
The Effect of Good Governance, Intellectual Intelligence, and Spiritual Intelligence on the Managerial Performance of the Aceh Regional Secretariat: Emotional Intelligence as a Moderator

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Abstract

This study aims to test the good governance, intellectual intelligence, and spiritual intelligence effect on the managerial performance of the Aceh regional secretariat with emotional intelligence as moderating. This study was conducted at the Aceh Regional Secretariat with a total population of 597 people. The sample was determined using cluster random sampling and the Slovin formula so that the 239 employees were obtained. Data were analyzed using AMOS SEM statistical equipment. Data were collected by interviewing and distributing questionnaires. The results reveal that at the Aceh Regional Secretariat, Good Governance, intellectual intelligence, spiritual intelligence, and emotional intelligence affect managerial performance, Emotional intelligence moderates as a homologizer moderation on the Good Governance effect on managerial performance, and Emotional intelligence moderates as a quasi-moderation on the spiritual intelligence effect on managerial performance, and Emotional intelligence moderates as a homologizer moderation on the intellectual intelligence effect on managerial performance. These findings explain that the model for improving managerial performance at the Aceh Regional Secretariat is a function of increasing Good Governance, intellectual intelligence, and spiritual intelligence, which can be strengthened by increasing emotional intelligence.

Keywords: Good Governance, Intellectual Intelligence, Spiritual Intelligence, Emotional Intelligence, Managerial Performance.

1. Introduction

The Aceh Regional Secretariat as one of the government institutions in Aceh Province, Indonesia, through its Governor's regulation on functions, duties, and work procedures has a fairly comprehensive scope. Therefore, good managerial performance is a must for all State Apparatus (ASN) within the Aceh Regional Secretariat. In public sector organizations, many factors affect managerial performance, one of which is emotional intelligence, good governance, intellectual intelligence, and spiritual intelligence. In realizing good managerial performance, emotional intelligence is needed by every ASN in supporting their performance. The positive emotional expression possessed by the Aceh Regional Secretariat ASN in the workplace positively relates to job satisfaction. The Aceh regional secretary who acts as the manager expresses what he feels related to the decisions that have been made when interacting

with his subordinates tends to be healthier, feel stronger personal needs fulfillment, and feel more attached to his work.

The ASNs of the Aceh Regional Secretariat are required to achieve and apply the level of Emotional Intelligence in their work routines to produce the best productivity and achieve various institutional targets. The relationship between Emotional Intelligence and managerial performance has been revealed in the results of previous studies conducted by (Cavazotte, Moreno, & Hickmann, 2012); and (Patton, 1997).

Emotional Intelligence in public organizations is a component of the highest level of intelligence possessed by every employee because it combines Intellectual and spiritual Intelligence in it and Good Governance. Assessment in the form of Work Target of Civil Servants every month is carried out to assess the Emotional Intelligence of Civil Servants. This assessment assesses all aspects including the three intelligences (IQ, EQ, and SQ) (Purwanto, 2006); (Goleman, 2018). The existence of a relationship between Intellectual Intelligence and managerial performance has been revealed in the results of previous research studies (Robbins & Judge, 2017). If local government administrators have high Intellectual Intelligence, then they can understand and apply the knowledge they have acquired. Furthermore, partial support is also given for the proposition that EQ explains more differences in performance as a leader than IQ and more differences in performance as a leader than MQ.

The components of Spiritual Intelligence that must be possessed by employees in the Aceh Regional Secretariat include absolute honesty, openness, self-knowledge, focus on self-contribution, and non-dogmatic spirituality. The employees of the Aceh Regional Secretariat try to balance self-actualization in the world of work with a touch of religiosity that each employee has so that it has an impact on peace of mind, is better able to regulate emotions that always arise, and leads to readiness for various challenges in the world of work. Spiritual Intelligence within the Aceh Regional Secretariat teaches its employees to express and interpret every action so that to produce the best performance, Spiritual Intelligence is needed to be presented. Through this Spiritual Intelligence, managerial performance can play its moral awareness to overcome the conflicts that occur in it.

2. Literature

Managerial Performance

According to (Mahoney, Jerdee, & Carroll, 1963) what is meant by performance is the ability of managers to carry out managerial activities, including: planning, investigation, coordination, evaluation, supervision, staffing, negotiation, and representation. Managerial performance is an achievement obtained by managers in achieving organizational goals (Rumengan, 2017). Meanwhile, according to (Julyalahi, 2017) managerial performance is organizational achievement based on the vision and mission of an organization. (Torang, 2012) managerial performance is the result of a person's work following the standards, norms, and rules that have been set by the organization. (Mangkunegara, 2013) and (Nugraha & Dinanti, 2018) explained that managerial performance is the performance of individual members of the organization in managerial activities, including: planning, coordination, supervision, staffing, negotiation, and representation. In this study, for measuring managerial performance using indicators as

expressed by (Mahoney et al., 1963) namely: (1) The organization provides guidelines and procedures for the implementation of objectives, policies, procedures, budgeting, and work programs so that they are carried out following the targets that have been set. (2) Employees can collect and convey information from the work done, (3) The ability to assess and measure work results, and (4) Supervise the work done

Emotional Intelligence

(Goleman, 2018) and (Trihandini, 2005) argues that Emotional Intelligence is the ability in the emotional field, namely the ability to deal with frustration, the ability to control emotions, the spirit of optimism, and the ability to build relationships with other people or empathy. (Suryana & Bayu, 2015) and (Salovey & Mayer, 1990) defines Emotional Intelligence as the ability to recognize feelings, attract and generate feelings to help thoughts, understand feelings and their meanings, and control feelings deeply to help emotional and intellectual development. (Hess, 2003), (Chudaifah, 2012) and (Cooper & Sawaf, 2002) said that Emotional Intelligence is the ability to feel, understand, and selectively apply the power and sensitivity of emotions as a source of human energy and influence. Based on the definitions according to the experts above, it can be concluded that Emotional Intelligence is a person's way to control his emotions for himself and others. This study measures emotional intelligence using indicators as expressed by (Goleman, 2018) namely 1) Knowing one's potential, 2) Always thinking carefully before acting, 3) Frequently introspecting oneself, 4) Having many close friends with diverse backgrounds, 5) Being able to organize and motivate a group

Good Governance

According to (Sutedi, 2011) dan (Mardiasmo, 2018) Good Governance is a concept-oriented approach to the development of the public sector to good governance. Definition of Good Governance by (Agoes & Ardana, 2014) is a system that regulates the relationship between the roles of the Board of Commissioners, the roles of the Board of Directors, shareholders, and other stakeholders. The World Bank (Muindro, 2013) defines Good Governance is more emphasis on how the government manages social and economic resources for the benefit of community development. In this study, the measurement of Good Governance uses indicators as stated in the State Administration Agency (LAN) (2016), namely 1). Intensity and community involvement in policy formulation 2). Quality of law enforcement implementation according to community expectations. 3) Availability of mechanisms for the public to access public information. 4). Availability and clarity of complaint mechanisms and procedures. 5). Guaranteed healthy competition climate. 6) Availability of guarantees for everyone to get services, protection, and empowerment. 7). The level of accuracy of service delivery, protection, and community empowerment. 8). Accountable in terms of budget management. 9). Clarity of the direction of the planned regional development

Intellectual Intelligence

(Anastasi & Urbina, 2007) said that intelligence is not a single and uniform ability but is a composite of various functions. (Yuliana & Latrini, 2016) Intellectual Intelligence is a general capacity of individuals that appears in the ability to face the demands of life rationally. IQ is an expression of the level of individual ability at a given time, concerning existing age norms

(Anastasi & Urbina, 2007). (Trihandini, 2005) mentions that there are various kinds of intelligence measurements and each IQ test used will be tailored to the goals and needs of the use of the IQ test. This study measures intellectual intelligence using indicators as expressed by (Yuliana & Latrini, 2016) namely 1) Able to control oneself in every condition. 2) Have experience working in various agencies and companies. 3) Able to solve various work problems. 4) Always motivated to work to get the best results. 5) Have a variety of solutions to every problem.

Spiritual Intelligence

(Khavari, 2006) states that Spiritual Intelligence is intelligence in the human soul. Spiritual Intelligence doesn't have to be related to religion (Zohar et al., 2002). Spiritual Intelligence can be used when experiencing problems of good and evil, life and death, and the true origin of suffering. A person can have complete Spiritual Intelligence but to get it sometimes he has to suffer, hurt, lose and remain steadfast in facing it. Likewise, if there is a good relationship with the creator, then good relations between human beings will go well. This research uses indicators as expressed by (Zohar et al., 2002) namely 1) Ability to be flexible. 2. High self-awareness. 3. The ability to face and take advantage of suffering. 4. The ability to face and transcend pain. 5. Reluctance to cause unnecessary harm. 6. The elements of reluctance to cause harm do not procrastinate and think before acting. 7. Quality of life. 8. Have a holistic view. 9. Tendency to ask. 10. Independent field

Research Model and Hypothesis

The authors reveal the model framework and hypothesis of this study are as follows.

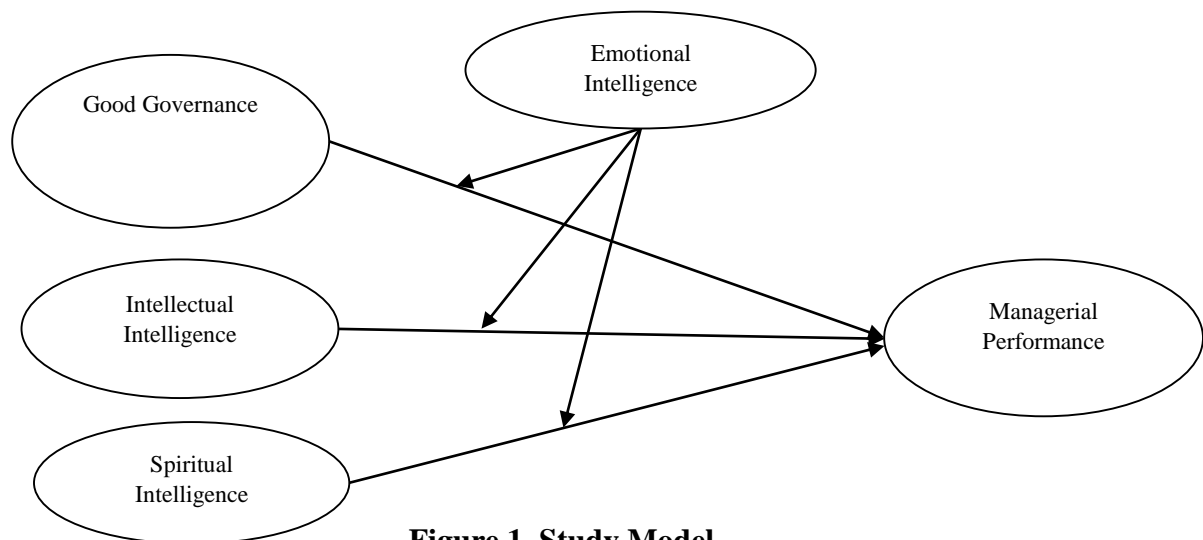


Figure 1. Study Model

H1: Emotional Intelligence affects the Managerial Performance of the Aceh Regional Secretariat

H2: Good Governance affects the Managerial Performance of the Aceh Regional Secretariat

H3: Intellectual Intelligence affects the Managerial Performance of the Aceh Regional Secretariat

H4: Spiritual Intelligence affects the Managerial Performance of the Aceh Regional Secretariat

H5: Emotional Intelligence moderates the role of Good Governance in the Managerial Performance of the Aceh Regional Secretariat

H6: Emotional Intelligence moderates the role of Intellectual Intelligence in the Managerial Performance of the Aceh Regional Secretariat

H7: Emotional Intelligence moderates the role of Spiritual Intelligence in the Managerial Performance of the Aceh Regional Secretariat

3. Method

This study was conducted at the Aceh Regional Secretariat institution. The objects that act as independent variables were Good Governance (X1), Intellectual Intelligence (X2), and Spiritual Intelligence (X3). Managerial Performance acts as the dependent variable (Y) and Emotional Intelligence as a moderating variable (Z). This study presents the role of Emotional Intelligence in moderating the role of Good Governance, Intellectual Intelligence, and Spiritual Intelligence in the Managerial Performance of the Aceh Regional Secretariat. The population was all permanent and contract employees in the Aceh Regional Secretariat, totaling 597 people. The way to determine the sample used cluster random sampling with the help of the Slovin formula and obtained as many as 239 people (Margono, 2014). The number of samples from each type of position in the Aceh Regional Secretariat is described in Table 1 below.

Table 1. Number of Samples

| No. | Type of Position | Population | Number of Samples | Percentage |
|---------------|--------------------|------------|-------------------|------------|
| 1. | Structural | 31 | 12 | 5.02 |
| 2. | General Functional | 192 | 77 | 32.22 |
| 3. | Certain Functional | 374 | 150 | 62.76 |
| Amount | | 597 | 239 | 100 |

Source: Integrated Personnel Information System (2021)

Data were collected by sending questionnaires to all research respondents where the questionnaire model used a series of questions, with the subject choosing five alternative responses to each question. Data from respondents' responses were measured using a Likert scale and analyzed by SEM AMOS.

4. Result

Direct Effect

The result test of the model is shown below.

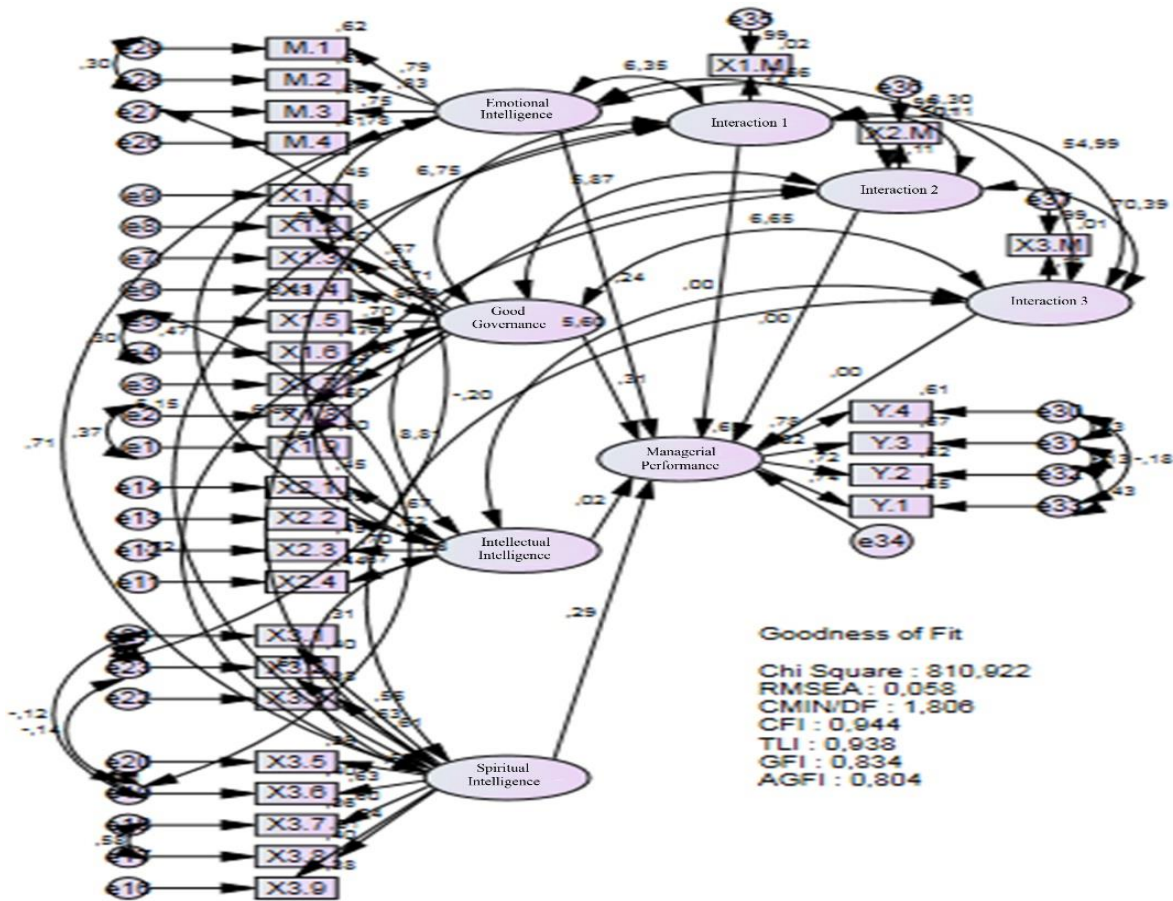


Figure 2. Structural Model

Based on the test, the result is figured as follows.

Table 2. Regression

| | | Estimate | S.E. | C.R. | P |
|------------------------|--------------------------------|----------|-------|-------|-------|
| Managerial Performance | <--- Emotional Intelligence | 0.243 | 0.081 | 2.814 | 0.005 |
| Managerial Performance | <--- Good Governance | 0.306 | 0.089 | 3.557 | *** |
| Managerial Performance | <--- Intellectual Intelligence | 0.215 | 0.066 | 2.200 | 0.041 |
| Managerial Performance | <--- Spiritual Intelligence | 0.292 | 0.140 | 2.393 | 0.017 |

Source: Processed Data (2022)

Table 2 formulates the following equation:

$$\text{Managerial Performance} = 0.243 \text{ Emotional Intelligence} + 0.306 \text{ Good Governance} + 0.215 \text{ Intellectual Intelligence} + 0.292 \text{ Spiritual Intelligence}$$

The results of the testing are explained as follows.

The Role of Emotional Intelligence in Managerial Performance (H1)

The result states that Emotional Intelligence affects Managerial Performance. This result is seen from the Critical Ratio (CR) value of 2.814 with a significance level (Probability or P) of 0.005. The effect magnitude is 0.243 or 24.3%. The above findings follow (Adi, 2021); (Wiadnyana, Gama, & Rismawan, 2021), and (Harahap & Istianingsih, 2020) wherein their studies prove that emotional intelligence can contribute to improving managerial performance. This reveals that the better the Emotional Intelligence of the employees, the better the Managerial Performance of the Aceh Regional Secretariat. Increasing the potential of employees, thinking systematically before working, introspecting themselves, having good relations between employees, and being able to organize groups will increase the ability of employees to meet various managerial work needs from the Aceh Government Secretariat.

The Role of Good Governance in Managerial Performance (H2)

The result illustrates that Good Governance affects Managerial Performance. This result is seen from CR 3,557 with P 0,000. The effect magnitude is 0.306 or 30.6%. The results of this study are in line with (Putri & Wirawati, 2020) wherein their research also proves the same thing as the results of this study. These results indicate that the higher the achievement of Good Governance, the higher the Managerial Performance of the Aceh Government Secretariat will be. The intensity and involvement of the community in policy formulation, the quality of implementation and law enforcement following the expectations of the community, the availability of mechanisms to access public information, the guarantee of a healthy competition climate, the availability of guarantees for all people to obtain services, protection, and empowerment; the level of accuracy of service delivery, protection, and empowerment, and accountability in budget management, and clarity of planned regional development directions will also increase the capacity of the Aceh Government Secretariat in providing optimal managerial performance.

The Role of Intellectual Intelligence in Managerial Performance (H3)

The result reveals that intellectual intelligence affects Managerial Performance. This result is shown at CR 2,200 with P 0.041. The effect magnitude is 0.215 or 21.5%. This result is in line with (Hawkins & Dulewicz, 2007); (Tarigan, Tanjung, & Darlis, 2015); and (Setiawan, 2021) where the results of their research also prove that intellectual intelligence affects managerial performance. These results indicate that the better the Intellectual Intelligence possessed by the employees, the higher the Managerial Performance of the Aceh Government Secretariat will be. Being able to control themselves at all times, have experience at work, be able to solve various work problems, always be motivated to work to get the best work results, and have a variety of solutions at work will increase the ability of employees for various managerial work needs from the Aceh Government Secretariat. According to (Robbins & Judge, 2017), Intellectual Intelligence is the ability needed to perform various thinking activities.

The Role of Spiritual Intelligence in Managerial Performance (H4)

The result explains that spiritual intelligence affects Managerial Performance. This result is shown from the CR of 2.200 with P 0.041. The effect magnitude is 0.215 or 21.5%. This result is in line with (Ratnasari, Supardi, & Nasrul, 2020); (Malik & Tariq, 2016); and (Supriyanto & Troena, 2012) where the results of their research also prove that spiritual intelligence plays a

role in improving managerial performance. This indicates that the better the Spiritual Intelligence possessed by the employees, the higher the Managerial Performance of the Aceh Government Secretariat will be able to be flexible, have high self-awareness, able to face and take advantage of suffering, able to face and transcend pain, reluctance to cause unnecessary losses which also does not cause delays in work and think before acting, have the quality of life, have a holistic view, tend to actively ask questions, and having independence will increase the ability of employees to meet the various managerial work needs of the Aceh Government Secretariat. Through this Spiritual Intelligence, local government management can play their moral awareness to overcome the conflicts that occur in it.

Moderation

Emotional Intelligence Moderates the Role of Good Governance in Managerial Performance (H5)

The next test was conducted to see whether emotional intelligence moderated the role of Good Governance on the managerial performance of the Aceh Regional Secretariat. The following is a moderation model in this research.

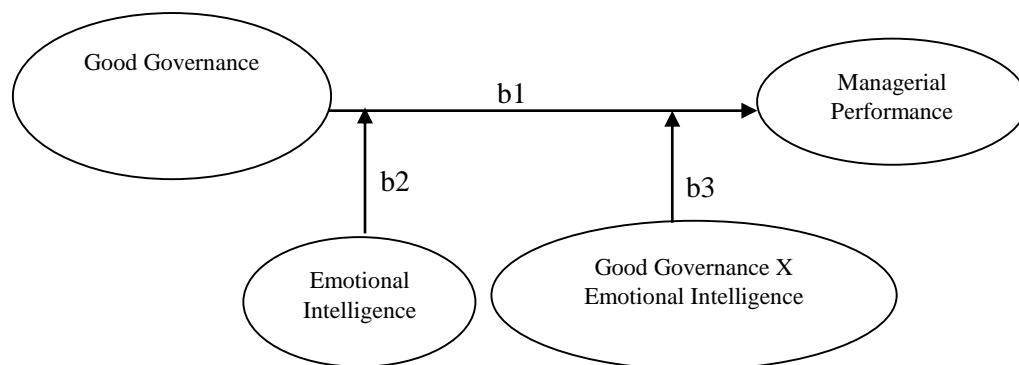


Figure 3. Moderation Model of H5

This model explains the role of Good Governance on Managerial Performance moderated by Emotional Intelligence and the interaction between Good Governance and Managerial Performance. The results of the moderation will be seen later on in the type of moderation that occurs between Good Governance and Emotional Intelligence. The results of the moderation and interaction testing are as follows.

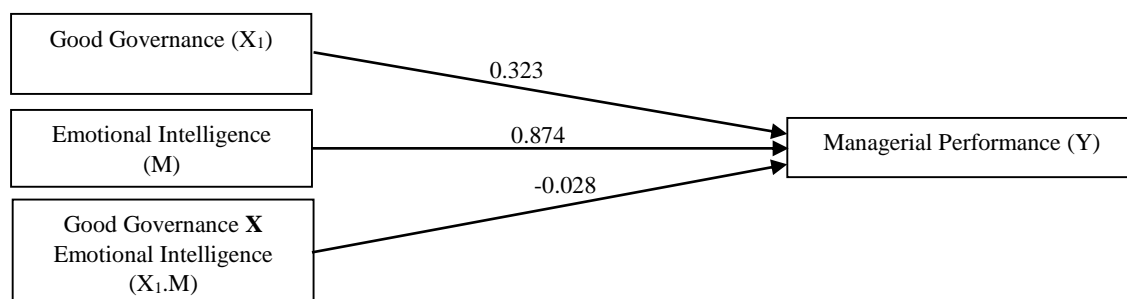


Figure 4. Moderation Test Results of H5

In Figure 4, it is explained that the role of Good Governance on managerial performance is 0.323, which indicates a positive role. The role of emotional intelligence on managerial performance is 0.874, which indicates a positive role. While the large role of the interaction between good governance and emotional intelligence on managerial performance is -0.028, which indicates a negative role. The results of the moderation test are shown below.

Table 3. Description of H5 Moderation Test

| Model | | Unstd.Coefficient | | Std.Coefficient | T | Sig. |
|-------|----------------|-------------------|-----------|-----------------|--------|------|
| | | B | Std.Error | Beta | | |
| 1 | (Constant) | .176 | .131 | | 1.341 | .191 |
| | X ₁ | .222 | .059 | .241 | 3.747 | .001 |
| | M | .782 | .065 | .774 | 12.059 | .000 |

Coefficients

| Model | | Unstd.Coefficient | | Std.Coefficient | T | Sig. |
|-------|-------------------|-------------------|-----------|-----------------|-------|------|
| | | B | Std.Error | Beta | | |
| 1 | (Constant) | -.151 | 1.103 | | -.137 | .892 |
| | X ₁ | .323 | .344 | .350 | .939 | .356 |
| | M | .874 | .316 | .866 | 2.765 | .010 |
| | X ₁ .M | -.028 | .095 | -.193 | -.299 | .767 |

Table 3 shows that b₂ is significant and b₃ is not significant. These results explain that emotional intelligence moderates the role of Good Governance in the managerial performance of the Aceh Regional Secretariat. The above model implies that there is a predictor of the interaction between good governance and emotional intelligence in influencing the managerial performance of the Aceh Regional Secretariat. Because in the interaction model, b₂ is significant and b₃ is not significant, the type of moderation is a moderating predictor.

Emotional Intelligence Moderates the Role of Spiritual Intelligence in Managerial Performance (H6)

The next test was conducted to see whether emotional intelligence moderated the role of spiritual intelligence on the managerial performance of the Aceh Regional Secretariat. The following is a moderation model in this research.

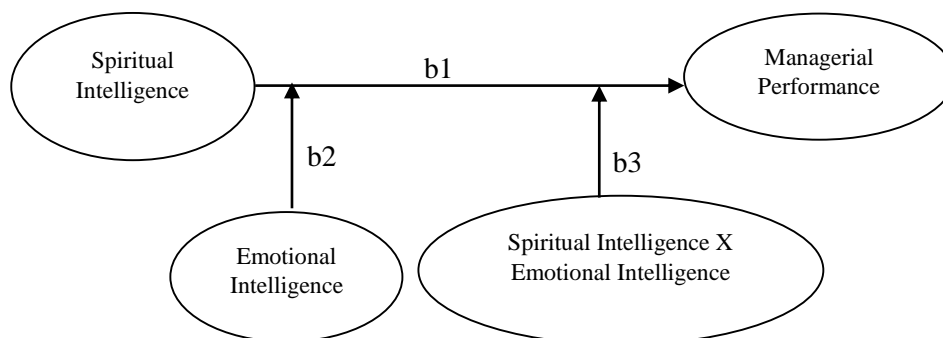


Figure 5. Moderation Model of H6

This model explains the role of Spiritual Intelligence in Managerial Performance will be moderated by Emotional Intelligence and the interaction between Spiritual Intelligence and Emotional Intelligence. The results of the moderation will later see the type of moderation that occurs between Spiritual Intelligence and Emotional Intelligence. The results of the moderation and interaction test can be seen in Figure 6 below.

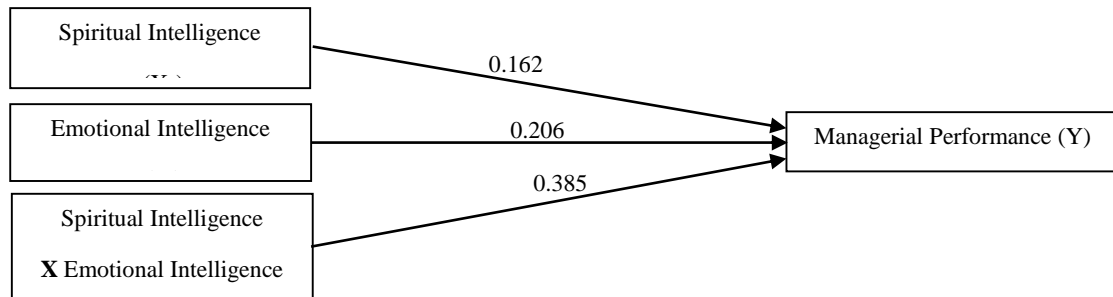


Figure 6. Moderation Test Results of H6

Figure 6 explains the role of spiritual intelligence in the managerial performance of the Aceh Regional Secretariat is 0.162, which indicates a positive role. The magnitude of the role of emotional intelligence on managerial performance is 0.206, which indicates a positive role. While the large role of the interaction between spiritual intelligence and emotional intelligence on managerial performance is 0.385 which indicates a positive role. The results of the moderation test are as follows.

Table 4 Description of H6 Moderation Test

| Model | | Unstd.Coefficient | | Std.Coefficient | T | Sig. |
|-------|----------------|-------------------|-----------|-----------------|--------|------|
| | | B | Std_Error | Beta | | |
| 1 | (Constant) | 1.680 | .159 | | 10.545 | .000 |
| | X ₂ | .309 | .035 | .432 | 8.824 | .000 |
| | M | .376 | .047 | .394 | 8.046 | .000 |

Coefficients

| Model | | Unstd.Coefficient | | Std.Coefficient | T | Sig. |
|-------|-------------------|-------------------|-----------|-----------------|--------|------|
| | | B | Std_Error | Beta | | |
| 1 | (Constant) | 1.426 | .141 | | 10.112 | .000 |
| | X ₂ | .162 | .034 | .226 | 4.754 | .000 |
| | M | .206 | .044 | .216 | 4.659 | .000 |
| | X ₂ .M | .385 | .040 | .479 | 9.718 | .000 |

Based on Table 4, it can be seen that b2 and b3 are significant. These results explain that emotional intelligence moderates the role of spiritual intelligence on the managerial performance of the Aceh Regional Secretariat. The above model implies a quasi-interaction between spiritual intelligence and emotional intelligence in influencing the managerial performance of the Aceh Regional Secretariat. Because in the interaction model, b2 and b3 are significant, so the type of moderation that occurs is quasi-moderation.

Emotional Intelligence Moderates the Role of Intellectual Intelligence in Managerial Performance (H7)

The next test was conducted to see whether emotional intelligence moderated the role of intellectual intelligence in the managerial performance of the Aceh Regional Secretariat. The following is a moderation model in this research.

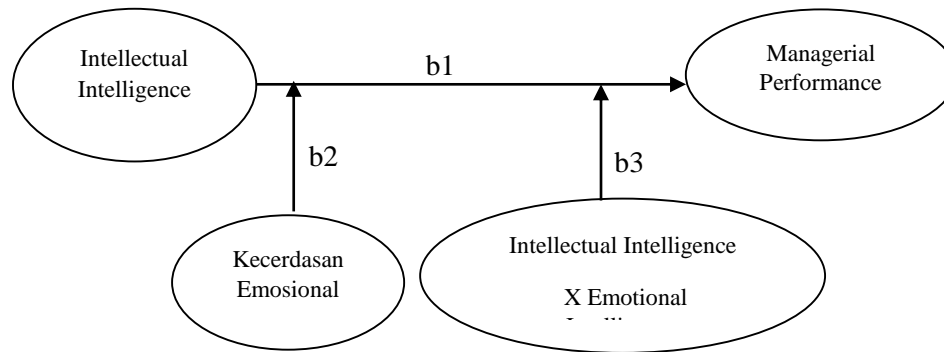


Figure 7 Moderation Model of H7

In this model, it figures that the role of Intellectual Intelligence in Managerial Performance will be moderated by Emotional Intelligence and the interaction between Intellectual Intelligence and Emotional Intelligence. The results of the moderation will later see the type of moderation that occurs between Intellectual Intelligence and Emotional Intelligence. The results of the moderation and interaction test can be seen in Figure 8 below.

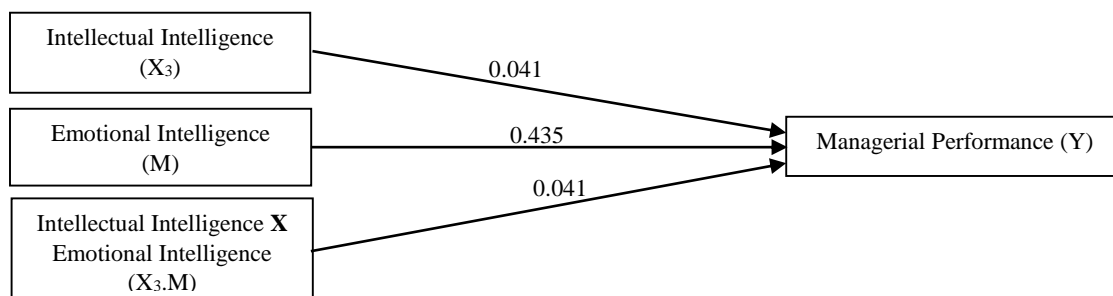


Figure 8. Moderation Test Result of H7

In Figure 8 it reveals that the large role of intellectual intelligence on managerial performance is 0.041, which indicates a positive role. The role of emotional intelligence on managerial performance is 0.435, which indicates a positive role. While the large role of the interaction between intellectual intelligence and emotional intelligence on managerial performance is 0.041 which indicates a positive role. The results of the moderation test can be seen in Table 5 below.

Table 5. Description of H7 Moderation Test

| Model | | Unstd.Coefficient | | Std.Coefficient | T | Sig. |
|-------|------------|-------------------|-----------|-----------------|-------|------|
| | | B | Std.Error | Beta | | |
| 1 | (Constant) | 1.470 | .143 | | 9.877 | .125 |
| | X2 | .206 | .044 | .298 | 8.333 | .072 |
| | M | .333 | .066 | .376 | 8.056 | .017 |

Coefficients

| Model | | Unstd.Coefficient | | Std.Coefficient | T | Sig. |
|-------|------------|-------------------|-----------|-----------------|-------|------|
| | | B | Std.Error | Beta | | |
| 1 | (Constant) | 1.282 | .840 | | 1.526 | .128 |
| | X2 | .041 | .259 | .043 | 0.157 | .875 |
| | M | .435 | .223 | .542 | 1.947 | .053 |
| | X2.M | .041 | .064 | .340 | 0.644 | .520 |

In Table 5 it can be seen that b2 and b3 are non-significant. This means that there is a moderating role in the research model. So it concludes that emotional intelligence moderates the role of intellectual intelligence on the managerial performance of the Aceh Regional Secretariat. The above model implies that there is a homologizer of the interaction between intellectual intelligence and emotional intelligence in influencing the managerial performance of the Aceh Regional Secretariat. Because in the interaction model, b2 and b3 are non-significant, so the type of moderation that occurs is homologizer moderation.

5. Conclusion

The results of this study at the Aceh Regional Secretariat first revealed that Emotional Intelligence affects Managerial Performance. This shows that the better Emotional Intelligence will give a good role in increasing Managerial Performance. Good Governance also affects managerial performance. This shows that the better the Governance, the better it will contribute to the improvement of Managerial Performance. In addition, Intellectual Intelligence affects the Managerial Performance of the Aceh Regional Secretariat. This shows that the better the Intellectual Intelligence, it will contribute to the improvement of Managerial Performance. Spiritual Intelligence also affects the Managerial Performance of the Aceh Regional Secretariat. This shows that the higher the level of Spiritual Intelligence, the more it plays a role in improving managerial performance.

Emotional intelligence moderates as a homologizer moderation on the role of good governance in the managerial performance of the Aceh Regional Secretariat. It concludes that emotional intelligence can moderate the role of good governance in the managerial performance of the Aceh Regional Secretariat. Emotional intelligence moderates as a quasi-moderation on the role of spiritual intelligence in the managerial performance of the Aceh Regional Secretariat. This indicates that the emotional intelligence of the Aceh Regional Secretariat has a pseudo role in moderating the role of the Aceh Regional Secretariat's managerial performance. Emotional intelligence moderates as a homologizer moderation on the role of intellectual intelligence in

the managerial performance of the Aceh Regional Secretariat. This is reinforced by the results of this study which states that emotional intelligence has a pseudo role in moderating the role of intellectual intelligence in the managerial performance of the Aceh Regional Secretariat.

These findings explain that the model for improving managerial performance at the Aceh Regional Secretariat is a function of increasing Good Governance, intellectual intelligence, and spiritual intelligence, which can be strengthened by increasing emotional intelligence. The results of this research also prove that this model has been verified correctly, and becomes a strengthening of the theory for the future so that it can be developed by adding new variables. Some facts from the results can be described along with recommendations that have been mapped out by researchers.

The intensity and involvement of the community in policy formulation are still lacking so several steps can be taken, such as accommodating the expectations of the community in terms of direct submission of suggestions, criticisms, and proposals to local government representatives, following up on the submission of community ideas in the mass media, and following up on public comments. in events in open forums organized by the government. The quality of the implementation of law enforcement is also still below the expectations of the community so that it can be followed up with the enforcement of legal certainty, justice between classes of society, and mutual awareness to obey the law. Furthermore, improvements to the bureaucratic system that are directed, integrated, and integrated will help and facilitate the community for the expected quality of service. The climate of competition is also often unhealthy, it can be anticipated by leveling the position of the community without discriminating against class. Increasing the realization of providing guarantees for everyone to get services, protection, and empowerment will bring public trust to the government. Work experience is certainly very influential in work activities that require timely completion. The regional secretariat in this case can get around the lack of work experience possessed by employees by holding training, empowerment, training, and seminars that support employees to make high contributions to their work.

Concern for co-workers will generate a high level of togetherness within the Aceh Regional Secretariat. Agency leaders should apply the cultural routine of caring for others, both in moral and material terms. Frequently conduct religious reviews by bringing in speakers regularly on the weekly agenda which helps lead to having a high sense of concern for co-workers. The ability to have emotional intelligence in the form of organizing and motivating a group is an advantage that greatly supports work. Therefore, this ability should not only be owned by a few employees within the Aceh Regional Secretariat, but agencies should have more employees who can managerially assist the leadership in terms of organizing and motivating other colleagues. Several steps can be taken by the agency, such as by presenting instructors in the work management section, the management directs employees to get used to organizing their respective jobs and sharing motivation at work so that a high spirit of togetherness arises to realize each target that has been set. Aceh Regional Secretariat. The Regional Secretariat of the Aceh Government should provide guidelines and procedures for implementing the objectives, policies, procedures, budgeting, and work programs so that they are carried out following the targets that have been set. The number of employees who ignore the quality of a

job causes neglect of the values and standards that become the standard of employee work. This also often has an impact on the supervision of the work carried out to ignore the impact that occurs after the work is carried out? Therefore, the Regional Secretariat of the Aceh Government must present speakers who are competent in managerial matters to direct, guide, discuss every managerial problem, and provide appropriate and measurable solutions in the form of training, education and training, seminars, and various employee empowerment activities. Whose implementation is routine.

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