leader-subordinate exchange, policies, individual performance

1. Introduction

Based on a survey study by one of the leading international consultants, McKinsey & Company, the performance of individuals or workers may have an effect on the organization and a sample of more than 150 qualified managers from European labour unions was taken, and the findings indicate that the organization's progress is measured by the performance of its employees. This is fair because, according to supervisors who work in different businesses, company growth is the result of the commitment of its workers, without the intervention of a reliable workforce or employees[2][3], defining four key dimensions of individual success, namely work performance, contextual

performance, adaptive performance, and counterproductive work behaviour[4]. Other studies have found a strong link between employee performance and socialization and orientation, promotion and motivation, training and growth, as well as individual performance evaluations, and an overall impact of 85.3% on employee performance improvement at the University of Nairobi.

Mercer, headquartered in New York, the world's leading financial and HR consultancy firm with branches in more than 40 countries around the world, announced the results of a 2019 performance survey that 83 percent of companies worldwide need individual goals (individual goals) and only 56 percent of course that needs business unit goals, meaning that half of all current managers do not set individual goals (individual goals).

The Mercer Organization also estimates that two-thirds of firms globally align employee efforts with corporate goals, and this is the cornerstone for performance management organizations. Their survey findings also indicate that 8 out of 10 business managers need to increase their skills, which suggests that businesses need to prioritize the size of company success accomplishments, accompanied by increasing their employees' ability and skills. Different efforts must also be made to boost individual performance such that organizational progress can be achieved, and one of these attempts involves preserving the relationship between leaders and subordinates, known as the exchange of leadership members (LMX). [5] [6] [7] [8] [9] Therefore, LMX often stresses the importance of imagination in achieving pleasure and accomplishment as one of the things that can affect results, so that the ability to innovate can be one remedy, known as psychological contract breach (PCB) when there are barriers or defaults in work. PCB is concerned with the introduction of innovative job roles due to obstacles or resource acquisition,[10] and similar research has been carried out by many scholars, reinforcing the finding that this PCB strengthens the point that if companies are unable to fulfil their employee commitments, then the initial stage is that workers will feel disconnected from work and eventually [11] [12] [13] [14] [15] [16] [17] [13] [15] [17]

Therefore, one way to meet the needs of workers is to develop different policies that are the product of what the government does or does not do, such as managing different disputes, collecting taxes, bureaucracy, fiscal policies and/or other problems. Other results also indicate that modifying service practices would have a negative impact on the organization,[18][19] Other findings also support this. [20] [21]

2. Literature Review

This is the individual success of individuals' ability to regulate behaviour and be proactive to still be involved in multiple activities and be able to perform other activities beyond their routine. [22] In 1911, Joseph Winston Taylor created this performance measurement, namely Scientific Taylor Management, which is a payment system planning design that can minimize costs, increase efficiency, quality and income and increase employee performance,[23] and since performance is part of the conduct that is important to organizational goals, well applied, enhanced and calculated, In 1968, Locke developed[25], which became the basis for performance measurement. This theory assumes that the objectives and input defined must be appropriate. Many studies related to performance assessment have been produced to this day, starting from this theoretical concept. [26] [27] [28] [29]

Then the performance will also increase if it is affected by PCB (psychological contract breach). ^{[30][31]} Besides, performance can also be influenced by LMX, which is in principle different from theories that discuss leadership, [32] [33] [34] because, in a work team, the role of the leader has its strengths and cannot be separated from the team, and leadership usually happy to build high and low-quality relationships with team members due to the success factor of previous experiences, [35] [36] and each party can continue to maintain the relationship so that it will describe the LMX as quality or vice versa, (Dansereau et al. ., 1975), Dienesch & Liden, (1986), (Gerstner & Day, 1997), Klein & Kim, (1998), [37] [38] [34] [39]

Low-quality LMX is distinguished by the presence of certain work contract arrangements, restricted relationships and interactions between subordinate leaders, as well as leader conduct that appears to be cruel (such as hostility to fellow work team members and other deviant behaviour). [40] Then, in the face of numerous health sector issues of different aspects that occur and need to be tackled by different approaches, no matter how great they may be, it is expected that the strategy and execution of policies that are developed to be implemented, including policies in the health service sector, would affect improving the quality of life of the population. Of course, it will not be as easy as imagined, this is due to various factors and various aspects of health itself, especially when faced with various interested parties (public interest) since the policy process took place. In Indonesia, an interested party, the government, in providing services to the public (especially Health Services), has stated in the 1945 Constitution in Article 31 that education and health are guaranteed by the State. Likewise with other regulations, such as GBHN and Law no. 23 of 1992, concerning Health and the National Health System, that states that the basic rights to health in Indonesia are guaranteed by the State. Policies or policies are

the impacts or consequences of whatever form the government does or does not do, such as regulating various conflicts, tax levies, reform and bureaucracy, fiscal policies and so on. [41] In research conducted by several researchers, there is an impact given by a policy issued by the authorities, so that it will have an effect, especially on the quality of health services, and other research suggests analyzing the impact of the policy. [42] And of course, the policies that have been set later can solve various problems to improve performance and to support performance, PCB is a psychological contract concept which states that every individual who is bound by a work contract to an organization has the confidence or expectation that he will get compensation from the obligations that will be or have been executed. [43] Deviation from reality when compared with these expectations, this is what is known as the psychological contract breach (PCB). [44] PCB is a development of the psychological contract theory (PCT), which was introduced by Argyris in 1960, [45] and is known as psychological contract theory (PCT). The basic assumptions of PCT are first, a strong commitment from the individual to the organization, second, accept the existing values in the organization, third, sincerity to continue to strive for the best and fourth, have a desire to continue to be part of the organization. [43] Before PCT was developed by Rousseau, the grand theory that underlies the birth of the psychological contract theory (PCT) is equity theory (ET), introduced by John Stacy Adam in the early 1960s, with the assumption that every individual will be motivated if at work they are treated fairly by organization or company where he works. [46]

Based on the results of the previous review, this research proposes the following hypotheses:

H1 = PCB has a significant effect on the performance of civil servant Aceh Government Health Service.

H2 = LMX has a significant effect on the performance of the Aceh Government Health Service civil servant.

H3 = Policy has a significant effect on the performance of civil servant Aceh Government Health Service.

H4 = Policies can strengthen the influence of PCBs on the performance of civil servant Aceh Government Health Service.

3. Research Methods

This research is quantitative research which aims to see the effect of PCB, LMX, and policies on individual performance. PCB variables include work agreement default, contribution fees, and awards for work agreements. LMX includes influence, loyalty, contribution and professionalism. Individual performance includes work performance, contextual performance, adaptive performance, counter-productive work behaviour. And policy variables include preconditions, facilitation, synergy, potential contradictions and contradictions.

The study was conducted in Aceh Province, with the total population of all CIVIL SERVANTS in the Aceh Health Office, amounting to 1500 people, [47] scattered in each district/city, with a sample of 290 respondents, using a cluster sampling technique. The scale used is a Likert scale with 5 levels of measurement scale, ranging from 1 = strongly disagree to 5 = strongly agree. The data obtained from the questionnaire collection will then be processed using the AMOS Ver 22.0 analysis tool.

4. Data Analysis and Discussion

The results of the demographic analysis of respondents showed that 55.1% were men and the remaining 44.9% were women. Respondents were dominated by the age group 40 years and over (60.7%) and 96.6% were married. Furthermore, 56.2% were civil servants who held structural positions. All data is taken from the Aceh Health Office.

After the demographic data has been analyzed, the next step is to test the validity and reliability of the data before the structural test of the research model is carried out, namely by carrying out the confirmatory factor analysis (CFA) test, as shown in Figure 1 below.

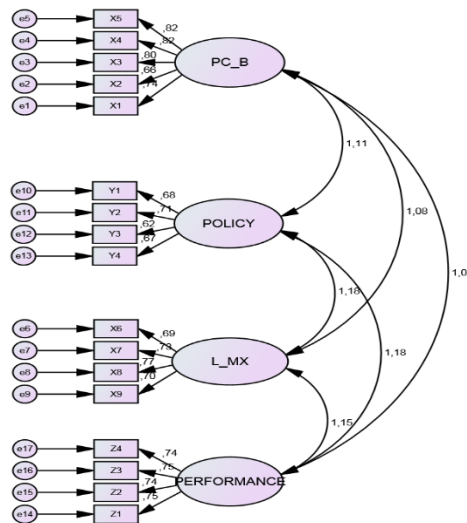


Fig. 1 Measurement model

This measurement model is carried out to confirm the definition of a construct that is built and from this model, the validity of the data can be seen through the loading factor value and the tolerated value is above 0.5. [48] The analysis result shows that the loading factor value has been above 0.5. Furthermore, the construct reliability value can be measured and the results are shown by the value of R2 (square multiple correlations) or by using the construct reliability (CR) test with CR criteria > 0.6 or 0.7 so that the reliability of all indicators in the proposed model is good, and the results The analysis shows that the construct reliability value has been above 0.6. [48] After the validity and reliability tests were carried out, the next test was to determine the normality of

the data, outliers and the multicollinearity of the data. The results of the data normality test, based on the critical value criteria of Skewness and Kurtosis, for confidence level (P) = 0.5 are ± 1.96 and the results show that there is no value outside ± 1.96 . [48]

Then after the construct validity and reliability are tested, the next step is to evaluate the feasibility test of a research model analyzed using the goodness of fit criteria with several index criteria and cut off value so that the research model becomes fit or good. The results of testing the model with the required criteria can be seen in the following table.

Tabel 1. Goodness of Fit Indices

Goodness of Fit Index	Cut off Value	Model Test Result	Information
Degree of Freedom	Positif (+)	111	Positive
Chi-Square	Diharapkan kecil	243,448	Marginal
Significant Probability	$\geq 0,05$	0,000	Acceptable
CMIN/DF	$\leq 2,00$	2,193	Marginal
GFI	$\geq 0,90$	0,917	Acceptable
RMSEA	0,05-0,08	0,064	Acceptable
AGFI	$\geq 0,90$	0,886	Marginal
TLI	$\geq 0,90$	0,961	Acceptable
CFI	$\geq 0,90$	0,968	Acceptable
NFI	$\geq 0,90$	0,943	Acceptable
PNFI	0,60-0,90	0,770	Acceptable
PGFI	$\geq 0,90$	0,665	Marginal

Sumber: Data primer diolah dengan AMOS, (2020)

Based on the results of the model feasibility test study, the structural test will be conducted for the next stage, and the amount of influence between the independent and dependent variables will be evaluated. The SEM analysis results using AMOS are described below.

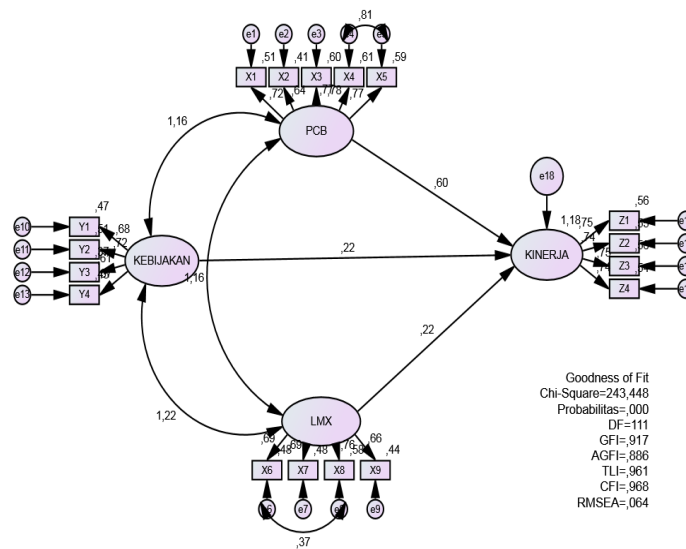


Fig. 2

In figure 2, the test results show the magnitude of the influence between variables. PCB affects the performance of civil servant by 0.526 and is significant, thus H1 which states "PCB has a significant effect on civil servant performance of the Aceh Government Health Service" is acceptable.

Furthermore, LMX also affects the increase in civil servant performance, which is 0.215 and significant, so that H2 which states "LMX has a significant effect on civil servant performance of the Aceh Government Health Service" is acceptable. Then the policy directly affects the performance of civil servant by 0.222 and is significant, thus H3 which states "Policy has a significant effect on the performance of civil servant at the Aceh Government Health Service" can be accepted. The test results can be seen in the following table.

Tabel 2. Hasil uji SEM

Variabel		Estimate	P
KINERJA	<--- PCB	0,526	***
KINERJA	<--- KEBIJAKAN	0,222	***
KINERJA	<--- LMX	0,215	***

Keterangan: *** menunjukan P dibawah 0,01
 Sumber: data primer diolah (2020)

After testing the direct influence between variables, the next step is to examine the role of the policy mediator variable which can strengthen or weaken the influence of PCB on the performance of CIVIL SERVANT Aceh Health Service. Following are the results of the moderation test.

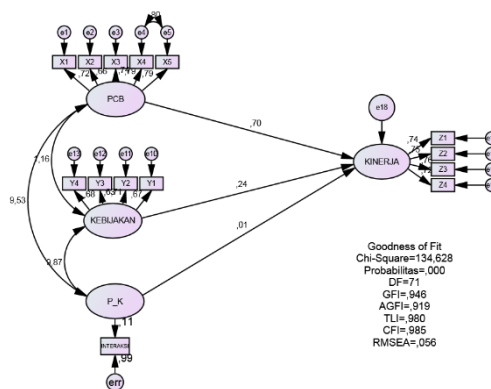


Fig 3. The results of the policy moderation variable test

The test results for the effect of the moderating variable on the relationship between the PCB and civil servant performance variables.

Tabel 3. Hasil Uji Variabel Moderasi kebijakan

Variabel	Estimate	P
KINERJA <--- PCB	,595	***
KINERJA <--- KEBIJAKAN	,244	***
KINERJA <--- P K	,007	***

Keterangan: *** menunjukkan P dibawah 0,01

Sumber: data primer diolah (2020)

Based on table 3, PCB will directly affect civil servant performance by 0.595 and significantly. A policy can also affect civil servant performance directly by 0.244 and significantly and the P_K interaction variable which is the result of the multiplication between PCB and Policy shows a result of 0.007 and is significant. This shows that PCB can affect civil servant performance and will have a stronger influence if it is supported by policy variables.

The results of these various tests of course have implications for related parties in the Aceh Health Office and also confirm the results of previous studies. This research supports the results obtained in previous research, which showed a significant effect of PCB on performance. [26] [27] [28] [29] [30] [31] In addition, this research also supports previous findings that show the role of LMX in improving performance, [33] [34] [37] [38] [39] [40] and confirms the results of other studies. [41] [42] Therefore, based on the results of this research, the performance improvement of the Aceh Health Service CIVIL SERVANT will increase when considering several things, namely:

1. Taking into account the LMX factor, in a way that the leadership and staff must work together to always give their best at work (prioritizing teamwork rather than individuals), especially considering the conditions during the current Covid-19 pandemic.
2. Taking into account the factors of policymaking, by always considering the psychological factors of CIVIL SERVANT so that there is no default or breach of agreement in working during the Covid-19 pandemic and also for any policies taken to improve the performance of CIVIL SERVANT, must be based on real conditions in the field.
3. Consider the PCB factor, namely by providing appropriate compensation for the contribution that has been given by each CIVIL SERVANT Aceh Health Office.

5. Research Limitations and Recommendation

In this research, apart from several findings and confirmation of previous research, there are limitations, namely that this research cannot necessarily be generalized to entities or institutions other than agencies that have characteristics such as government-owned public service institutions, therefore it is recommended to re-test by adding types or characteristics different organizations or institutions with this research. Besides, this research has limitations in the

variety of respondents, which only consist of ASNs in one particular institution so that further research is recommended to be able to vary the respondents who were used as the research sample.

6. Conclusion

Based on the results of the path analysis carried out on the three variables of PCB, LMX and Policy on ASN performance of the Aceh Health Office, PCB and LMX have a significant effect on improving ASN performance. Besides, the policy variable can also strengthen the PCB influence on ASN performance. Therefore, the performance of ASN in the Aceh Health Office will increase by considering these three variables. Besides, several other things that can be used as an alternative strategy to improve the performance of ASN are by increasing teamwork, paying attention to the psychological factors of ASN, considering the real conditions in the field in formulating policies related to improving ASN performance, and providing appropriate rewards to ASNs who have already contribute optimally to continue working in this Covid-19 pandemic.

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