Analysis of Factors That Influence Civil Servants Performance in Balai Perikanan Budidaya Air Payau Situbondo

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Abstract

Balai Perikanan Budidaya Air Payau Situbondo (BPBAP) is one of the largest centres in East Java, to be precise in Situbondo Regency. BPBAP is a government- fish centre that is well developed as an engineering centre. The institution's performance resulted from the performance of employees that develop every year. To analyze the performance of BPBAP employees, this research was compiled regarding the factors that influence it. The research design used was survey research, with a total of 88 respondents. The analysis method used is multiple linear regression analysis including, t-test, F test, and coefficient. The results showed that the variables of transformational leadership style, transactional leadership style, organizational culture and motivation which had a correlation of 0.708 to performance of BPBAP employees which was a strong relationship. Furthermore, partially the transformational leadership style variable has a significant effect on performance, the transactional leadership style variable has no significant effect on performance, the organizational culture variable has a significant effect on performance and the work motivation variable has a significant effect on performance. The independent simultaneous variable has a significant effect on the dependent variable.

Keywords : BPBAP, Leadership Style, Organizational Culture, Motivation, Institutional Performance

A. Background

Data (Ministry of Marine Affairs and Fisheries, 2014) that the Gross Domestic Product (GDP) of each agricultural sub-sector has contributed, among others, the food crops sector 47.43%, fisheries 22.26%, plantation crops 13.37%, livestock 12, 60% and forestry 4.35%. This data explains that the fisheries sector is the second largest sub-sector that contributes to GDP in the agricultural sectors. The 22.26% of the fisheries sector's contribution came from aquaculture and fisheries. The volume and production value in 2014 of the fisheries sector consists of fisheries about 6.2 million tons and aquaculture 14.52 million tons..

The volume and value of aquaculture production reach 14.52 million tons or 68.50% of the total volume of fishery production that illustrates the aquaculture has a high contribution. To increase aquaculture production requires the institutions and technical facilities that managed..
The institution that supports aquaculture production, especially in East Java Province, is the Balai Perikanan Budidaya Air Payau Situbondo (BPBAP) Situbondo. BPBAP has five units including Pecaron Unit, Bletok Unit, Gelung Unit, Pasuruan Unit and Tuban Unit. Furthermore, the fishery products developed by BPBAP include vaname shrimp, milkfish, tiger grouper, mouse grouper, kertang grouper, cantang hybrid grouper and seaweed. The main office of BPBAP is in the coastal area of Situbondo district and its five units are spread across various regions in East Java. BPBAP reviews the employee performance every year to determine their performance and as a reference for improving performance. Improving the performance of the BPBAP employees will have a direct impact on improving the overall performance of the BPBAP.

According to (Hasbiadi, Rizal, & Utami, 2015) the results of the BPBAP employee performance appraisal 2010 to 2013 tend to be constant in the good category, this is because the assessment has not been applied objectively in that year and the results of the assessment are based on subjective by the head of BPBAP without considering the employee log-book for one year. Whereas in 2014, the BPBAP employee performance appraisal system had been changed with a quarterly period system. The percentage of results of employee performance appraisals for 2014 of 1st to 3rd quarter resulted in a varied assessment caused by an objective appraisal system had been implemented. The results of the performance appraisal criteria were obtained by each employee based on the realization of the logbook that employees arrange every quarter. The employee performance appraisal of the BPBAB in 2014 is described in Table 1 below.

Table 1. Results of Employee Performance Appraisal at BPBAB Situbondo in 2014

No	Performance Appraisal Criteria	Year		
		1st Quarter	2nd Quarter	3th Quarter
1	Very good	15.5%	15.5%	18.4%
2	Good	63.1%	78.7%	77.7%
3	Enough	1%	5.8%	1%
4	Bad	20.4%	0	2.9%
5	Very bad	0	0	0

Based on the table above, with the new appraisal format, the results of employee performance appraisals tend to differ from the five assessment criteria. The overall percentage of employee performance appraisals illustrates good performance results and there is an increasing trend. Improved employee performance will have a direct impact on improving the performance of the hall. Continuous employee performance appraisal will help improve employee performance, this means that employees can find out about each other's performance every quarter. This employee performance appraisal was implemented starting in 2014 for employees, especially those with the status of Civil Servants.

Based on the results of the BPBAP employee performance appraisal above and the explanation of the research related to the factors that affect the performance of various institutions or companies, the factors that influence the performance of BPBAP Civil Servants will be analyzed. These performance factors include variables of transformational leadership style, transactional leadership style, organizational culture and work motivation. The formulations of the research problems include :

1) Does the variable transformational leadership style, transactional leadership style, organizational culture and work motivation have a correlation with the employee performance of BPBAP Situbondo?.

2) Does the variable transformational leadership style, transactional leadership style, organizational culture and work motivation have a partial influence on the performance of BPBAP Situbondo employees.
3) Do the variables of transformational leadership style, transactional leadership style, organizational culture and work motivation have a simultaneous influence on the performance of BPBAP Situbondo employees.

The research objective is the factors that influence the performance of BPBAP employees, as follows :
1) To determine the correlation between the variables of transformational leadership style, transactional leadership style, organizational culture and work motivation on employee performance at BPBAP Situbondo.
2) To know the partial effect of transformational leadership style, transactional leadership style, organizational culture and work motivation on employee performance at BPBAP Situbondo.
3) To determine the simultaneous influence of transformational leadership style, transactional leadership style, organizational culture and work motivation on the performance of BPBAP Situbondo employees.

B. Methodology

1. Research Design

The study design was survey research. Survey research is research that takes a sample from a population and uses a questionnaire as a primary data collection tool (Singarimbun and Effendi, 1995).
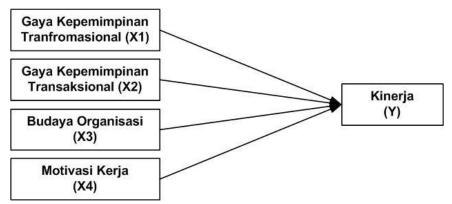
2. Participants/Respondents/Population and Sample

The sample in this study is all BPBAP Situbondo employees who are civil servants. Consideration of using all employees who are civil servants at BPBAP Situbondo or the study area to get a more representative picture and reduce the error rate of the data obtained closer to the real value. So that the population and sample in this study were 88 civil servants at BPBAP Situbondo. The data collection methods used in this study include:
a. Questionnaires, which is data collection techniques that conducted by distributing questions to respondents,
b. Interviews which is data collection techniques that are that conducted by directly asking each source, which is carried out systematically and based on research objectives. The method of collecting data through interviews was conducted by researchers with the aim of obtaining a complete and clear picture of the research.

3. Research Variables

The variables measured in this study are the independent variables and the dependent variable. The independent variables include transformational leadership style (X1), transactional leadership style (X2), organizational culture (X3), work motivation (X4), while the dependent variable is performance (Y). This following is a research concept framework :

The operational definition of the variables in this study includes :
a. The transformational leadership style (X1) illustrates that the BPBAP Situbondo leaders pay attention to the development needs and issues of each employee. Indicators of

transformational leadership styles include charisma, inspiration and individual consideration.

b. The transactional leadership style (X2) describes that the BPBAP Situbondo leadership guides or motivates employees towards the set goals by clarifying the requirements for the roles and duties of employees. Indicators of transactional leadership styles include reward, supervision, and responsibility.

c. Organizational culture (X3) is a culture and habits that are often carried out and found in BPBAP Situbondo. Indicators of organizational culture include innovation, attention to detail, result orientation, and team orientation.

d. Work motivation (X4) is the spirit to encourage or move employees to do and complete all work and tasks that are the responsibility of employees. Work motivation indicators include achievement, recognition, job satisfaction, career development, and compensation.

e. Performance (Y) is the result of work achievement and a measure of employee achievement while completing a given job. Performance indicators include quantity, quality, individual ability, and cooperation.

4. Technique of Data Analysis

The data analysis carried out was oriented towards the formulation of the problem and research objectives, to use validity and reliability tests as well as multiple linear regression analysis including correlation coefficient analysis, t test, and F test.

a. Validity Test and Reliability Test

The validity test is used to measure whether the instrument is valid or not, the instrument is said to be valid if it is able to measure what is desired and can reveal the variable data under study accurately. Reliability test is an index that shows the extent to which the measurement tool can be trusted or reliable, the instrument is said to be reliable is an instrument that if used several times in different times to measure the same object will produce the same data.

b. Multiple Linear Regression Analysis

The multiple linear regression analysis method is used to determine the significant or insignificant effect of the independent variable on the dependent variable. The general form of the multiple linear regression equation, are as follows:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + u$$

Furthermore, the correlation coefficient analysis is an analysis used to measure the strength or weakness of the relationship between the independent variable and the dependent variable. While the t test is basically used to show how far the influence of the independent variables partially (one by one) on the dependent variable. Then the F test is used to determine the effect of the independent variables simultaneously (together) on the dependent variable. The tests above were carried out with the help of the Statistic Program for Social Science (SPSS) computer program version 22.

D. Findings and Discussion

1.1. Overview and Development of the Balai Perikanan Budidaya Air Payau Situbondo (BPBAP)

BPBAP is a government-owned fish cultivation centre that is developing and growing well as an engineering centre. Balai was established in 1986, which was originally called the East Java Tiger Shrimp Sub-flashlight Project, which at that time was still a tiger prawn fry maintenance facility under the auspices of the Directorate General of Fisheries, Ministry of Agriculture. This Tiger Shrimp Sub-flashlight is located in Blitok Village, Mlandingan District, Situbondo Regency and is a branch of BBAP Jepara, Central Java. The Tiger Shrimp Sub-flashlight then broke away from the Jepara Brackish Water Cultivation Center and changed its name to the Situbondo Brackish Water Cultivation Workshop, which was established on April 18, 1994, through the Decree of the Minister of Agriculture Number: 264 / Kpts / OT.210 / 4/94. The Situbondo Brackish Water Cultivation Workshop consists of three divisions including the fish division, the shrimp division and the aquaculture division. The Situbondo Brackish Water Cultivation Workshop is the Technical Implementation Unit (UPT) of the Directorate General of Fisheries in the field of brackishwater aquaculture production development which is under and responsible to the Directorate General of Aquaculture.

The increasing of duties and responsibilities, on May 1, 2001, the status of the Brackish Water Cultivation Workshop was upgraded to the Situbondo Brackish Water Cultivation Center based on the Decree of the Minister of Fisheries and Marine Affairs No. KEP. 260 / MEN / 2001.

4.1.3 Duties and Functions Based on the Decree of the Minister of Fisheries and Marine Affairs No. KEP. 260 / MEN / 2001, BBAP Situbondo has the task of implementing brackish water fish feeding and breeding techniques as well as preserving broodstock or fish seed resources and the environment.

1.2. Validity Test Results and Reliability Test
The results of the validity test are presented in the following table.
Table 2. The Result of Validity Test

Variables	Indicators	$r_{statistic}$	r_{test}	Explanation
Transformational Leadership Style (X_1)	X_{11}	0.668		Valid Valid Valid
	X_{12}	0.628		
	X_{13}	0.687		
Transactional Leadership Style (X2)	X_{21}	0.667		Valid Valid Valid
	X_{22}	0.661		
	X_{23}	0.616		
Organizational Culture (X3)	X_{31}	0.690		Valid
	X_{32}	0.744		Valid Valid Valid
	X_{33}	0.672		
	X_{34}	0.651	0,207	
Work Motivation (X4)	X_{41}	0.675		Valid
	X_{42}	0.793		Valid Valid Valid
	X_{43}	0.712		Valid
	X_{44}	0.784		
	X_{45}	0.693		
Performance (Y)	Y_1	0.733		Valid Valid Valid
	Y_2	0.745		Valid
	Y_3	0.779		
	Y_4	0.775		

Source: Data processed in 2020

Based on the table above, each variable indicator has a value of r count> r test so that the indicator variable used meets the validity criteria (valid data). Meanwhile, based on the results of the reliability test, the correlation coefficient value is 0.501, when compared with the r test value (0.207), the correlation coefficient > r test value, all indicators of the research variables are reliable.

1.3. Results of Multiple Linear Regression Coefficient Analysis
The factors identified in this study include independent variables and dependent variables. The independent variables include Transformational Leadership Style (X1), Transactional Leadership Style (X2), Organizational Culture (X3), and Work Motivation (X4) while the dependent variable is Performance (Y). Based on the results of the analysis using the SPSS application, the regression equation was obtained as follows.

$$Y = 4{,}447 + 0{,}344 X1 + 0{,}198 X2 + 0{,}382 X3 + 0{,}313 X4 + e$$

The constant value (a) = 4.447 is positive, meaning that if there are transformational leadership style factors, transactional leadership styles, organizational culture, and work motivation, the performance will increase by 4.447. Meanwhile, if the four factors are equal to zero, the performances is 4.447. Furthermore, the value of each independent variable, including transformational leadership style (0.344), transactional leadership style (0.198), organizational culture (0.382), and work motivation (0.313) illustrates that the value of each of these independent variables will increase performance according to the value. each independent variable provided that the other variables are considered constant.

1.4. Correlation of Independent Variables to Bound Variables
The correlation coefficient is used to determine the strength or weakness of the relationship between the independent variables, namely transformational leadership style (X1), transactional leadership style (X2), organizational culture (X3), and work motivation (X4), with the dependent variable namely performance (Y). From the analysis, the correlation coefficient

value is 0.708. This means that the correlation coefficient (r) of 0.708 is close to 1, so the independent variable has a strong or close relationship with the dependent variable.

1.5. Partial Influence of Independent Variables on Bound Variables
     Partial regression coefficient test is used to test whether the regression coefficient of each independent variable, namely transformational leadership style (X1), transactional leadership style (X2), organizational culture (X3), and work motivation (X4), has a partial effect on performance (Y). If tcount> t table (α = 0.05), then the factors being compared have a significant effect on income. Conversely, if t count <t table (α = 0.05), then the factors being compared have an insignificant effect on performance (Y). The following is a table of regression analysis results.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.447	5.300		-.839	.404
	x1	.344	.169	.188	2.034	.045
	x2	.198	.128	.141	1.541	.127
	x3	.382	.102	.329	3.740	.000
	x4	.313	.084	.324	3.737	.000

Source: Data processed in 2020
     The results of the above test analysis can be explained as follows :
a. Transformational Leadership Style (X1) to Performance (Y)
    Partially the transformational leadership style (X1) has a significant effect on the performance variable (Y). This can be seen from the results of the t-test analysis which has a value of t count (2.034)> t table (1.980 with (α = 0.05). partially consistent with previous research such as research conducted by Italiani (2013).
b. Transactional Leadership Style (X2) to Performance (Y)
    Partially the transactional leadership style (X2) has no significant effect on the performance variable (Y). This can be seen from the results of the t-test analysis which has a value of t count (1.541) <t table (1.980) with (α = 0.05). So the results of this study are partially inconsistent with previous studies, it can be explained that leadership style variables, especially indicators of rewards, are not a major factor in improving an employee's performance. It was further explained that the rewards at the hall were clearly and transparently structured so that the employees had a clear understanding.
c. Organizational Culture (X3) to Performance (Y)
    Partially organizational culture (X3) has a significant effect on the performance variable (Y), we can see the results of the t test analysis which has a value of t count (3,740)> t table (1,980) with (α = 0.05). So the results of this study are partially consistent with previous studies such as research conducted by Wahyuni (2015); Yuswani (2016).
d. Work Motivation (X4) toPerformance (Y)
    Partially work motivation (X4) has a significant effect on the performance variable (Y). This can be seen from the results of the t test analysis which has a value of t count (3,737)> t table (1,980) with (α = 0.05). So the results of this study are partially consistent with previous studies such as research conducted by Kapahang, Rorong, and Tampi (2015).

1.6. The Simultaneous Influence of Independent Variables on Bound Variables
     Simultaneous testing (F test) of the influence of the independent variables of transformational leadership style (X1), transactional leadership style (X2), organizational culture (X3), and work motivation (X4), together or simultaneously on the dependent variable, namely performance (Y). The F test is used to see whether the coefficient of the independent variable simultaneously has a significant effect on the dependent variable. If F count> F table (α = 0.05), then the independent variables simultaneously have a significant influence on the dependent variable. Conversely, if F count <F table (α = 0.05), then the independent variables simultaneously have no significant effect on the dependent variable. Based on the results of the F test, it is obtained that the F test value is 6.628, which indicates that F count (6.628)> F table (0.444) (α = 0.05), meaning that the independent variable has a significant effect on the dependent variable (performance).

E. Conclusion

Based on the results and discussion, conclusions can be made, including:

1. The variables of transformational leadership style, transactional leadership style, organizational culture and work motivation have a correlation with the performance of BPBAP Situbondo employees with a correlation coefficient (r) of 0.708 close to 1, which means that they have a strong or close relationship.

2. Partially the transformational leadership style variable has a significant effect on performance, the transactional leadership style variable has no significant effect on performance, the organizational culture variable has a significant effect on performance and the work motivation variable has a significant effect on the employee performance of BPBAP Situbondo.

3. Simultaneously the transformational leadership style variable, transactional leadership style, organizational culture and work motivation have a significant effect on the employee performance of BPBAP Situbondo.

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