

THE INFLUENCE OF ENTREPRENEUR SPIRIT, MOTIVATION AND ORGANIZATIONAL CULTURE ON PERFORMANCE THROUGH THE COMPETENCY OF CIVIL SERVANTS IN TANJUNGPINANG CITY GOVERNMENT

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Abstract

In realizing the achievement of strategic programs, it is necessary to develop the competence of human resources, especially the state civil apparatus. Improving the quality of human resources representing change must not be stagnant, must be on par with the times or even develop beyond the skills and knowledge needed to run a modern government in the future. This means that competency development for state apparatus plays an important role in supporting organizational performance. The purpose of this study was to analyze the influence of the entrepreneurial spirit, motivation and organizational culture on performance through the competence of civil servants in the Government of Tanjungpinang City. Sampling in this study amounted to 150 samples. In this research, the sampling technique used is non-probability sampling with the technique taken is saturated sampling (census). The research method uses an associative method with a quantitative approach to the analysis of Partial Least Square (PLS) analysis techniques with the SmartPLS program. The results of the research on the entrepreneurial spirit variable affect competence. Entrepreneurial spirit does not affect performance. Motivational variables affect competence. Motivational variables affect performance. Organizational culture variables affect competence. Organizational culture variables do not affect performance. Competency variables affect performance. While the indirect relationship Entrepreneurial spirit affects performance with competence as an intervening variable,

Keywords: *Entrepreneurial Spirit, Motivation and Organizational Culture, Performance and Competence*

1. INTRODUCTION

In realizing the achievement of the strategic program, it is necessary to develop the competency of human resources, especially the state civil apparatus of the Tanjungpinang city government which is comprehensive. Improving the quality of human resources representing change must not be stagnant, must be on par with the times or even develop beyond the skills and knowledge needed to run a modern government in the future. This means that competency development for state apparatus plays an important role in supporting organizational performance.

President Joko Widodo, who carries the concept of mental revolution, to improve the nation's character, ASN (state civil apparatus) must change. With this mental revolution, it is hoped that the mindset and work culture of ASN can change for the better. According to Suryana, 2017:10, creative and innovative abilities, in everyone who likes change, renewal, progress, and challenges, are one of the mindsets of the entrepreneurial spirit. This entrepreneurial mindset can be applied to all types of work we do, not just to business.

Competence is a basic characteristic possessed by a person that enables superior performance in certain jobs, roles or situations which include motives, personal character, self-

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concept, knowledge, skills. To achieve maximum and satisfying work results, employees who are forward-looking, innovative and creative are needed and that is in the mindset of an entrepreneur or what we often hear as the entrepreneurial spirit.

In general, there are still many people who interpret and perceive that entrepreneurship is synonymous with what is owned is done by 'entrepreneurs' or 'entrepreneurs'. This view is not correct, because the entrepreneurial spirit and attitude (entrepreneurship) is not only owned by entrepreneurs but can be owned by everyone who thinks creatively and acts innovatively both among entrepreneurs and the general public such as farmers, employees, government officials, students, teachers, and others. much more.

In providing services to the community, enthusiasm for work and high work motivation are needed. The motivational factors of the state civil apparatus as human resources in the field of organization affect life satisfaction which can improve employee performance, and ultimately improve organizational performance. Motivation means encouragement or driving force. In terms of motivation factors provide an important role in improving employee performance, then this aspect is very important for the growth and development of an organization.

Employee performance issues will be carried out and fulfilled if in an organization it is always related to the life that exists in the organization and has become a culture in the organization. Discussing cultural issues itself is essential for an organization, because it will always relate to life in the organization.

Tanjungpinang is the capital of the Riau Archipelago Province of Indonesia. This city is located on Bintan Island and several small islands such as Dompok Island and Penyengat Island. Tanjungpinang City has 4 sub-districts and 18 sub-districts (out of a total of 70 sub-districts, 141 sub-districts and 275 villages throughout the Riau Archipelago). Tanjungpinang City Government Has 33 OPD led by the mayor for the running of Tanjungpinang City government.

There are several phenomena in this study that are interesting to study as seen from their management function, namely from their supervisory function. (Robbins & Judge, 2013) gives meaning to the supervisory function (control) as monitoring, comparison, and allows correction if there are irregularities. (Fahmi, 2014: 138) says that supervision in general can be defined as a way for an organization to realize effective and efficient performance, and further support the realization of the vision and mission of an organization.

Then there are those who regulate the assignment of study assignments and study permits, so that indirectly there are provisions and requirements that must be met related to apparatus education. Continuing education is very important to improve employee competence, with knowledge education can be upgraded so that employees have better innovation, vision and mission in the future. Improving the quality of human resources through education and training is often not directed at analyzing the needs of the organization or work unit. This condition causes not optimal output or outcome from the implementation of education and training for improving the performance of employees and their organizations. Meanwhile, in employee career development it is also not uncommon without being based on professionalism (merit system).

Things like this ultimately cause the training or development of employees, especially Civil Servants, to be not optimal. From the above phenomenon, it can be seen that the supervisory function is important so that the constraints are known, especially in improving ASN performance, there must be supporting reinforcement such as training, education and training, education improvement and others, in addition to an entrepreneurial spirit, motivation, organizational culture

and competence. Given the importance of the influence of the entrepreneurial spirit and motivation in performance productivity to increase achievement in order to achieve organizational goals.

2. IMPLEMENTATION METHOD

The research method uses a quantitative approach with a causality design. The population of this research is the state civil servants in Tanjungpinang city government, using probability sampling with the Simple Random Sampling technique, namely the technique of taking samples from members of the population randomly or randomly. The research sample consisted of 150 employees of the state civil apparatus in the Tanjungpinang city government environment. Data analysis techniques in a study use two statistical approaches, namely descriptive statistics and inferential statistics. The data analysis technique used to test the hypothesis in this study is Descriptive Analysis and PLS (Partial Least Square) Analysis. But before that, the writer used pilot test to distribute 30 questionnaires.

3. RESULTS AND DISCUSSION

The value of convergent validity is the value of the loading factor on latent variables and their indicators. Used to test the validity of each indicator in a variable. Individual reflexive measures are said to be high if the loading factor (LF) > 0.60 Chin (1998). There are four indicators of entrepreneurial spirit variables, four motivations, six organizational cultures, four competencies and performance questions that were excluded from the research because it has a loading factor (LF) value of > 0.60 .

Furthermore, the measurement of reliability will show the accuracy of the consistency of the respondents' answers in the variables used to determine whether the respondents are consistent in answering the person being studied. The tests used to assess this are composite reliability and Cronbach's alpha. The composite reliability value of 0.6 – 0.7 is considered to have good reliability and the Cronbach's alpha value must be above 0.6 (Ghozali & Latan, 2015).

Table 1. Composite Reliability and Average Variance Extracted

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Entrepreneurial soul	0.877	0.891	0.905	0.577
Motivation	0.880	0.888	0.906	0.548
Organizational culture	0.864	0.883	0.901	0.647
Competence	0.901	0.905	0.920	0.593
Performance	0.877	0.891	0.905	0.577

Source: PLS Processed Data (2022)

The entrepreneurial spirit variable has a Cronbach's alpha value of $0.877 > 0.6$ which indicates that the level of reliability of the entrepreneurial spirit variable is acceptable. Likewise with Cronbach's alpha value of motivation, organizational culture, competence and performance above 0.60 (reliable). The AVE value for the entrepreneurial spirit is $0.577 > 0.50$, which means the reliability level of the entrepreneurial spirit variable is accepted. Likewise, with the AVE value of motivation, organizational culture, competence and performance above 0.50, the requirements for good convergent validity are met.

In this study the authors used a discriminant validity test with Cross Loadings values, and Heterotrait-Monotrait Ratio (HTMT) (Henseler, Ringle, & Sarstedt, 2015).

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Table 2. Discriminant Validity (HTMT)

Variable	X1	X2	X3	X4	Y
Entrepreneurial Spirit (X1)					
Motivation (X2)	0.890				
Organizational culture (X3)	0.850	0.791			
Competency (Y1)	0.853	0.842	0.819		
Performance (Y2)	0.807	0.865	0.738	0.897	

Source: PLS Processed Data (2022)

It can be seen in table 2 that the HTMT value for each variable is less than 0.90, so the evaluation of discriminant validity is met. The variance divided by the variables is higher for the item variable.

The collinearity test is to prove whether the correlation between latent/construct variables is strong or not. If the VIF value is greater than 5.00, it means that there is a collinearity problem, and conversely there is no collinearity problem if the VIF value is <5.00 (Hair, Hult, Ringle, & Sarstedt, 2014).

Table 3. Collinearity

Variable	Y1	Y2
X1	3,289	3,631
X2	2,825	3,143
X3	2,556	2,815
Y1		3,294
Y2		

Source: PLS Processed Data (2022)

From the data above it can be described as follows:

- a. VIF for the correlation X1 with Y2 is $3,631 < 5.00$ (no collinearity problem).
- b. VIF for the correlation X2 with Y2 is $3,143 < 5.00$ (no collinearity problem).
- c. VIF for the correlation X3 with Y2 Customers is $2,815 < 5.00$ (no collinearity problem).
- d. The VIF for the correlation between Y1 and Y2 is $3,294 < 5.00$ (no collinearity problem).

Thus, from the data above, the structural model in this case does not contain collinearity problems.

In this test there are two stages, namely testing the direct effect hypothesis and testing the indirect effect hypothesis. The hypothesis testing path coefficients are in the picture below:

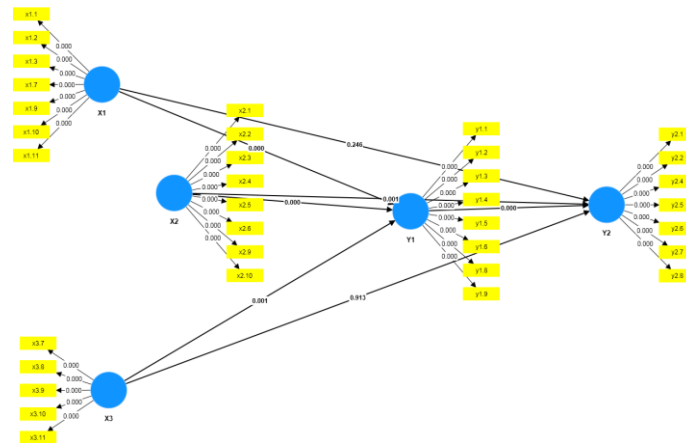


Image 1. Structural Model (Inner Model)

Testing the direct effect hypothesis aims to prove the hypotheses of the effect of a variable on other variables directly (without intermediaries). If the path coefficient value is positive, it indicates that an increase in the value of one variable is followed by an increase in the value of another variable. If the path coefficient value is negative, it indicates that an increase in one variable is followed by a decrease in the value of another variable.

If the probability value (P-Value) < Alpha (0.05) then H_0 is rejected (the influence of a variable on other variables is significant). If the probability value (P-Value) > Alpha (0.05) then H_0 is rejected (the effect of a variable on other variables is not significant).

Table 4. The Direct Effect Hypothesis

hypothesis	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics	P Values
x1 -> y1	0.322	0.321	0.082	3,954	0.000
x1 -> y2	0.120	0.117	0.104	1,161	0.246
x2 -> y1	0.311	0.319	0.089	3,498	0.000
x2 -> y2	0.331	0.341	0.096	3,435	0.001
x3 -> y1	0.280	0.277	0.082	3,419	0.001
x3 -> y2	-0.008	-0.011	0.069	0.110	0.913
Y1 -> Y2	0.481	0.479	0.098	4,909	0.000

Source: PLS Processed Data (2022)

The results of testing each hypothesis based on the results of t-statistics and path coefficients in Table 4 are explained as follows:

1. H1: Entrepreneurial spirit has a positive effect on competence
Based on the evaluation results of the inner model for information quality, the t statistic value is 3.954 which is greater than the t-table 1.97601 or p volume $0.000 < 0.05$ so that this hypothesis is declared H_0 is rejected or H_a is accepted. it means. Entrepreneurial spirit has a significant effect on competence.
2. H2: Entrepreneurial spirit does not have a positive effect on performance
Based on the results of the inner model evaluation of information quality, the t statistic value is 1.161 which is smaller than the t-table 1.97601 or p volume $0.246 > 0.005$ so that this hypothesis is stated that H_a is accepted and H_0 is rejected, meaning that the entrepreneurial spirit has no significant effect on motivation.
3. H3: motivation has a positive effect on competence

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Based on the results of the inner model evaluation of information quality, the t statistic value is 3.498 which is greater than the t-table of 1.97601 or p volume $0.000 > 0.005$ so that this hypothesis is declared accepted. The results of testing the hypothesis stated that motivation had a significant effect on competence.

4. H4: motivation has a positive effect on performance

Based on the results of the inner model evaluation of information quality, the t statistic value is 3.435 which is greater than the t-table of 1.97601 or p volume $0.001 > 0.005$ so that this hypothesis is declared H_0 is rejected or H_a is accepted. meaning that motivation has a significant effect on performance.

5. H5: organizational culture has a positive effect on competence

Based on the evaluation results of the inner model for information quality, the t statistic value is 3.149 which is greater than the t-table 1.97601 or p volume $0.001 > 0.005$ so that this hypothesis is declared H_0 is rejected or H_a is accepted. meaning that organizational culture has a significant effect on performance.

6. H6: organizational culture has no effect on performance

Based on the evaluation results of the inner model for information quality, the t statistic value is 0.110 which is smaller than the t-table of 1.97601 so that this hypothesis is stated that H_a is accepted and H_0 is rejected, meaning that organizational culture has no significant effect on performance.

7. H7: competence has a positive influence on performance

Based on the evaluation results of the inner model for information quality, the t statistic value is 4.909 which is smaller than the t-table 1.97601 so that this hypothesis is stated as H_0 is rejected or H_a is accepted. meaning that competence has a significant effect on performance.

Testing the indirect effect hypothesis aims to prove the hypotheses of the effect of a variable on other variables indirectly (through an intermediary).

Table 5. Indirect Effect Hypothesis

Variable	Original Sample	Sample Average	Standard Deviation	T Statistics	P Values
X1 -> Y1 -> Y2	0.155	0.153	0.050	3,123	0.002
X2 -> Y1 -> Y2	0.149	0.152	0.053	2,844	0.004
X3 -> Y1 -> Y2	0.135	0.133	0.049	2,734	0.006

Source: PLS Processed Data (2022)

The test results on table 5 of each hypothesis based on the results of t-statistics and path coefficients of indirect influence in Table 5 are explained as follows:

1. The t-statistic value is 3.123 and the p-value is 0.002 and the coefficient is 0.155 for Entrepreneurial Spirit on performance and competence by comparing the statistical and t-table values $3.123 > 1.97601$ or p volume $0.002 < 0.005$ meaning that the Entrepreneurial Spirit has a significant effect on performance with competence as an intervening variable.
2. The t-statistic value is 2.844 and the p-value is 0.004 and the coefficient is 0.149 on motivation on performance and competence by comparing the value of statistics and t-table $2.844 > 1.97601$ or p volume $0.004 < 0.005$ meaning that motivation has a significant effect on performance with competence as an intervening variable.

- The t-statistic value is 2.844 and the p-value is 0.004 and the coefficient is 0.149 on organizational culture on performance and competence by comparing the statistical value and t-table $2.734 > 1.97601$ or p volume $0.006 < 0.005$ meaning that organizational culture has a significant effect on performance with competence as an intervening variable.

The coefficient of determination (R Square) aims to evaluate the accuracy of the prediction of a variable. In other words, to evaluate how the variation in the value of the dependent variable is affected by the variation in the value of the independent variable in a path model.

Table 6. Coefficient of Determination

Variable	R Square	Adjusted R Square
Competency_(Y1)	0.696	0.690
Performance_(Y2)	0.741	0.733

Source: PLS Processed Data (2022)

Based on the r-square value in table 6, it shows that competency is able to explain the variability of competence by 69.6%, and the remaining 30.4% is explained by other constructs outside those examined in this study. While the performance is 74.1%, and the remaining 25.9% is explained by other constructs outside those examined in this study.

5. CONCLUSION

The results of the findings of data analysis in the discussion and testing of hypotheses, it can be concluded as follows:

- Testing the entrepreneurial spirit of competence, the results have a significant effect. Based on this finding, the H1 hypothesis is accepted.
- Testing the entrepreneurial spirit on the performance of the results has no significant effect on performance. Based on this finding, the H2 hypothesis is rejected.
- Testing motivation on competence results have a significant effect. Based on this finding, the H3 hypothesis is accepted.
- Testing motivation on the performance of the results has a significant effect. Based on this finding, the H4 hypothesis is accepted.
- Testing the organizational culture of the results of competency has a significant effect. Based on this finding, hypothesis H5 is accepted.
- Testing organizational culture on performance results have no significant effect. Based on this finding, hypothesis H6 is rejected
- Testing the influence of competence on the performance results are significantly affected. Based on this finding, hypothesis H7 is accepted.
- The indirect effect of the entrepreneurial spirit on performance with competence as an intervening variable has a significant effect. Based on this finding, the H8 hypothesis is accepted.
- The indirect effect of motivation on performance with competence as an intervening variable has a significant effect. Based on this finding, the hypothesis H9 is accepted.
- The indirect effect of organizational culture on performance with competence as an intervening variable has a significant effect. Based on this finding, the H10 hypothesis is accepted.

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THE INFLUENCE OF ENTREPRENEUR SPIRIT, MOTIVATION AND ORGANIZATIONAL CULTURE ON PERFORMANCE THROUGH THE COMPETENCY OF CIVIL SERVANTS IN TANJUNGPINANG CITY GOVERNMENT

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