
The Role of Staff Performance in Mediating the Self-Efficacy, Job Crafting, And Employee Engagement Effect on The Performance of The Pidie District Government Regional Secretariat

Nurmaliasari, Mahdani, & Sofyan*

Management Department, Universitas Syiah Kuala, Indonesia

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Abstract

This study aims to see the self-efficacy, job crafting, and employee engagement effect on the performance of the Pidie District Government Regional Secretariat (Pidie Regency Secretariat) with the staff performance as mediators. The population was all of its employees. The sample collection technique used was a census, resulting in a total of 142 respondents. Data was collected by distributing questionnaires online. The Likert scale was used to measure data in the field and was analyzed using AMOS-SEM. The test results conclude that self-efficacy, job crafting, engagement, staff performance, and Pidie Regency Secretariat Performance have been going well; self-efficacy, job crafting, and engagement positively influenced staff performance and Pidie Regency Secretariat Performance; Staff performance itself also positively influenced Pidie Regency Secretariat Performance; and Staff performance partially mediated the self-efficacy, job crafting, and engagement effect on Pidie Regency Secretariat Performance. These results also explain that the Pidie Regency Secretariat Performance model is a function of increasing self-efficacy and also job crafting, which is mediated by staff performance. This model contributes to the development of theory, which is the premise of the results from testing previous models.

Keywords: Self-Efficacy, Job Crafting, Employee Engagement, Staff performance, and Organizational Performance

1. Introduction

The Regional Secretariat of the Pidie Regency Government, often called the Pidie Regency Secretariat, through the Regent's regulations regarding functions, duties, and work procedures has quite broad functions and scope. Based on Chapter IV of the Regent's Regulation part one, Article 5 states that the Pidie Regency Government Area has the task of assisting the Regent in formulating policies and administrative coordination of the implementation of the duties of the Pidie Regency Government apparatus and administrative services. It also has the task of assisting the Regent in formulating policies and administrative coordination of the implementation of the duties of the Pidie Regency Government Regional Secretariat and administrative services. In detail, the duties of the Pidie Regency Secretariat, namely coordinating policy formulation; coordinating the tasks; implementing policies, monitoring and evaluating the policies implementation; serving administration and fostering the State Civil

Apparatus, and; carrying out other official duties assigned by the Regent following his duties and functions.

Organizational performance is very important for the survival of the organization. Especially public sector organizations where organizational performance is the result of the organization's work in carrying out its activities in serving the community. One of the public sector organizations is the Regional Working Unit (SKPD). To determine the managerial performance of SKPD several factors influence it, one of which is budget participation, namely the process of preparing the budget by involving superiors and subordinates in preparing the budget so that budget targets will be met.

The comparison between actual performance and achievements in the year concerned with the previous year can be seen below.

Table 1. Achievement of Performance in 2020 and 2021 Pidie Regency Secretariat

No.	Strategic target	Year 2021	2020 year
		% Achievements	% Achievements
1.	Increasing transparency, effectiveness, and efficiency as well as improving the integrity of public services in the Government Division	110	96,67
2.	increasing the regional policies, coordinating the regional policies formulations, coordinating the tasks implementation of regional apparatuses, implementing monitoring and evaluation in the field of legislation, assistance, and legal documentation	122,43	176.73
3.	Increased management facilities for mental-spiritual development, evaluation of policy implementation and performance achievements related to social welfare, and evaluation of the implementation	73,33	100
4.	Increasing transparency, effectiveness, and efficiency of the bureaucracy as well as improving the integrity of public services	92.75	100
5.	Improvement of administrative services procurement of goods and services	100	100
6.	Increasing the smooth implementation of BUMD and BLUD development, empowering the economy as well as natural resources, energy, and the environment.	100	88
7.	Increasing transparency, effectiveness, and efficiency of the bureaucracy as well as improving the integrity of public services in the areas of protocol and leadership communication	100	92
8.	Increased implementation of institutional and job analysis, public services, governance, performance, and bureaucratic reform	100	100

9.	Increasing professional and competent apparatus resources	100	96
10.	Improved management performance, budget planning, financial administration, and reporting	100	98

Source: Pidie District Government Secretariat, 2021.

Table 1 shows a comparison between the performance achievements in 2021 and 2020. The performance achievements in 2021 reached 99.85% while the performance achievement in 2020 was 94.94%. Overall, it can be concluded that there has been an increase in performance achievements for the 2021 fiscal year compared to the performance achievements for the 2020 fiscal year. At the Pidie Regency Secretariat, a study was done on thirty employees, showing that its performance is in a good category even though the score is not that high. This is shown by the low score on the response to the indicator of the ability of employees to meet the inputs and outputs expected by the Organization and the implementation of administrative principles.

The initial survey explains the staff performance of the Pidie Regency Secretariat already well. It's just that three indicators still need to be accelerated, regarding the level of good cooperation, communication between employees in harmony, and developing skills in working and helping colleagues. Self-efficacy will develop gradually continuously as abilities increase and related experiences increase (Bandura, 1991). Previous research that describes the relationship between self-efficacy and staff performance can be known from research conducted by (Lin et al., 2022); (Ardiansyah, Musnadi, & Syafruddin, 2020); and (Rinaldy, Nasir, & Faisal, 2020). Furthermore, the relationship between self-efficacy and organizational performance was examined by (Indrawati, 2014) and (Rimper & Kawet, 2014). The initial survey found that the self-efficacy of the employees of the Pidie Regency Secretariat is good. It's just that two indicators still need to be improved, namely believing in one's ability to solve problems creatively and being able to survive facing obstacles.

Job crafting is changing work behavior on self-initiative so that employees feel committed to the goal of aligning work with preferences, motives, and work passion. Changes in behavior can take the form of changes in tasks, workplace relationships, and views about work. Job crafting is a change made by employees on their initiative to balance demands and resources at work (Tims, Bakker, & Derks, 2012). Job crafting starts with employees focusing on work, adapting to the work environment, and their skills. According to (Petrou, Demerouti, & Schaufeli, 2015) job crafting is a proactive behavior used by employees when they feel a change in their job is needed. Previous research which describes job crafting and staff performance can be seen from research conducted by (Syahrul, Lubis, & Nurdasila, 2021) and (Albana, 2019). Furthermore, the relationship between job crafting and organizational performance was examined by (Angela & Sudibjo, 2020) and (Octorini, Trirahayu, & Nisa, 2021). The initial survey traced the job crafting of the employees of the Pidie Regency Secretariat already well. It's just that two indicators still need to be improved, namely, every time I try to provide breakthroughs at work so that new skills can be possessed and often make a job more challenging.

(Sarangi & Vats, 2015) and (Thomas, 2007) complete their view on employee engagement in the form of a stable psychological state which is a result of interaction between an individual

and the environment in which the individual works. Previous studies that describe employee engagement and staff performance can be known from research conducted by (Syahrul et al., 2021) and (Albana, 2019). Furthermore, employee engagement and organizational performance were examined by (Ghufran, Majid, & Sofyan, 2022); (Budiyanto, Adam, & Mahdani, 2022); and (Fadhillah, Nizam, & Kesuma, 2022). The initial survey described that the engagement of the employees of the Pidie Regency Secretariat is good. It's just that three indicators still need to be improved, namely, the Pidie Regency Secretariat pays close attention to the relationship that exists between superiors and subordinates, can provide various physical resources that can support employees while working, and provides various training to support capacity building.

2. Literature

Self-Efficacy

Self-efficacy is the degree to which a person has confidence in his or her capacity to carry out a task or carry out an activity that is necessary to attain a particular result. Self-confidence, flexibility, cognitive ability, intelligence, and the ability to behave under pressure are all qualities that can be confident in. Self-efficacy is a person's opinion of their competency or capacity to carry out a task, accomplish a goal, or produce something (Tierney & Farmer, 2002). The indicators in this study that are used to measure self-efficacy refer to the opinion of (Tierney & Farmer, 2002), namely generating new ideas, solving problems creatively, developing ideas, completing assignments, being able to withstand obstacles, and completing assigned tasks with Correct.

Job Crafting

Job crafting is a proactive step and action to redesign what we do at work. Job crafting is also changing work behavior on one's initiative so that employees feel bound by the goal of aligning work with preferences, motives, and work passion. Job crafting is a form of change made by employees on their initiative to balance demands and resources at work (Tims et al., 2012). As for the measurement of good governance according to (Tims et al., 2012), namely developing abilities, and new skills, avoiding making difficult decisions, suggestions and input from colleagues, opportunities to do new jobs, and making work more challenging.

Engagement

Employee engagement is a concept in organizational behavior that attracts attention because it has an impact on overall business performance. An employee's strong emotional connection to his or her employer motivates him or her to give more of themselves to their job. Employee engagement refers to the degree to which people are willing to put in long hours, are actively involved in their jobs, and give their all to them (Pandey & David, 2013). As for indicators of employee engagement according to (Pandey & David, 2013), namely development opportunities, work balance, relationships between superiors and subordinates, availability of supportive resources, appreciation and recognition, clear policies and open communication, fair wage or compensation policies, the availability of supporting job training in increasing ability, clarity of work, and pride at work.

Staff performance

Employee/Staff performance is a result of work achieved by a person in carrying out the tasks assigned to employees based on skills, experience, sincerity, and time (PERMENPAN-RB No. 38, 2017). Staff performance is the result of a job or activity which contains three aspects, namely: clarity of tasks or jobs for which they are responsible, clarity of expected results from a job or function, and clarity of time required to complete work so that expected results can be realized. The measure that can be achieved to see how far the performance that has been given by employees to their agencies refers to PERMENPAN-RB No. 38, 2017), namely integrity, cooperation, communication, result orientation, public service, self, and others development, change management, and decision making.

Organizational Performance

The amount of achievement of an activity, program, or policy's implementation in achieving the organization's goals, objectives, mission, and vision as outlined in its strategic planning is referred to as the organization's performance (Dwiyanto, 2011). The work outcomes attained by an agency in performing their obligations during a specific period, both connected to input, output, outcome, benefit, and impact with responsibility, can help guide the administration of government organizations. The indicators used to measure organizational performance are based on the opinion of (Dwiyanto, 2011), namely productivity, service quality, responsiveness, responsibility, and accountability.

Model and Hypotheses

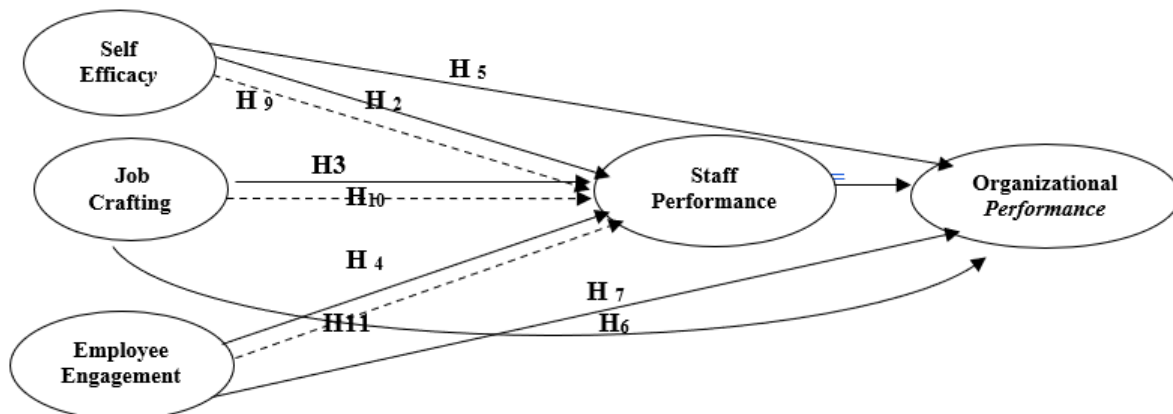


Figure 1. Hypothesis Paradigm

A. Descriptive Hypothesis

H₁: Self-efficacy, Job Crafting, Engagement, Staff performance, and Pidie Regency Secretariat Performance are good.

B. Verification Hypothesis

H₂: Self-efficacy affected Staff performance.

H₃: Job Crafting affected Staff performance.

H₄: Engagement affected Staff performance.

H₅: Self-efficacy affected Pidie Regency Secretariat Performance.

H₆: Job crafting affected Pidie Regency Secretariat Performance.

H₇: Engagement affected Pidie Regency Secretariat Performance.

H₈: Staff performance affected Pidie Regency Secretariat Performance.

C. Mediation Hypothesis

H₉: Self-efficacy affected Pidie Regency Secretariat Performance through Staff performance.

H₁₀: Job crafting affected agency performance through staff performance.

H₁₁: Engagement affected Staff performance through Staff performance.

Novelty

Research related to employee engagement, staff performance, and organizational performance has been done by (Muliawan, Perizade, & Cahyadi, 2017), however, this study has differences from this study. (Muliawan et al., 2017), used the same dependent and mediating variables as in this study, namely organizational performance and staff performance. However, there are differences regarding the independent variables used. (Muliawan et al., 2017) used the independent variable in the form of Engagement and remuneration while in this study self-efficacy, job crafting, and engagement. Another difference that this study has with the previous one conducted by Muliawan et al. (2017), namely the subject. Research conducted by (Muliawan et al., 2017) was at a manufacturing company, namely PT Badja Baru which is located in Palembang. However, this study took objects from the Pidie Regency Secretariat. In addition, research conducted by (Muliawan et al., 2017), used SPSS Version 17.0 to analyze the sample data used in their research, but in this study used SEM.

3. Method

This survey was conducted at the Pidie Regency Secretariat and the variables used as objects were self-efficacy (X₁), job crafting (X₂), and engagement (X₃). Staff performance is variable Y and variable Z, namely organizational performance. This study used a population of 142 employees as a sample, meaning this used the census method. The model was tested using one-sample test for descriptive hypothesis (H₁), SEM-AMOS for verification hypothesis (H₂ to H₈), and Sobel test for mediation hypothesis (H₉ to H₁₁).

4. Result

H₁: Descriptive Hypothesis

The descriptive hypothesis test used a one-sample test with a cut-off value of 3.4 1.

Table 1. Respondents' Perceptions

	Test Value = 3.41					
	Q	Df	Sig. (2-tailed)	Mean Differences	95% Confidence Interval of the Difference	
					Lower	Upper
Self Efficacy	12.465	141	.000	.74134	.6238	.8589
Job Crafting	9.122	141	.000	.51704	.4050	.6291
Employee Engagement	12.416	141	.000	.58437	.4913	.6774
Staff performance	16.237	141	.000	.77782	.6831	.8725
Organizational Performance	13.173	141	.000	.82803	.7038	.9523

Table 1 shows the significance of 5% is all under 0.05 concluding that all the variables are self-efficacy, job crafting, engagement, staff performance, and Pidie Regency Secretariat Performance have been going well. Thus, rejecting H0 and accepting H1.

Direct Effect Test

The structural test results are shown below.

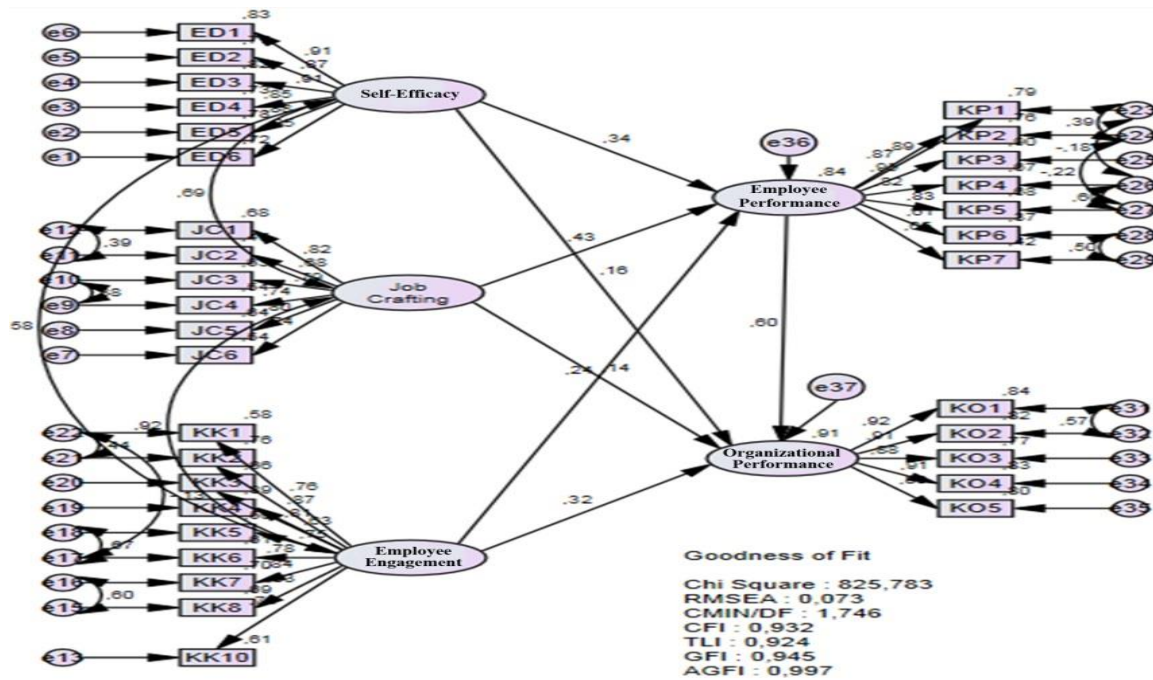


Figure 2. Model Test Result

The result is provided below.

Table 2. Regression Weights

Influence Between Variables	Estimates		SE	CR	P
	Std.	Unstd			
Self-efficacy on Staff performance	.345	.395	.082	4.820	***
Job Crafting on Staff performance	.425	.474	.076	2.195	.028
Employee Engagement on Staff performance	.241	.279	.102	2.654	.006
Self-efficacy on Organizational Performance	.363	.195	.079	2.454	.014
Job Crafting on Organizational Performance	.356	.158	.106	2.805	.002
Employee Engagement on Organizational Performance	.319	.344	.103	4.584	***
Staff performance Against Organizational Performance	.596	.622	.102	5.121	***

The formulation of the equation is :

Staff performance = 0.345 Self efficacy + 0.425 Job Crafting + 0.241 Employee Engagement

Organizational Performance = 0.363 Self efficacy + 0.356 Job Crafting + 0.319 Organizational Performance + 0.596 Staff performance

The results of testing H2 to H11 are described below.

H2: Self-Efficacy on Staff performance

The H2 model test shows a standard estimated 0.345; where if self-efficacy increases by 1 unit, staff performance increases by 0.345 units with a p 0.000 which is <0.05. The two values obtained fulfill the requirements for acceptance of H2, namely a CR 4.820 which is > 1.96, and a p < 0.05. This result is supported by (Ardiansyah et al., 2020) who in their research proved that self-efficacy positively affected skills in handling land disputes and the performance of Aceh Land Agency employees. Then (Rinaldy et al., 2020) continued their research stating that self-efficacy positively affected Innovative Behavior and the performance of Aceh Bina Marga Service employees.

H3: Job Crafting on Staff performance

The H3 model test shows a standard estimated 0.425; where if job crafting increases by 1 unit then the staff performance increases by 0.425 with a p 0.028 which is < 0.05. The two values obtained meet the acceptance of H3, namely a CR 2.195 which is > 1.96, and a p < 0.05. The

results are following (Albana, 2019), who concluded that job crafting affects the performance of employees of PT. Terminal Teluk Lamong, Surabaya. Furthermore, (Syahrul et al., 2021) in his research stated that job crafting positively affected engagement, job satisfaction, and employee performance, Engagement, and job satisfaction mediate the job crafting effect on employee performance.

H4: Engagement on Staff performance

The H4 model test shows a standard estimate 0.241; where if engagement increases by 1 unit then the staff performance variable increases by 0.241 with a probability 0.006 which is < 0.05 . The two values obtained fulfill the acceptance of H 4, namely a CR 2.654 which is > 1.96 , and a $p < 0.05$. Previous research also supports one of the results in this study, such as research by (Ghufran et al., 2022) proving that engagement affects employee performance. (Budiyanto et al., 2022) later in his research revealed that psychological capital affects soldier performance. (Fadhillah et al., 2022) complete their research which proves that Engagement and creativity positively affected employee performance.

H5: Self-efficacy on Pidie Regency Secretariat Performance

The H5 model test shows a standard estimated 0.163; where if self-efficacy increases by 1 unit then the staff performance increases by 0.241 with a $p 0.014$ which is < 0.05 . The two values obtained fulfill the acceptance of H 5, namely a CR 2.454 which is > 1.96 , and a $p < 0.05$. These results are consistent with (Indrawati, 2014) who concluded that there is a significant effect of self-esteem and self-efficacy on job satisfaction, a significant effect of self-efficacy and job satisfaction on organizational performance, and a non-significant effect of self-esteem on organizational performance. Furthermore, (Rimper & Kawet, 2014) concluded career planning and self-efficacy collectively affected organizational performance.

H6: Job Crafting on Pidie Regency Secretariat Performance

The H6 model test shows a standard estimated 0.156; where if job crafting increases by 1 unit, the Pidie Regency Secretariat Performance increases by 0.156 with a $p 0.002$ which is < 0.05 . The two values obtained fulfill the acceptance of H 6, namely a CR 2.805 which is > 1.96 , and a $p < 0.05$. These results are in line with (Angela & Sudibjo, 2020) who concluded that empowering leadership and job crafting can affect organizational performance. Work engagement can mediate empowering leadership and job crafting on the organizational performance of PT. BRI Bank Sleman Branch. Furthermore, (Octorini et al., 2021) with the research concluded that job crafting positively affected organizational performance PT. State Savings Bank (Persero) Tbk. Depok Branch Office.

H7: Engagement on Pidie Regency Secretariat Performance

The H7 model test shows a standard estimated 0.319; where if organizational engagement increases by 1 unit then the staff performance increases by 0.319 with a $p 0.000$ which is < 0.05 . The two values obtained fulfill the acceptance of H 7, namely a CR 4.584 which is > 1.96 , and a $p < 0.05$. This is following several studies. (Rantelimbong & Mas'ud, 2016) conducted a

study concluding engagement positively affected organizational performance and that power distance can moderate the relationship between engagement and organizational performance. (Shodiqin, 2019) continued his research which concluded that engagement, perceptions of organizational support, and employee empowerment have a significant effect on organizational performance.

H8: Staff performance on Pidie Regency Secretariat Performance

The H8 model test obtains an estimate 0.596; where if staff performance increases by 1 unit, the Pidie Regency Secretariat Performance increases 0.596 with a p 0.000 which is < 0.05. The two values obtained fulfill the acceptance of H 8, namely a CR 5.121 which is > 1.96, and a p < 0.05. This result is consistent with (Marzuki, Nasir, & Sofyan, 2020), proving that employee performance and organizational performance. (Markhadam, Adam, & Mahdani, 2022) continued proving that Employee performance influences organizational performance. Furthermore, (Junaidi, Musnadi, & Majid, 2020) in their research show that employee performance partially mediates participatory leadership, work discipline, and training on organizational performance.

Proving the Mediation Hypothesis

H9: Staff performance Mediated Self-efficacy Affecting Pidie Regency Secretariat Performance

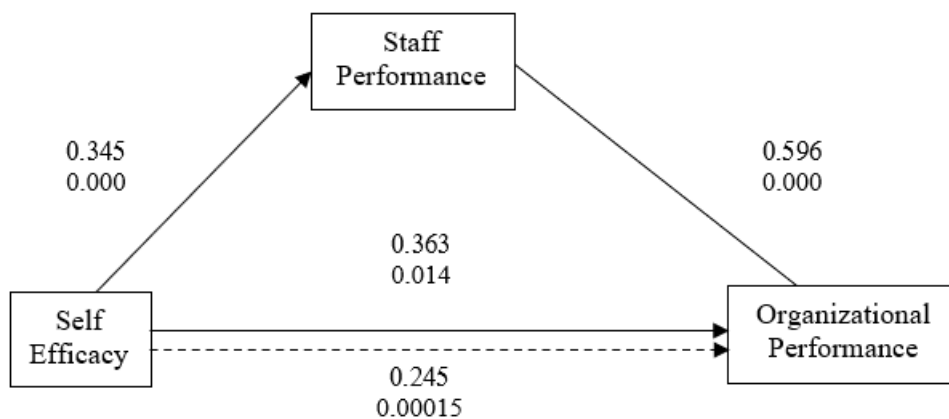


Figure 3. H9 Model

The results of the z the Sobel test are:

$$Z = \frac{a_1b_1}{\sqrt{(b_1^2 SE_{a_1}^2) + (a_1^2 SE_{b_1}^2)}}$$

$$Z = 3.77$$

The Sobel calculator display is as follows:

Input:		Test statistic:	Std. Error:	p-value:	
a	0.395	Sobel test:	3.77998388	0.06499763	0.00015684
b	0.622	Aroian test:	3.74907098	0.06553357	0.00017749
s _a	0.082	Goodman test:	3.8116743	0.06445724	0.00013803
s _b	0.102	Reset all	Calculate		

Sobel's test calculation found that the z was $3.77 < 1.96$ with a significance level of 5%, describing that there is a direct influence between self-efficacy on Pidie Regency Secretariat Performance which is mediated by staff performance partially (partial mediation). As explained earlier, self-efficacy can affect organizational performance. Empirically, that relationship has been strengthened also by (Noviawati, 2016), who found that Self-efficacy positively affected staff performance and motivation. (Rimper & Kawet, 2014) concluded that career planning and self-efficacy collectively have a significant effect on organizational performance. Furthermore, the staff performance effect on organizational performance can be seen in (Berliana & Arsanti, 2018) which concluded that Employee performance is proven to mediate the self-efficacy effect on organizational performance partially.

H10: Staff performance mediated Job Crafting Affecting Pidie Regency Secretariat Performance

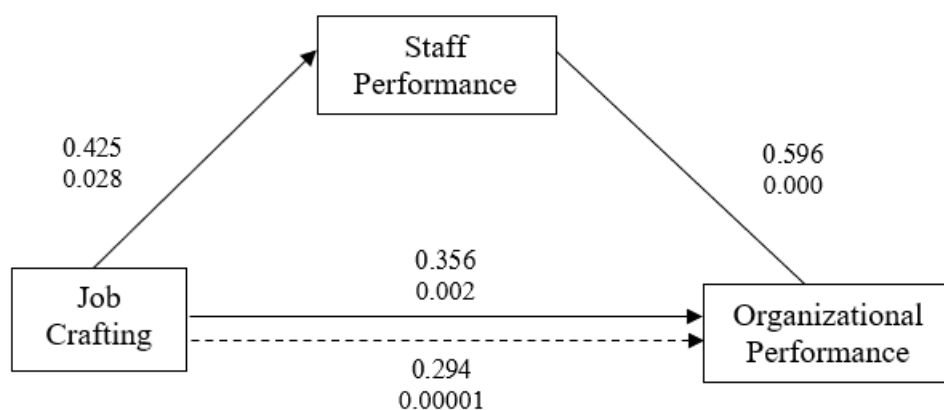


Figure 4. H10 Model

The results of the z value from the Sobel test are:

$$Z = \frac{a_1 b_1}{\sqrt{(b_1^2 SE_{a_1}^2) + (a_1^2 SE_{b_1}^2)}}$$

$$Z = 4.36$$

The Sobel calculator display is as follows:

Input:		Test statistic:	Std. Error:	p-value:	
a	0.474	Sobel test:	4.36021084	0.06761783	0.00001299
b	0.622	Aroian test:	4.33183641	0.06806074	0.00001479
s _a	0.076	Goodman test:	4.38915024	0.067172	0.00001138
s _b	0.102	Reset all	Calculate		

The Sobel test calculation found that the z was $4.36 < 1.96$ with a significance level of 5%, indicating there is a job crafting direct influence on Pidie Regency Secretariat Performance which is mediated by staff performance partially (partial mediation). (Setyawati & Nugrohoseno, 2019), their research concluded Job Crafting and Engagement proved to positively affect organizational performance. This empirical test result is also supported by empirical research of (Albana, 2019) concluding that job crafting affects the performance of PT employees. Terminal Teluk Lamong, Surabaya. Work engagement can mediate the job-crafting effect on employee performance. (Octorini et al., 2021) with his research concluded that job crafting positively affected organizational performance. Office.

H11: Staff performance Mediates the Engagement Affecting Pidie Regency Secretariat Performance

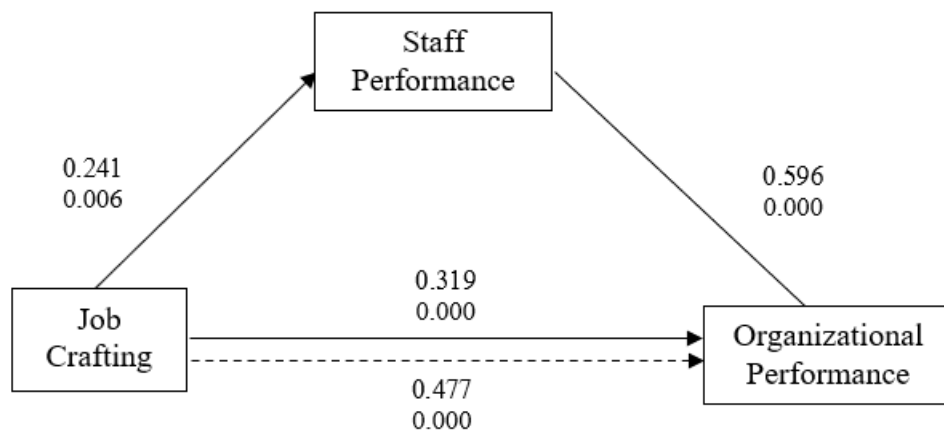


Figure 4. H11 Model

The results of the z value from the Sobel test are:

$$Z = \frac{a_1 b_1}{\sqrt{(b_1^2 SE_{a_1}^2) + (a_1^2 SE_{b_1}^2)}}$$

$$Z = 2.49$$

The Sobel calculator display is as follows:

Input:		Test statistic:	Std. Error:	p-value:
a	0.279	Sobel test: 2.4957231	0.06953416	0.01257007
b	0.622	Aroian test: 2.46824716	0.07030819	0.01357765
s _a	0.102	Goodman test: 2.52413751	0.0687514	0.01159826
s _b	0.102	Reset all	Calculate	

The Sobel test calculation found that the z was $2.49 < 1.96$ with a significance level of 5%, meaning there is an engagement direct influence on Pidie Regency Secretariat Performance mediated by staff performance partially (partially mediation). (Muliawan et al., 2017) conducted a study entitled, The engagement and remuneration effect on employee performance and its impact on organizational performance PT. Badja Baru Palembang. This study concludes that engagement and remuneration affect the performance of employees of PT. Badja Baru Palem, and engagement and remuneration also affect the organizational performance of PT. Badja Baru Palem. Furthermore, employee performance is proven to function as a full mediating effect of engagement and Remuneration on Organizational Performance. The Engagement effect on organizational performance can occur directly or indirectly (through employee performance). (Shodiqin, 2019) conducted research that concluded that engagement positively affected the organizational performance of PT. Honest Plastic Barokah, Jepara. (Natalia & Rosiana, 2017) stated engagement positively and significantly affected employee performance. Furthermore, the employee performance effect on organizational performance was also stated by (Fachreza, Musnadi, & Shabri, 2018).

5. Conclusion

The result concludes that:

1. Self-efficacy, Job Crafting, Engagement, Staff performance, and Pidie Regency Secretariat Performance of the Pidie Regency Secretariat have been good.
2. Self-Efficacy, Job Crafting, and Engagement positively affected Pidie Regency Secretariat Staff performance, showing that a higher Self-efficacy, Job Crafting, and Engagement will further improve Staff performance.
3. Self-efficacy, Job Crafting, and Engagement positively affected the Pidie Regency Secretariat Performance. This shows higher Self-efficacy, Job Crafting, and Engagement will further improve Pidie Regency Secretariat Performance.
4. Staff performance positively affected the Pidie Regency Secretariat Performance. This describes the higher staff performance will further improve Pidie Regency Secretariat Performance.
5. Staff performance partially mediated the Self-efficacy, Job Crafting, and Engagement effect on the Pidie Regency Secretariat Performance. Partially mediation means that Self-efficacy, Job Crafting, and Engagement can indirectly influence Pidie Regency Secretariat Performance, or also can directly influence Pidie Regency Secretariat Performance (not involving staff performance).

These results also explain that the Pidie Regency Secretariat Performance model is a function of increasing self-efficacy and also job crafting, which is mediated by staff performance. This model contributes to the development of theory, which is the premise of the results from testing previous models. Academically, this model can be the basis for forming the next performance model, by combining it with other variables. In practice, this model becomes the measurement and basis for developing organizational performance improvement strategies. Especially for research subjects, some recommendations that can be made are:

1. In solving each work problem, management can do the creative steps following the Creative Problem-Solving method so that various problems can be measurably resolved properly, such as finding facts, problems that occur, ideas, solutions, and acceptance of solutions made to these problems.
2. Employees should always be ready for the challenge of working more than usual to produce reliable employees. There are steps to make this happen, such as implementing a strategy and being consistent with it, eliminating all bad habits at work, always starting something with a small daily target, being patient with failure, and managing time to work more effectively and efficiently.
3. The organization should further improve various pieces of training to support the increase in the ability to work. It is necessary to schedule various pieces of training to increase their duration and to make participation equitable for all divisions. This is considered very important because the level of difficulty in working is always increasing and the completion time that employees have is very limited.
4. In work activities, employees should build strong teamwork to get the job done better. Steps that can be taken, such as building an inclusive and diverse team, where each member has clear duties and responsibilities, building team trust, clear and intense communication, allowing the team to make decisions, managing meeting times wisely, not needing to be afraid to set the dynamics in the team and allow each team member to learn.
5. Preferably so that administrative principles can work according to the rules, it is necessary to refer to the following points: a) applying the hierarchical principle regarding the proper arrangement of employee skills, awarding employees, and placing authority within the organization; Furthermore, b) the application of the principle of unity of command emphasizes the importance of effective communication and reducing distortion of instructions conveyed by superiors to their subordinates, So that at each level of the organization, there is only one official who conveys orders to subordinates; Then, c) the principle of functional specialization can be applied to the division of labor in government organizations based on specific types of work; And finally, d) the formation of positions in a government institution should be based on the need to streamline the production process of public services and public goods, not to distribute power among some parties for political considerations.

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