Analysis of Administrative Services on Organizational Governance through Managerial Performance at the Human Resources Development Agency of South Sulawesi Province

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ABSTRACT

Human resources are one of the very important factors and cannot be separated from an organization. Today, human resources are no longer viewed only as resources but are capital or asset in an organization. The purpose of this study is to analyze the effect of administrative services on managerial performance, analyze the effect of administrative services on organizational governance, and analyze the indirect influence of administrative services through managerial performance on the organizational governance of BPSDM South Sulawesi Province. The study was carried out at the BPSDM of South Sulawesi Province with a sample based on the Slovin formula determined by 322 respondents. The analysis technique used is the Structural Equation Model (SEM) contained in the AMOS v. 22 program. The results of the study using path analysis were obtained as follows: First, the implementation of administrative services affects the governance of the BPSDM organization. Second, managerial performance practices have not been able to encourage the implementation of administrative services in influencing the governance of the BPSDM organization. The results of the test showed that administrative services had a positive effect on organizational governance variables. This means that the implementation of administrative services can improve the implementation of organizational governance. The better the implementation of administrative services, the organizational governance within the scope of BPSDM Of South Sulawesi Province will increase

Keywords: Training service, the performance of managerial, and organizational governance.

INTRODUCTION

Facing the challenges of the era of society 5.0, the Human Resources Development Agency (BPSDM) of South Sulawesi Province is required to make improvements and develop policies related to administrative services, improving performance, and good organizational governance. This fact is certainly very realistic considering that the transformation of bureaucracy and technological innovation has an accelerating effect on developing its work which is in line with the vision and mission it carries.

Human resources are one of the most important factors and cannot be separated from an organization (Niswaty et al., 2021; Rozi & Sunarsi, 2020; Suprianto & Arhas, 2022). Currently, human resources are no longer seen only as resources but are capital or assets in an organization, or other words, currently the term human resource has shifted to human capital. Human resources are seen as a valuable asset and can be multiplied as well as an investment for the organization in achieving organizational success. Human resources as a driving force in the achievement of national development (Gassing et al., 2015; Hariyono et al., 2019).

Service quality is the key to successful performance in an organization. With good service, the user or community satisfaction can be maintained and improved (Arhas et al., 2022;

Destiny et al., 2021). The challenge of improving services towards being better is the focus of government in the current era of globalization (Ayu et al., 2019; Dahlan et al., 2017). Government agencies that are unable to provide better services to the public will lose trust.

BPSDM continues to strive to develop the human resources of the Apparatus and Local Governments based on standardization and certification schemes for apparatus competency according to the qualifications of the position they occupy. This is translated into a program for developing domestic government apparatus resources which has three target indicators which include: 1) Increasing the competence of the apparatus and local government; 2) Increasing the scope of apparatus competency development, and 3) Increasing the quality and quantity of the implementation of human resource development. The target of the program has a target percentage that must be achieved every year, the percentage level is a manifestation of the achievement of BPSDM outcomes to project an increase in the program for developing domestic government apparatus resources.

The fact that the implementation of administrative services implemented at BPSDM so far still needs to be further improved, because the services provided have not shown reliable services in their implementation, there is still a need to improve guarantees for administrative outputs that have been carried out, physical evidence of services still needs to be provided and completed, service empathy still needs to be improved and improved, including responsiveness in the implementation of education and training. It can be seen that various inputs are still found to improve and perfect the implementation of administrative services towards improving managerial performance and organizational governance.

The impact of the implementation of administrative services that are not efforts to improve managerial performance, BPSDM currently carrying out administrative activities still needs to improve itself from a series of assessments of managerial performance achievement. Managerial performance that still needs to be improved is from inputs (participants and materials), processes (training activities, media, and methods), outputs (competence and output achievements), outputs (budget and policy support), benefits (benefits and allocation of training) and impact (responsibility/evaluation of education and training) so far still need to be addressed and improved to produce good organizational governance from the implementation of administrative services through improving performance (Burhanuddin, 2020).

The goal to improve organizational governance from the implementation of administrative services through managerial performance, which is seen today at BPSDM, still shows gaps in improving good governance, to realize the principles of organizational governance. Facts about governance that still need to be improved in actualization are equality of all organelles involved in the implementation of education and training without discrimination, the need for integrated responsibility from all elements of the organization, all activities are actualized by people who have competence, accountability in developing work mandates, transparency in various reports, carried out with full compliance, working in line with the vision, based on commitment and a high sense of justice for all administrative activities. Facts about improving organizational governance become necessary and important to be addressed by service implementation and performance improvement. Kamil (2019) organizational governance is easy to actualize according to the principles of good governance if

it is realized by improving the performance of the implementation of administrative services that are applied.

For an organization providing public services, employee performance becomes one of the important things because it is a factor that determines whether the target of an organization is achieved or not. Performance is the answer to the success or failure of the organizational goals that have been set.

As the facts obtained at the research location show that the percentage of administrative service implementation developments fluctuates, starting from 2017-2021. The implementation of education and training services has not met expectations, where BPSDM wants the establishment of administrative institutions that can provide services by institutional accreditation standards, as well as The achievement of managerial performance still needs to be improved in realizing the targets of outstanding administrative institutions and the realization of superior organizational governance, but this has not been carried out optimally.

METHOD

This research is quantitative. Withdrawal of research samples using the Slovin formula obtained 322 respondents. Data collection techniques using a questionnaire. The administrative service variable was measured by 5 question items which were measured using a 5-point Likert Scale. The managerial performance practice variable was measured by 6 question items using a 5-point Likert Scale. The organizational governance variable is measured by 9 question items using a 5-point Likert Scale. Data analysis was tested using descriptive statistical tests and data quality tests. Descriptive statistical testing consists of the amount of data (sum), maximum data, minimum data, average data (mean), and standard deviation data. While the data quality test consists of validity and reliability tests of data.

The validity test was carried out by calculating the correlation between the scores of each question item and the total score. If the correlation between the scores of each question item and the total score has a significance level below 0.05, then the question items are declared valid and vice versa. (Ghozali & Latan, 2014). Nunnally argues that the data reliability test uses Cronbach's Alpha method. A question can be categorized as reliable if the alpha value is greater than 0.6(Ghozali, 2016). The hypothesis testing method uses the SEM analysis method.

RESEARCH RESULTS AND DISCUSSION

Analysis of the research results was analyzed using a structural equation model (Structural Equation Model/SEM) with Confirmatory Factor Analysis (CFA) AMOS 18.0 program. The predictive power of observation variables both at the individual level and at the construct level is seen through the critical ratio (CR). If the critical ratio is significant, then the dimension will be said to be useful for predicting latent constructs or variables. The latent variable (construct) of this study consisted of intelligence, local wisdom, and organizational culture on employee commitment and performance. The use of the AMOS structural equation model will obtain a suitable model indicator (fit). The benchmark used in testing each

hypothesis is the critical ratio (CR) value on the regression weight with a minimum value of 2.0 in absolute terms.

Confirmatory Factor Analysis is used to examine variables that define a construct that cannot be measured directly. The analysis of the indicators used gives meaning to the labels given to latent variables or other confirmed constructs.

Analysis of research results using a structural equation model (Structural Equation Model/SEM) with confirmatory factor analysis (CFA) program AMOS 20.0. The predictive power of observation variables both at the individual level and at the construct level is seen through the critical ratio (CR). If the critical ratio is significant, then these dimensions will be said to be useful for predicting latent constructs or variables. The latent variable (construct) of this study consisted of intelligence, local wisdom, organizational culture, commitment, and employee performance. By using the structural equation model from AMOS, a fit model indicator will be obtained.

Criteriawhichused is to test whether the proposed model has conformity with the data or not. The model fit criteria consist of 1) the degree of freedom must be positive and 2) the non-significant Chi-square required (p 0.05) and above the accepted conservative (p = 0.10) (Hair et al., 2018), 3) incremental fit above 0.90, namely GFI (goodness of fit index), Adjusted GFI (AGFI), Tucker Lewis Index (TLI), The Minimum Sample Discrepancy Function (CMIN) divided by degree of freedom (DF) and Comparative Fit Index (CFI), and 4) low RMSEA (Root Mean Square Error of Approximation).

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The evaluation of the accuracy of the model has been carried out at the time the model was estimated by AMOS. A complete evaluation of this model can be done as follows:

Evaluation of the Fulfillment of the Normality Assumption in the Data

Univariate and multivariate normality of the data used in this analysis, tested using AMOS 18. The results of the analysis are attached in the Appendix on the Assessment of normality. The critical measure for testing normality is cr which in its calculation is influenced by the sample size and its skewness.

By referring to the value in the cr column in the Appendix, if in the cr column there is a score greater than 2.58 or less than -2.58 (normality of the distribution at 1 percent alpha) there is evidence that the data distribution is not normal. On the other hand, if the cr value is below 2.58 or greater than – 2.58, the data is normally distributed.

By using the above criteria, it can be concluded that of the 26 indicators, all of them have a cr skew value greater than 2.58. But basically, the assumption of normality to use SEM analysis is not too critical if the observation data reaches 100 or more because based on the Central Limit Theorem of a large sample, sample statistics that are close to the normal distribution can be generated. (Solimun, 2010). Because this study used a total of 380 observational data, the data can be assumed to be normal.

Evaluation of Outliers

Evaluation of univariate outliers and multivariate outliers is presented below, using the basis that cases or observations that have a z-score $_{of}$ 3.0 will be categorized as outliers, and for large samples above 80 observations, the evaluation guideline is that the threshold value of the z-score is in the range of 3 to 4. Therefore, this study can be categorized as research with a large sample of 380 respondents, which means far above 80 observations, then outliers occur if the z-score4.0.

Based on the descriptive statistics table all values that have been standardized in the form of z-score have an average equal to zero with a standard deviation of one, as theorized(Augusty, 2012). From the computational results, it is known that the data used in this study is free from univariate outliers because no variable has a z-score above that limit.

Determining whether a model (various answers of a respondent) generates multivariate outliers, is to calculate the boundary value based on the Chi-square value at degrees of freedom equal to the number of variables at a significance level of 0.053 or 2 (34: 0.053). The multivariate outliers model occurs if the value of the Mahalanobis distance is greater than the Chi-square value calculated(Augusty, 2012)

Based on the value of Chi-square at 236 degrees of freedom at a significance level of 0.053 or 2 (34;0.053) = 65.67. It can be seen from the results of calculations using AMOS that the minimum value of Mahalanobis distance-squared is 31,676 and a maximum value of 86,719 (details are attached in the Appendix on the evaluation of outliers), it can be concluded that there are indications of multivariate occurrence in 26 observations, but basically, outliers cannot be discarded. if the data outliers describe the condition of the data (not errors in data input).
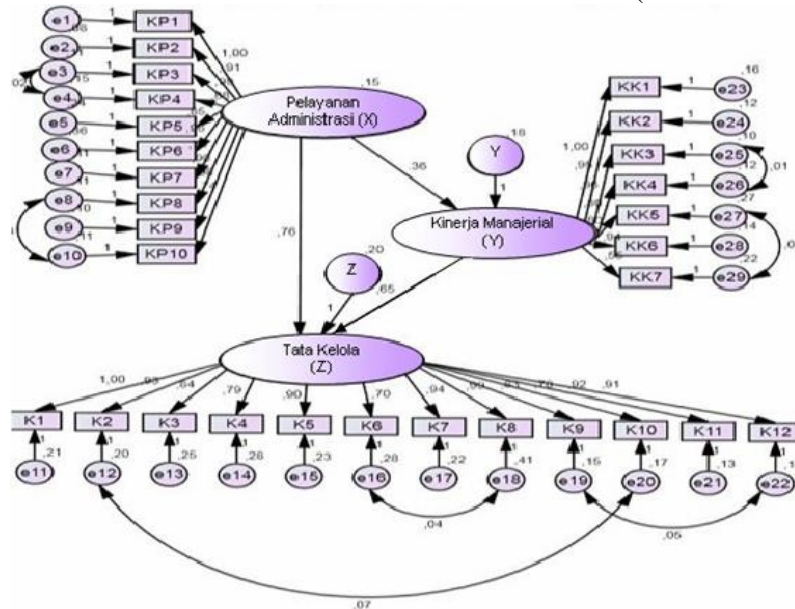

Figure 1.
SEM Results

Based on the output of the final Full Structural Equation Model (SEM) analysis, a summary of the goodness of fit results for the final full Structural Equation Model (SEM) analysis is made in Table 1 as follows:

Table 1
The goodness of Fit Indeces Test Results Full Structural Model Final Modification

The goodness of Fit Index	Cut of Value	Analysis Results	Information
Chi-Square	Expected small	34.839	Well
Probability	≥ 0.05	0.416	Well
RMSEA	≤ 0.08	0.008	Well
GFI	≥0.90	0.914	Well
AGFI	≥0.90	0.906	Well
CMIN/DF	≤2.00	1.014	Well
TLI	≥0.95	0.999	Well
CFI	≥0.95	0.999	Well
			Well

The results of the Goodness of Fit evaluation after being modified in table 1 show better results, although after being modified the AGFI value still shows marginal acceptance, but this value is not far from the cut-off value. Likewise, judging by the probability number, which is 0.416, greater than 0.05, therefore the above model is feasible to use so that it can be interpreted for further discussion.

The results of the Structural Equation Model (SEM) analysis as a hypothesis testing step are as follows in table 2.

Table 2
Hypothesis testing

		Estimate	SE	CR	P
H1	Administrative Services – Governance	0.763	0.086	8.873	0.002
H2	Administrative Services – Managerial Performance	0.365	0.080	4.815	0.052
H3	Managerial Performance – Governance	0.645	0.069	9.346	0.003

Table 3
Direct and Indirect Influence

		Live Effect	Indirect Effect	Total Effect
H4	Administrative Services – Governance through Managerial Performance	0.365	0.763 x 0.645	0.492

From the test results, it can be seen that the administrative service variable has a positive effect on the organizational governance variable. This means, with the implementation of administrative services, can improve the implementation of organizational governance. The better the implementation of administrative services, the more organizational governance in the scope of BPSDM South Sulawesi Province is increasing. This finding is in line with what was stated by Anthony et al.(2013) which states that organizational governance is determined by equality, responsibility, competence, accountability, transparency, and compliance, in line with the vision, commitment, and fairness of getting good service. The governance of the organization will run well in line with the implementation of administrative services, namely reliability, assurance, physical evidence, empathy, and responsiveness. These administrative services can be achieved if the preparation process involves all elements of the organization that carries out education and training activities. While managerial performance is determined by input, process, output, outcome, benefit, and impact.

The progress of an organization is largely determined by the human resources in it. The higher the quality of competent human resources, the better the performance of the organization. This also applies to government organizations, including BPSDM. Therefore, the availability of support from the State Civil Apparatus is very important in carrying out organizational performance. The implementation of each BPSDM activity, of course, cannot be separated from the problems faced, both internal problems and problems that are part of the organization's strategic issues.

Internal organizational problems occur as a result of organizational limitations in carrying out their duties and functions. While strategic issues are problems faced by organizations as part of changes in the organization's external environment, be it changes in government policies, new programs launched by the president, and so on. In this section, various internal problems and organizational strategic issues that become obstacles in the implementation of organizational tasks and functions will be described. This obstacle will certainly affect the level of quality of performance produced by the organization. Some of these things include the limited availability of resources involved in human resource development which consists of human resources, financing, methods, and supporting infrastructure to reach a very large target of participants in the implementation of competency development activities. Weak supervision and evaluation of the process of implementing competency development. The utilization of advances in information and communication technology is not yet optimal in improving the quality of the implementation of competency development and management. There are more and more providers of competency development, especially in the government sector, both government and private, and aggressively offering competency development for central and local government officials where the implementation is supported by more adequate and professional facilities and infrastructure. Increasing the capacity of domestic government

human resources which is the focus of accelerating the implementation of government programs in Nawacita and Bureaucratic Reform in terms of realizing excellent service to the wider community. The greater opportunities for cooperation in competency development between agencies both domestically and abroad for state civil apparatus and adjustments are still needed to existing regulations related to the implementation of human resource development at the center and regions.

Governance is a system used to direct and control organizational activities. Governance regulates the division of tasks, rights, and obligations for the life of the organization. Governance also sets out the provisions and procedures that must be considered by the leadership in making decisions related to the continuity of the organization. The division of duties, rights, and obligations also serve as a guideline for evaluating organizational performance. Governance applied in an organization is an internal control system that is intended to make arrangements relating to the duties, rights, and obligations of activity to obtain performance achievements that are evaluated to determine the survival of an organization to carry out good governance.

Understanding governance always involves organization and management. Governance makes an organization a process of combining the work of individuals or groups to achieve goals. Governance is a part of management that performs a series of management functions starting from planning, implementing, organizing, mobilizing, and supervising to achieve goals. Governance is an administrative science that always regulates, organizes, and maintains all actions and activities to achieve goals. Governance in an organization has an important urgency to carry out management activities that are in line with administrative needs to achieve a goal. In principle, governance is covered by three important aspects, namely aspects of an organization, management, and administration,

The essence of governance is the achievement of performance from a series of processes that involve individuals or groups working together to achieve a goal. Achievement of performance is the result of actions from the governance process to achieve objectives. Administrative studies always involve the existence of management and organizations by using individuals or groups in carrying out governance based on cooperation and interests to produce performance goals. In principle, governance is seen in the prospective new state administration, where governance is a "value" that characterizes administrative activities. This observation focuses that governance is the structure and function of the organization in developing the core values of efficient, effective, economical, and rational governance.

Governance is viewed as a "decision" paradigm, which is an understanding that in carrying out governance, it is necessary to have a decision-making process that is by the approach, system, and analysis to produce representative governance according to the goals of the organization. The view of governance in administration can also be seen as "institutional" development. This view places that governance is important in institutionalizing individuals or groups within an organization to achieve goals. On this basis, the institutional governance approach in building an effective, efficient and rational administration system.

In understanding governance as the essence of administration, it is essentially determined by two things, namely organization and behavior. The better the organization's

ability to carry out governance, the more it produces people who have behaviors who understand and apply governance to achieve goals. Organizational theory in the governance perspective views that every organization must have a governance system to make decisions in achieving its goals. Organizations require efficient, effective, and rational governance behavior.

Studying the importance of governance always involves the existence of organizational behavior, organizational environment, and organizational goals that are carried out based on administrative principles to strengthen the governance needed in the organization. Organizational behavior in governance is an organizational reality to carry out administrative actions. The success of governance in administration can be seen from the behavior of the organization starting from the decision-making to carrying out administrative activities by the principles of governance.

Carrying out governance always involves an organizational design that is in line with organizational goals. Governance is carried out by adjusting to the organizational environment which includes conditions, situations, circumstances, events, and things that affect the creation of good governance. The better the governance applied, the better the organizational design in achieving its goals. The conditions for the creation of governance in government, private and public are based on the basic principles of governance. The governance principles in question are first, participatory in which every rule and/or policy-making always involves elements of the community (through their representatives). Second, rule of law, there must be a legal instrument that takes action against violators, guarantees the protection of human rights, is impartial and applies to all citizens. Third, transparency, there is a space for freedom to obtain public information for citizens in need (regulated by law). There is a clear line between state secrets and information that is open to the public. Fourth, responsiveness, namely public institutions must be able to respond to the needs of the community, especially those related to "basic needs (basic needs) and human rights (civil rights, political rights, economic rights, social rights, and cultural rights). Fifth is consensus, if there is a fundamental difference in interests in society, the solution must prioritize the way dialogue/deliberation becomes consensus. Sixth, equal rights, the government must ensure that all parties without exception are involved in the political process, without any party being excluded. Seventh, effectiveness and efficiency, the government must be effective (legitimate) and efficient in producing output in the form of rules, policies, management of state finances, and others. Eighth accountability is a manifestation of the obligation of a government agency to account for the success and failure of the implementation of its mission.

Good governance will balance the needs and demands of the organization for these administrative services so that an increase in managerial performance is realized. The main objective of managerial performance is to increase the contribution of human resources to the organization to achieve organizational productivity. Which is translated into more operational goals in the implementation of administrative services, namely first, community goals (societal objectives). To be socially responsible in terms of the needs and challenges arising from society. An organization that is in the midst of society is expected to bring benefits to the community. Therefore, an organization has a responsibility to manage the organization so that it does not have a negative impact on society.

Second, organizational goals (organization objectives). To recognize that managerial performance exists (exist), one need to contribute to the overall efficiency of the organization.

Managerial performance is not a goal and the end of a process, but a tool or tool to help achieve an overall organizational goal, namely good governance by the implementation of administrative services. Therefore, a unit or section in an organization is established to serve other parts of the organization.

Third, is the objective function (functional objectives). To maintain (maintain) contributions from other parts so that the implementation of administrative services continues to be carried out optimally. In other words, every organization performs its function properly. And fourth, personnel goals (objective personnel), to assist employees in achieving their personal goals, in the context of achieving organizational goals through participation in education and training. The employee's goals should be met, and this is already the motivation and maintenance of the employee.

Administrative is the process of changing employee behavior in terms of attitudes, abilities, skills, and knowledge in a direction to improve operational goals that are oriented in the short term to solve current problems and long term preparation to face challenges in the future. Mustofa's (2010) efforts to improve the quality of human resources are determined by administrative services organized by BPSDM. Through education and training, the organization prevents the organization from dealing with incompetent employees, especially in matters of discipline and employees who have outdated skills.

The need for renewal and improvement in the field of administration to be able to cope with and support socio-economic development. Then it is necessary to give various new orientations and introductions to various administrative and management techniques which are felt to be weak. Expansion or increase in government functions that must be carried out. Administrative services must be in line with managerial performance in implementing appropriate forms of training and education for employees. The implementation of training includes, among others, basic education training (pre-entry training). This training is given to employees to be able to occupy a position. This kind of exercise is usually still providing basic knowledge about the jobs that will be handled later.

Exercise after work or "post-entry training" or other terms"in-service training" This training is given to employees who have worked or who have occupied their job posts. This kind of training is intended to enhance the quality of the performance of work tasks or to prepare for the implementation of certain tasks in general and the progress of the employee concerned in particular. Furthermore, special position training (vestibule training). This kind of training is intended to prepare an employee for a certain position or certain special tasks that the employee has never done before. This exercise is the same as in-service training, it's just that it has its specialty, and is not too different from vocational training.

In achieving effective education and training, and implementation system must be implemented in all system units. The key to the successful implementation of education and training must be good governance applied by an organization. The governance in question is to organize, regulate, and expedite all the rules of the game related to education and training activities. The implementation of good governance is absolutely necessary for line with the actualization of managerial performance. Implementation of organizational governance that prioritizes the importance of governance principles. Organizational governance is in accordance

with the order theory proposed by Dwiyanto(2018)that organizational order ensures managerial performance in implementing good governance. This is also reinforced by the theory of benefits from Alfisyahrin(2017)that the organization provides benefits in accordance with the implementation of service activities and the achievement of managerial performance on good governance. This becomes the scientific basis for understanding the need to understand the principles of organizational governance that are in line with managerial performance in the implementation of administrative services.

CONCLUSION

Based on the results of data analysis using path analysis, two conclusions are obtained as follows: First, the implementation of administrative services affects the organizational governance of BPSDM. Second, the practice of managerial performance has not been able to encourage the implementation of administrative services in influencing the organizational governance of BPSDM.

This research is faced with at least two limitations, which are as follows. First, it has not involved the leadership as respondents in this study, even though the leadership has strategic positions in determining policies and implementing administrative service activities related to the implementation of managerial performance policies and improving organizational governance. Second, the data collection has not described in-depth information regarding the implementation of administrative services related to the achievement of managerial performance and improving organizational governance, this is because the data collection method is still using surveys through questionnaires.

Similar research in the future is expected to present more in-depth research results by taking into account the following two recommendations: First, involve leaders as respondents in this study, because leaders who have strategic positions in determining policies and implementing administrative services related to the implementation of managerial performance and organizational governance in order to obtain more comprehensive information. Second, it is suggested that further research, apart from using the survey method through questionnaires, also needs to be completed by using the in-depth interview method, in order to obtain more in-depth information about the implementation of administrative services through managerial performance that contributes to the implementation of organizational governance.

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