

Improving the Performance of the Civil Servant of Aceh Health Department During Pandemic Covid-19

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ABSTRACT

This research investigates variables that can affect the performance of State Civil Servants at the Aceh Government Health Service, namely psychological contract breach, leader-member exchanges, and policies. This research is quantitative using primary data obtained by distributing questionnaires to 290 civil servants on duty in 23 districts/cities throughout Aceh. The results of the analysis confirm previous research and show that the performance of the State Civil Servants in the Aceh Health Service during the Covid-19 pandemic can be improved by considering factors of psychological contract breach, leadership-member exchanges, and policies.

Keywords: *psychological contract breach, leader-member exchange, policies, individual performance*

1. INTRODUCTION

The performance of individuals or employees can have an impact on the organization and based on a survey report of one of the leading international consultants, Mckinsey & Company, took a sample of more than 150 trained managers from European labour unions, and the results show that the success of the organization is determined by the performance of their workers. This is reasonable, because without the involvement of a reliable workforce or employees [2][3], according to supervisors who work in various companies, company growth is the result of the contribution of its employees, identifying four main dimensions of individual performance, namely, work performance, contextual performance, adaptive performance, and counterproductive work behavior [4]. Other research found a positive correlation between employee performance and socialization and orientation, promotion and motivation, training and development as well as individual performance appraisals and overall an effect of 85.3% in improving employee performance at the University of Nairobi. The world's leading financial and HR consulting company with branches in more than 40 countries in the world, Mercer, headquartered in New York, reported the results of a performance survey in 2019, that 83% of companies globally need individual goals (individual goals), and only 56% of course that requires business

unit goals, meaning that half of all existing managers do not set individual goals, this is very fatal, because without linking individual goals with business unit goals or company / organizational priority goals, employees can't make maximum contributions for the success of the company or organization. The Mercer Company also reports that two-thirds of companies globally align employee effort with company goals, and this is the basis for companies setting performance management. Their survey results also show that 8 out of 10 company managers need to increase their capabilities, and this means that companies must prioritize the scale of company performance achievements followed by increasing the capacity and capabilities of their employees. Therefore, various efforts need to be made in improving individual performance so that organizational success can be realized, and one of these efforts includes maintaining the relationship between leaders and subordinates, known as leader-member exchange (LMX). [5][6][7][8][9] Thus, LMX as one of the aspects that can affect performance, always emphasizes the value of creativity in achieving pleasure and achievement, so that the ability to innovate can be one solution when there are obstacles or defaults in work, known as psychological contract breach (PCB). PCB is concerned with implementing innovative work roles due to obstacles or gaining resources, [10] and similar research has been carried out by several researchers, which strengthens the finding that this PCB

reinforces the argument that if organizations cannot fulfil their promises to their employees then the initial stage what happens is employees will feel alienated from work and in the end they will intend to quit their job. [11] [12] [13] [14] [15] [16] [17]

Therefore, one of the ways to meet the needs of employees is by establishing various policies, which are the result of whatever the government does or does not do, such as regulating various conflicts, tax collection, bureaucracy, fiscal policies and/or other matters. other, [18] [19] other findings also show that changing service policies will have a negative impact on the organization, other findings also confirm this. [20] [21].

2. LITERATURE REVIEW

The ability of individuals to control behaviour and be proactive to always be involved in various tasks and be able to complete other tasks outside of their routine, this is the individual performance. [22] This performance measurement was developed in 1911 by Joseph Winston Taylor, namely Management Saintific Taylor, which is a wage system planning design that can reduce costs, increase productivity, quality and income and increase employee performance, [23] and because performance is part of the behaviour that is relevant to organizational goals, implemented well, can be improved and measured, [24] and if someone is strongly committed to achieving goals and is supported by the knowledge and abilities needed to achieve these goals, then these concepts and theories are known as Goal Setting Theory. , [25] developed by Locke in 1968 which became the basis for measuring performance. This theory assumes that the goals and feedback that have been set must be acceptable. Starting from this theoretical concept, many studies related to performance measurement have been developed to this day. [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 characterized by the existence of certain agreements with work contracts, limited relationships and interactions between leader-subordinates, as well as leader behaviour that tends to

be cruel (such as indifference and other deviant behaviour towards fellow work team members). [40] Then, in facing various problems in the health sector with various aspects that arise and must be faced with various methods, no matter how great they are, a strategy and implementation of policies that are formulated to be implemented, including health service sector policies are expected to have an impact on improving the quality of life of the community. 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.

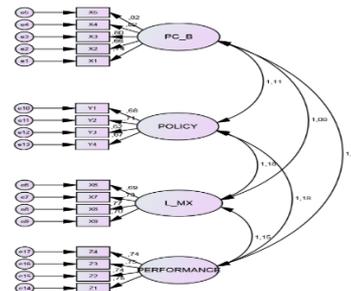


Figure.1 Measurement model

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.

Table 1. Goodness of Fit Indices

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

Source: Primary data, (2020)

Based on the results of the model feasibility test analysis, for the next stage, the structural test can be carried out, and the amount of influence will be analyzed between the independent and dependent variables. Following are the results of SEM analysis using AMOS.

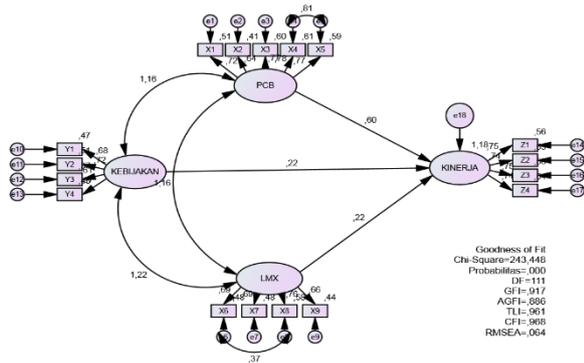


Figure 2. Result of SEM Test

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.

Table 2. Result of SEM Test

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

Notice: ***P under 0,01

Sources: Primary data, (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.

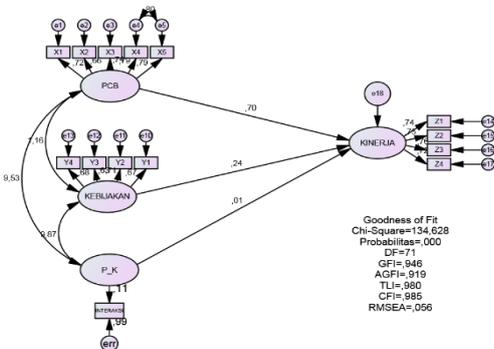


Figure 3. The results of the policy moderation variable test

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

Table 3. Moderation Effect of Policy

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

Notice: ***P under 0,001

Source: Primary data, (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.

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 RECOMMENDATIONS

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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