

THE EFFECT OF WORK ENVIRONMENT, ORGANIZATIONAL COMMITMENT AND INCENTIVES ON THE PERFORMANCE OF THE STATE CIVIL APPARATUS THROUGH THE QUALITY OF PUBLIC SERVICES AS AN INTERVENING VARIABLE IN THE OFFICE OF THE REGIONAL AGENCY OF RIAU ISLANDS

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Abstract

This research was conducted to determine the influence, work environment, organizational commitment and state civil apparatus incentives on performance through the quality of public service. The research method used is descriptive quantitative, namely providing an explanation of the work environment description, organizational commitment and incentives of state civil servants on performance through the quality of public services. The sampling technique used in this study is the census sample method, namely the technique of determining the sample when all members of the population are used as samples. Because the total population in the study was 183 people, the entire population was also used as the research sample. The data collection technique in this study used an online questionnaire as a data collection technique designed based on previous literature and research which will be distributed to all ASNs in the Riau Islands Regional Revenue Agency Office. The instrument is calibrated using item validity and reliability coefficient. Validity was tested using SEM-PLS analysis with the help of SmartPLS software. Based on the research results, there are ten conclusions that are relevant to the problems studied in this study.

Keywords: **Work Environment, Organizational Commitment, Incentives, Performance, Service Quality Public**

1. INTRODUCTION

Human resources are the main tool for the smooth running of a company's activities, because humans are a factor in the workforce that can grow and develop. Employees are the main asset of the organization and have a strategic role in the organization, namely as thinkers, planners and controllers of organizational activities. Every company always expects its employees to have achievements, because having employees who excel will make an optimal contribution to the company. The definition of public service that has been explained that public services provided to the community must be in accordance with rules and laws, it's just that in practice public services in Indonesia still have several weaknesses, one of which is the lack of good service response to the community.

The work environment is one of the factors that influence the performance of an employee. An employee who works in a work environment that supports him to work optimally will produce good performance, conversely if an employee works in a work environment that is inadequate and does not support optimal work it will make the employee concerned become lazy, get tired quickly so that the performance the employee will be low. organizational commitment as an attitude regarding employee loyalty to their organization and is a continuous process by which members of the organization express their concern for the organization, for the success of the organization and its welfare. Commitment is considered important for the organization because:

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Table 1 Basic Salary for Civil Servants (PNS) 2022 by Group

class	Basic salary
Group II (high school graduates and D-III)	
• Group Iia	IDR 2,022,200 - IDR 3,373,600
• Group Ib	IDR 2,208,400 - IDR 3,516,300
• Group Iic	IDR 2,301,800 - IDR 3,665,000
• IId group	IDR 2,399,200 - IDR 3,820,000
Group III (S1 to S3 graduates)	
• Group IIIa	IDR 2,579,400 - IDR 4,236,400
• Group IIIb	IDR 2,688,500 - IDR 4,415,600
• Group III c	IDR 2,802,300 - IDR 4,602,400
• Group III d	IDR 2,920,800 - IDR 4,797,000
Group IV	
• Group IVa	IDR 3,044,300 - IDR 5,000,000
• Group IV b	IDR 3,173,100 - IDR 5,211,500
• Group IV c	IDR 3,307,300 - IDR 5,431,900
• Group IV d	IDR 3,447,200 - IDR 5,661,700
• Group IVe	IDR 3,593,100 - IDR 5,901,200

Source: PermenPAMRB

Incentives are a form of motivation expressed in the form of money on the basis of high performance and also a sense of recognition from the organization for employee performance and contribution to the organization or company. Incentives are compensation given to certain employees, because of the successful achievement of the achievements that have been achieved. Performance is the result of work achieved by individuals in accordance with their roles or duties within a certain period of the organization where the individual works.

Table 2 Civil Servant Benefits Excluding Salary

Type of Allowance	Allowance Amount	Information
Performance allowance (tukin)	Varies	The amount depends on the agency, in general, central government agencies provide relatively larger allowances than regional governments.
Child allowance	2 percent of base salary	Maximum 2 children
Spouse allowance	5 percent of base salary	If the spouse is a civil servant, the allowance is only given to one of them
Meal allowance	Group I: IDR 35,000 Groups II and III: IDR 37,000 Group IV: IDR 41,000	Meal allowance is given per day, some government agencies do not provide food money
Positional allowance	Varies	The amount refers to the position level, both structural and functional
Official travel	Varies	Civil servants are only



		accepted if they are assigned to do business trips
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Source: PermenPAMRB

2. IMPLEMENTATION METHOD

In this study the object used by the author is the variables studied, namely the work environment, organizational commitment, incentives, performance and quality of public services. While the location of this research is at the Riau Islands Regional Revenue Agency Office. The population in this study is the State Civil Apparatus (ASN) in the Riau Archipelago Regional Revenue Agency Office. Based on these provisions, the number of State Civil Apparatus (ASN) in this research population is 183 people. The sampling technique used in this research is the census sample method, which is a sampling technique when all members of the population are used as samples. iBecause the total population in the study was 183 people, the entire population was also used as a research sample. The type of data used by researchers in this study is the type of primary data and secondary data. In this study, what was analyzed were the characteristics of the respondents which included gender, age, last education, marital status and income level. In a diagrammatic model the equation above is described as follows:

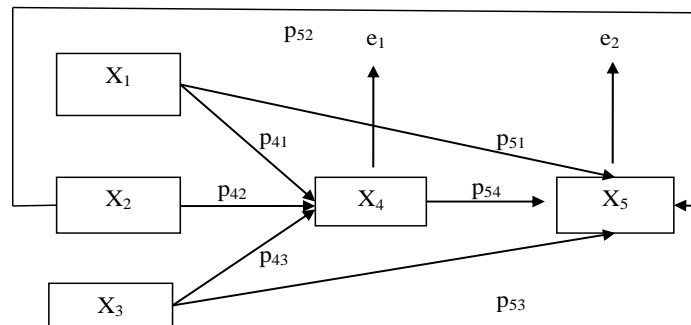


Image 1 Equation Model Diagram

3. RESULTS AND DISCUSSION

Outer Model Analysis (Measurement Model)

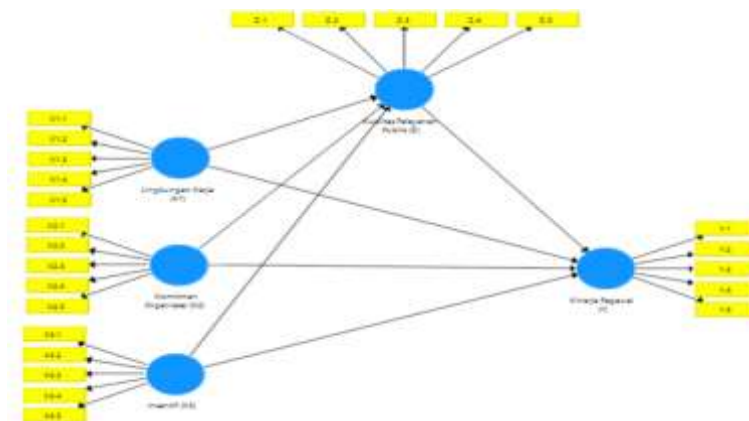


Figure 2 Outer Loading Model (PLS Algorithm) Framework

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Convergent Validity Test Results

Table 3 Outer Loading Value

Variable	Indicator	Loading Factor	Information
Work Environment (X1)	LK 1	0.830	Valid
	LK 2	0.929	Valid
	LK 3	0.839	Valid
	LK 4	0.722	Valid
	LK 5	0.853	Valid
Organizational Commitment (X2)	KO 1	0.895	Valid
	KO 2	0.930	Valid
	KO 3	0.888	Valid
	knockout 4	0.861	Valid
	KO 5	0.784	Valid
Incentive (X3)	I 1	0.882	Valid
	I 2	0.876	Valid
	I 3	0.882	Valid
	I 4	0.861	Valid
	I 5	0.839	Valid
Employee Performance (Y)	KP 1	0.846	Valid
	KP 2	0.917	Valid
	KP 3	0.882	Valid
	CP 4	0.872	Valid
	CP 5	0.879	Valid
Public Service Quality (Z)	KPP 1	0.889	Valid
	KPP 2	0.889	Valid
	KPP 3	0.900	Valid
	KPP 4	0.947	Valid
	KPP 5	0.811	Valid

Source: PLS Output Results

The results of the PLS Algorithm calculation obtained the loading factor value shown from the table above > 0.7 , a value > 0.7 indicates that all loading factor values in the table above are valid or all loading factor values have met the criteria in the rule of thumb so that it is suitable for use in this study and further research. The meaning of the loading factor value, for example in the LK2 indicator (Work Environment indicator) of 0.929 is that the LK2 indicator can explain the Work Environment variable of 92.9%.

The results of the convergent validity test as seen from the loading factor, to meet convergent validity it is necessary to know the Average Variance Extracted (AVE) value in each construct. The AVE value obtained from the output of the PLS Algorithm is presented in table 4.12 as follows:

Table 4 Average Variance Extracted (AVE) Value

Variable	AVE value	Information
Work Environment (X1)	0.700	Valid
Organizational Commitment (X2)	0.762	Valid

Incentive (X3)	0.613	Valid
Employee Performance (Y)	0.773	Valid
Public Service Quality (Z)	0.789	Valid

Source :PLS Output Results

The output results of the PLS Algorithm in Table 4 show that the AVE values of all indicators for each construct have met convergent validity, the provisions regarding the measurement parameters (rule of thumb) of the measurement model (outer model) that AVE is considered to have met convergent validity if the AVE value $> 0,50$ (Ghozali and Hengky, 2015). The AVE value of each construct in the table above meets the criteria > 0.50 . These results indicate that there is a good correlation between the indicators and each construct, which means that more than 50% of the variance of the indicators can be explained, so that the construct meets convergent validity.

Discriminant Validity Test Results

Table 5 Cross Loadings value from PLS results

Indicator	Work Environment (X1)	Organizational Commitment (X2)	Incentive (X3)	Employee Performance (Y)	Public Service Quality (Z)
LK 1	0.830	0.787	0.712	0.735	0.806
LK 2	0.929	0.911	0.880	0.932	0.947
LK 3	0.839	0.728	0.650	0.694	0.752
LK 4	0.722	0.647	0.487	0.606	0.598
LK 5	0.853	0.686	0.535	0.734	0.697
KO 1	0.891	0.895	0.882	0.807	0.835
KO 2	0.868	0.930	0.876	0.774	0.794
KO 3	0.799	0.888	0.882	0.789	0.859
knockout 4	0.728	0.861	0.846	0.755	0.814
KO 5	0.647	0.784	0.839	0.745	0.690
I 1	0.707	0.864	0.888	0.851	0.851
I 2	0.681	0.761	0.878	0.832	0.832
I 3	0.747	0.824	0.884	0.852	0.852
I 4	0.135	0.763	0.770	- 0.150	- 0.150
I 5	0.112	0.681	0.809	- 0.143	- 0.143
KP 1	0.724	0.679	0.671	0.846	0.710
KP 2	0.833	0.906	0.889	0.917	0.886
KP 3	0.817	0.850	0.821	0.882	0.869
CP 4	0.742	0.794	0.789	0.872	0.801
CP 5	0.815	0.804	0.729	0.879	0.834
KPP 1	0.753	0.850	0.839	0.771	0.889
KPP 2	0.779	0.864	0.882	0.830	0.889
KPP 3	0.827	0.860	0.821	0.842	0.900
KPP 4	0.929	0.911	0.880	0.931	0.947
KPP 5	0.796	0.821	0.646	0.772	0.811

Source :Smart PLS output results

The results of the cross loading values in Table 5 above can be concluded that the correlation of each indicator with the construct is higher than the other constructs and each construct has a cross loading value > 0.7 as a condition for fulfilling discriminant validity. These results indicate

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that the latent construct can predict indicators in its own block better than indicators in other blocks and based on discriminant validity all indicators are valid.

Another method used to assess discriminant validity is to compare each AVE square root to the correlation value between the constructs which can be seen from the Fornell-Larcker Criterion. If the AVE square root value is higher than the correlation value between constructs, then it is declared to fulfill discriminant validity (Ghazali and Latan, 2015). The output results can be seen in table 6 below.

Table 6 AVE Square Root Value

	Incentive (X3)	Employee Performance (Y)	Organizational Commitment (X2)	Public Service Quality (Z)	Work Environment (X1)
Incentive (X3)	0.783				
Employee Performance (Y)	0.891	0.879			
Organizational Commitment (X2)	0.905	0.922	0.873		
Public Service Quality (Z)	0.919	0.936	0.970	0.888	
Work Environment (X1)	0.798	0.896	0.907	0.921	0.837

Source :PLS Output Results

The results of the values contained in the table above are diagonal values. The diagonal is the square root value of AVE and the value below is the correlation between constructs. Based on table 4.14 it can be seen that the square root value of the AVE Fornell-Larcker Criterion for each construct is higher than the correlation value. For example, the AVE root value of incentives is 0.783, which is lower than the correlation between incentives and the work environment, which is 0.798, which is lower than the correlation between incentives and employee performance, which is 0.891. So, it can be concluded that the model is not valid because it meets discriminant validity.

Reliability Test Results

Table 7 Composite Reliability Value

Variable	Composite Reliability	Information
Work Environment (X1)	0.921	Reliable
Organizational Commitment (X2)	0.941	Reliable
Incentive (X3)	0.848	Reliable
Employee Performance (Y)	0.945	Reliable
Public Service Quality (Z)	0.949	Reliable

Source :PLS Output Results

The results of the reliability testing carried out in this study are contained in Table 4.15. It is known that the composite reliability value of each construct is at the limit > 0.70 , so it can be concluded that the indicators used in this study have met good reliability (reliable). Based on the results of the Outer Model test conducted in this study, it can be concluded that all indicators used to measure each variable are valid and reliable.

Path Coefficient Analysis

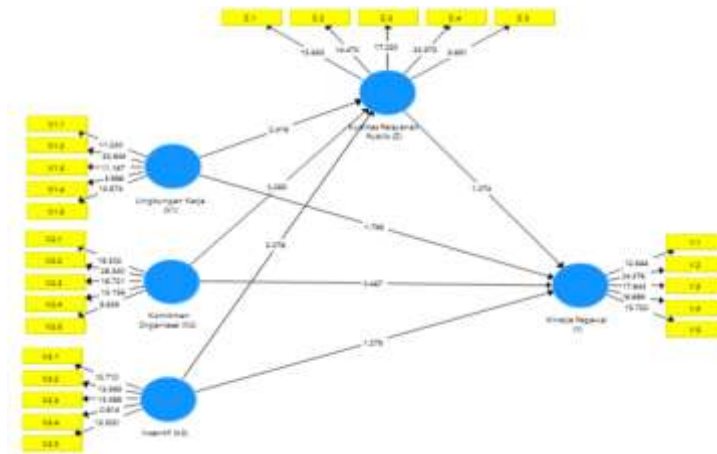


Figure 3 Value of Path Coefficients

1) Direct Effect (Direct Effect)

Table 8 Path Coefficient Value and P-Value (Direct effect significance test)

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Environment -> Employee Performance	0.305	0.309	0.170	1,796	0.073
Organizational Environment -> Quality of Public Service	0.267	0.255	0.111	2,416	0.016
Organizational Commitment -> Employee Performance	0.101	0.074	0.216	0.467	0.640
Organizational Commitment -> Quality of Public Service	0.494	0.503	0.151	3,269	0.001
Incentive -> Employee Performance	0.287	0.267	0.224	1,279	0.202
Incentive -> Quality of Public Service	0.259	0.262	0.084	3,078	0.002
Public Service Quality -> Employee Performance	0.294	0.338	0.274	1,074	0.283

2) Indirect Effect (Indirect Effect)

Table 9 Path Coefficient Value and P-Value (Indirect Influence Significance Test)

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Environment -> Employee Performance ->	0.315	0.333	0.158	1997	0.046

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Public Service Quality					
Organizational Commitment - > Employee Performance -> Quality of Public Service	0.089	0.074	0.190	0.467	0.641
Incentives -> Employee Performance -> Quality of Public Services	0.307	0.323	0.215	1,429	0.154

Coefficient of Determination

Table 10 Determination Coefficient Value

	R Square	Adjusted R Square
Employee Performance	0.897	0.885
Public Service Quality	0.963	0.950

Table 10 shows that the variance of the data from the variable work experience, work autonomy, feedback is able to explain employee performance by 0.897 or 89.7% in the employee performance variable. The remaining 10.3% is explained by variables outside this study. Then the work environment variables, organizational commitment and incentives, and employee performance are also able to explain 0.963 or 96.3% of the variance of the data variable Quality of Public Services where some 3.7% is explained by other variables outside this study.

Results of Hypothesis Testing and Discussion

NO.		Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
1.	Organizational Environment Variables have a positive effect on Employee Performance and are not significant	0.305	0.309	0.170	1,796	0.073
2.	Organizational Environment Variables have a positive effect on the Quality of Public Services and are significant	0.267	0.255	0.111	2,416	0.016
3.	Variable Organizational Commitment has a positive effect on Employee Performance and is not significant	0.101	0.074	0.216	0.467	0.640
4.	Variable Organizational Commitment has a positive effect on Public Service Quality and is significant	0.494	0.503	0.151	3,269	0.001
5.	The Incentive Variable has a positive effect on	0.287	0.267	0.224	1,279	0.202



	Employee Performance and is not significant					
6.	The Incentive Variable has a positive effect on the Quality of Public Services and is significant	0.259	0.262	0.084	3,078	0.002
7.	Public Service Quality Variable has a positive effect on Employee Performance and is not significant	0.294	0.338	0.274	1,074	0.283
8.	Organizational Environment -> Employee Performance -> Public Service Quality	0.315	0.333	0.158	1997	0.046
9.	Organizational Commitment -> Employee Performance -> Quality of Public Service	0.089	0.074	0.190	0.467	0.641
10.	Incentives -> Employee Performance -> Quality of Public Services	0.307	0.323	0.215	1,429	0.154

1. The Effect of Organizational Environment Variables on Employee Performance

The exogenous construct of Organizational Environment has a non-significant positive effect ($O = 0.305$) with the employee performance construct. The statistical value of this construct relationship is 1.796 which is less than 1.96, and the p-value is 0.073 which is less than 0.05. Therefore, the first hypothesis which states that the Organizational Environment has a positive but not significant effect on employee performance is proven true.

2. The Effect of Organizational Environment Variables on Service Quality

Organizational Environment exogenous constructs have a significant positive effect ($O = 0.267$) with the Service Quality construct. The statistical value of this construct relationship is 2.416 greater than 1.96, and the p-value of 0.016 is less than 0.05. Therefore, the second hypothesis which states that the organizational environment has a significant positive influence on service quality is proven true.

3. The Effect of Organizational Commitment Variables on Employee Performance

The exogenous construct of Organizational Commitment has an insignificant positive effect ($O = 0.101$) with the Employee Performance construct. The statistical value of this construct relationship is 0.467 which is less than 1.96, and the p-value is 0.640 which is greater than 0.05. Therefore, the third hypothesis which states that Organizational Commitment has a not significant positive effect on Employee Performance is proven true.

4. The Effect of Organizational Commitment Variables on the Quality of Public Services

The exogenous construct of Organizational Commitment has a significant positive effect ($O = 0.494$) with the Public Service Quality construct. The statistical value of this construct relationship is 3.269 greater than 1.96, and the p-value of 0.001 is less than 0.05. Therefore, the fourth hypothesis which states that Organizational Commitment has a significant positive influence on the Quality of Public Service is proven true.

5. Effect of Incentive Variables on Employee Performance

The exogenous construct of incentives has a non-significant positive effect ($O = 0.287$) with the employee performance construct. The statistical value of this construct relationship is

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1.279 which is less than 1.96, and the p-value is 0.202 which is greater than 0.05. Therefore, the fifth hypothesis which states that incentives have a significant positive effect on employee performance is proven true.

6. Effect of Incentive Variables on the quality of public services

The exogenous construct of incentives has a significant positive effect ($O = 0.259$) on the quality of public service construct. The statistical value of this construct relationship is 3.078, greater than 1.96, and the p-value of 0.002 is smaller than 0.05. Therefore, the sixth hypothesis which states that incentives have a significant positive effect on the quality of public services is proven true.

7. The Effect of Public Service Quality Variables on Employee Performance

The exogenous construct of Public Service Quality has a non-significant positive effect ($O = 0.294$) with the Employee Performance construct. The statistical value of this construct relationship is 1.074 which is less than 1.96, and the p-value is 0.283 which is greater than 0.05. Therefore, the seventh hypothesis which states that the quality of public services has a positive but not significant effect on employee performance is proven true.

8. The Effect of the Work Environment on Performance through the Quality of Public Services

The exogenous construct of Organizational Environment has a positive effect on Employee Performance through Public Service Quality with a path coefficient value (Original Sample) of 0.315 and significant with a P-Values of $0.046 < 0.05$. Discussion of the influence of the work environment on performance through the quality of public services, based on the data analysis that has been carried out shows that there is a positive and significant influence between the work environment on performance through the quality of public services. This is indicated by the direct effect of the work environment on performance of 0.073, while the indirect effect of employee performance on service quality as an intervening variable is 0.046. This influence is evident from the quality of employee performance results,

9. The Effect of Organizational Commitment on Performance through the Quality of Public Services

exogenous construct Organizational Commitment has a negative effect on Employee Performance Through Public Service Quality with a path coefficient value (Original Sample) of 0.089 and not significant with a P-Values of $0.641 > 0.05$. Discussion of the effect of Organizational Commitment on Performance through the quality of public services, based on data analysis that has been carried out shows that there is a negative and insignificant effect between Organizational Commitment on Performance through the quality of public services. This is indicated by the direct influence of the work environment on performance of 0.640, while the indirect effect of employee performance on service quality as an intervening variable is 0.641.

10. The Effect of Incentives on Performance through the Quality of Public Services

The exogenous construct of incentives has a negative effect on employee performance through the quality of public services with a path coefficient value (Original Sample) of 0.307 and not significant with a P-Values of $0.154 > 0.05$. Discussion of the influence of incentives on performance through the quality of public services, based on the data analysis that has been carried out shows that there is a negative and insignificant effect between incentives on performance through the quality of public services. This is indicated by the direct effect of the work environment on performance of 0.202, while the indirect effect of employee performance on service quality as an intervening variable is 0.154.

4. CONCLUSION

Based on the results of the research and discussion, several conclusions can be drawn as follows:

1. The exogenous construct of Organizational Environment has a non-significant positive effect ($O = 0.305$) with the employee performance construct. The statistical value of this construct relationship is 1.796 which is less than 1.96, and the p-value is 0.073 which is less than 0.05. Therefore, the first hypothesis which states that the Organizational Environment has a positive but not significant effect on employee performance is proven true.
2. Organizational Environment exogenous constructs have a significant positive effect ($O = 0.267$) with the Service Quality construct. The statistical value of this construct relationship is 2.416 greater than 1.96, and the p-value of 0.016 is less than 0.05. Therefore, the second hypothesis which states that the organizational environment has a significant positive influence on service quality is proven true.
3. The exogenous construct of Organizational Commitment has an insignificant positive effect ($O = 0.101$) with the Employee Performance construct. The statistical value of this construct relationship is 0.467 which is less than 1.96, and the p-value is 0.640 which is greater than 0.05. Therefore, the third hypothesis which states that Organizational Commitment has a not significant positive effect on Employee Performance is proven true.
4. The exogenous construct of Organizational Commitment has a significant positive effect ($O = 0.494$) with the Public Service Quality construct. The statistical value of this construct relationship is 3.269 greater than 1.96, and the p-value of 0.001 is less than 0.05. Therefore, the fourth hypothesis which states that Organizational Commitment has a significant positive influence on the Quality of Public Service is proven true.
5. The exogenous construct of incentives has a non-significant positive effect ($O = 0.287$) with the employee performance construct. The statistical value of this construct relationship is 1.279 which is less than 1.96, and the p-value is 0.202 which is greater than 0.05. Therefore, the fifth hypothesis which states that incentives have a significant positive effect on employee performance is proven true.
6. The exogenous construct of incentives has a significant positive effect ($O = 0.259$) on the quality of public service construct. The statistical value of this construct relationship is 3.078, greater than 1.96, and the p-value of 0.002 is smaller than 0.05. Therefore, the sixth hypothesis which states that incentives have a significant positive effect on the quality of public services is proven true.
7. The exogenous construct of Public Service Quality has a non-significant positive effect ($O = 0.294$) with the Employee Performance construct. The statistical value of this construct relationship is 1.074 which is less than 1.96, and the p-value is 0.283 which is greater than 0.05. Therefore, the seventh hypothesis which states that the quality of public services has a positive but not significant effect on employee performance is proven true.
8. The exogenous construct of the Organizational Environment has a positive effect on Employee Performance through the Quality of Public Services with a path coefficient value (Original Sample) of 0.315 and significant with a P-Values of $0.046 < 0.05$.
9. The exogenous construct of Organizational Commitment has a negative effect on Employee Performance through Public Service Quality with a path coefficient value (Original Sample) of 0.089 and not significant with a P-Values of $0.641 > 0.05$.
10. The exogenous construct of incentives has a negative effect on employee performance through the quality of public services with a path coefficient value (Original Sample) of 0.307 and not significant with a P-Values of $0.154 > 0.05$.

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