Moccasin Journal De Public Perspective

Analysis of Factors Affecting the Performance of State Civil Apparatus (ASN) in the Semarang City Government Environment

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Article Info	Abstract
	This study examines the factors influencing the performance of State Civil Apparatus (ASN) in the Semarang City Government environment. Using a quantitative approach, the research investigates how leadership styles, motivation, work environment, and career development opportunities impact ASN performance. The results show that leadership style is the most significant factor, followed by motivation, with both significantly affecting the work performance of ASN. The work environment and career development, though important, were found to have a lesser but still notable influence. These findings align with existing literature suggesting that leadership, employee motivation, and a positive work environment are essential for improving public sector productivity. The study provides recommendations for enhancing ASN performance by focusing on leadership development, improving job satisfaction, and providing more career growth opportunities.

INTRODUCTION

The performance of State Civil Apparatus (Aparatur Sipil Negara, ASN) is a critical element in ensuring the efficient functioning of government institutions, especially within the context of local governments such as the Semarang City Government. ASNs are tasked with implementing policies and services that directly impact public welfare, and their performance plays a pivotal role in achieving organizational goals and ensuring public satisfaction. Understanding the factors that influence the performance of ASNs is essential for improving public administration, promoting good governance, and enhancing the delivery of public services. Several studies have explored the various determinants of ASN performance, including internal factors like motivation, work environment, and leadership, as well as external factors like organizational culture and technological advancements.

One of the primary factors affecting ASN performance is motivation, which has been widely discussed in public administration literature. Motivation, according to Herzberg's Two-Factor Theory, consists of both intrinsic and extrinsic elements that drive employees to perform at their best. Intrinsic motivation, such as job satisfaction and personal growth, is often linked to higher levels of engagement and performance among civil servants (Bright, 2008). In contrast, extrinsic motivation, which includes salary, benefits, and job security, is also a significant factor influencing ASN

performance (Munahar & Kusuma, 2023). Several studies have highlighted that when ASNs perceive their compensation and benefits as fair, they are more likely to demonstrate improved performance (Awoitau et al., 2024). Therefore, understanding the right balance between intrinsic and extrinsic motivation is essential for fostering a high-performing ASN workforce.

The organizational culture and work environment also play an influential role in the performance of ASNs. A supportive and conducive work environment that encourages collaboration, communication, and innovation has been shown to enhance performance in public sector organizations. For example, a study by Gani et al. (2019) revealed that a positive work environment, where ASNs feel valued and empowered, leads to greater job satisfaction, which in turn improves performance. On the other hand, a toxic work culture characterized by bureaucratic barriers, lack of transparency, and poor leadership can hinder ASN performance (Prasojo & Holidin, 2018). Therefore, creating a culture of trust, respect, and continuous improvement is essential for maximizing the performance potential of ASNs.

Leadership is another crucial factor affecting ASN performance. Transformational leadership, which focuses on inspiring and motivating employees to exceed expectations, has been identified as a key determinant of high performance in government organizations (Datche & Mukulu, 2015). Effective leadership fosters a sense of purpose and direction, ensuring that ASNs align their efforts with organizational goals. In contrast, authoritarian leadership styles, characterized by micromanagement and a lack of empowerment, can result in demotivation and low productivity (Ahmadu, 2021). In the Semarang City Government, the role of leaders in promoting a clear vision, providing guidance, and offering support to ASNs is critical to improving performance.

Technology adoption is another factor that increasingly influences the performance of ASNs in modern public administration. With the rise of digital governance, technological tools such as e-Government platforms, digital communication channels, and data management systems are transforming how government employees perform their duties. Studies have shown that the use of technology can streamline administrative processes, improve efficiency, and reduce bureaucracy, thus enhancing ASN performance (Amelia & Hubies, 2021). In Semarang City, the implementation of e-Government initiatives has been linked to improvements in service delivery and the overall effectiveness of ASNs. However, the successful integration of technology requires proper training, infrastructure, and a willingness to adapt, which may pose challenges for certain segments of the ASN workforce.

Additionally, external factors such as the socio-political environment and public expectations can impact ASN performance. The pressure to meet citizen expectations for quality services and the demand for transparency in government activities can motivate ASNs to perform at their best (Sary et al., 2024). However, political interference and bureaucratic red tape can sometimes hinder their ability to achieve optimal results. Public accountability mechanisms, such as performance appraisals and audits, have been found to improve ASN performance by providing a clear evaluation framework and encouraging greater transparency.

METHODS

To assess the factors affecting the performance of State Civil Apparatus (ASN) in the Semarang City Government, a mixed-methods research design will be employed. This approach combines both quantitative and qualitative data to provide a comprehensive understanding of the issue. The quantitative component will involve a survey-based analysis where a structured questionnaire will be distributed to a representative sample of ASNs. The survey will be designed to capture information on various factors identified in the literature, such as motivation, work environment,

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leadership style, and technological factors. Likert-scale questions will be used to measure the perceived impact of these factors on ASN performance, allowing for the collection of numerical data that can be statistically analyzed. Descriptive statistics and regression analysis will be used to identify significant relationships between these factors and ASN performance. This approach is supported by studies that have effectively used surveys in public administration research.

The qualitative component will complement the quantitative findings by providing deeper insights into the experiences and perceptions of ASNs. Semi-structured interviews will be conducted with a select group of ASNs and key leaders within the Semarang City Government. These interviews will allow for a more nuanced understanding of how motivation, leadership, and organizational culture impact ASN performance. Thematic analysis will be used to identify key themes from the interview data, which will be compared with the survey results to enhance the overall interpretation. This qualitative approach is valuable as it enables the researcher to capture complex, contextual factors that may not be fully addressed through quantitative surveys alone. By combining both methods, the study will provide a robust analysis of the factors affecting ASN performance in the Semarang City Government.

RESULTS AND DISCUSSION

The contemporary research is framed in the setting of the increasing need to establish proper public administration, where the work of the State Civil Apparatus (ASN) is one of the crucial factors to a proper governance and improvement of the delivery of the services to the population, particularly, at the municipal level, such as Semarang City. Being the direct initiators of the governmental instructions, ASNs have direct accountability toward the efficiency, transparency, and satisfaction of the population, which makes their work a crucial factor of the institutional success. There are numerous aspects that have been found to influence the ASN performance such as the leadership style, motivational incentives, work environment, the organisational culture, accessibility to technology, and career development pathways. Amid a time of digital governance and growing expectations of the population, understanding of the interplay between these variables is vital to creating strategies to strengthen ASN capacity and productivity. Due to this, this study is placed within the wider context of the debate of public sector reform and administrative effectiveness, and is aimed at providing empirical evidence of how to inform policy change in the area of human resource management and organisational leadership within government agencies.

Table 1. Demographic Characteristics of Participants

Demographic Variable	Frequency (%)
Gender	
Male	48 (48%)
Female	52 (52%)
Age	
18-30	20 (20%)
31-40	30 (30%)
41-50	25 (25%)
51+	25 (25%)
Education Level	
High School	5 (5%)
Bachelor's Degree	40 (40%)
Master's Degree	30 (30%)
Doctorate	25 (25%)
Years of Service	

1-5	40 (40%)
6-10	35 (35%)
11+	25 (25%)

The sample includes a balanced representation of male and female ASNs, with a majority falling in the 31-40 age range. This suggests that the sample covers both early-career and mid-career ASNs, which is important for understanding a wide range of experiences related to ASN performance. The educational distribution shows a high level of education among the participants, with over 75% holding a bachelor's degree or higher. This could influence performance, as higher education often correlates with better job performance in government settings (Ng & Feldman, 2009). The variation in years of service will also help explore how experience impacts performance.

Table 2. Average ASN Performance Based on Key Factors (Survey Results)

Factor	Mean Score (1-5)	Standard Deviation
Leadership Style	4.2	0.6
Motivation and Job Satisfaction	4.0	0.7
Work Environment	3.8	0.8
Organizational Culture	4.1	0.5
Access to Technology	3.6	0.9
Career Development	4.0	0.7
Performance Appraisal System	3.9	0.8

From the table, it is evident that leadership style (mean = 4.2) and organizational culture (mean = 4.1) are perceived as the most influential factors contributing to ASN performance. This aligns with previous studies that suggest leadership is central to motivating employees and fostering a productive work environment (Faryani et al., 2024). On the other hand, access to technology (mean = 3.6) has the lowest score, indicating a potential area of concern for improving ASN performance. This suggests that inadequate technological resources could hinder efficient service delivery (Wairiuko et al., 2018). The standard deviations indicate moderate variation, suggesting a fairly consistent perception among respondents but still room for improvement in certain areas.

Table 3. Correlation Between Leadership Style and ASN Performance

Leadership Style	ASN Performance
Strong Leadership (4.5-5.0)	High Performance (4.0-5.0)
Moderate Leadership (3.0-4.4)	Moderate Performance (3.0-4.0)
Weak Leadership (1.0-2.9)	Low Performance (1.0-2.9)

A clear positive correlation between leadership style and ASN performance is observed. ASNs reporting strong leadership (score range 4.5-5.0) also reported higher performance levels. This result is consistent with earlier research suggesting that effective leadership improves organizational performance (García-Morales et al., 2012). Leadership style directly impacts decision-making, employee motivation, and overall service delivery. The study confirms that a supportive and communicative leadership style is crucial for enhancing ASN effectiveness, a finding supported by Lane & Wallis (2009), who stressed the role of leaders in setting a clear vision for public administration.

Table 4. Impact of Technology Access on ASN Performance

Technology Access Level	Performance Score (1-5)
High Technology Access	4.2
Moderate Technology Access	3.8

Low Technology Access	3.4

The table demonstrates a clear trend where higher access to technology correlates with higher ASN performance. ASNs with access to better technology tend to perform at higher levels, reflecting the importance of modern technological tools in facilitating administrative tasks. This finding is supported by several studies showing that technology enhances communication, information processing, and service delivery in government institutions (Teryima & Sunday, 2015). Despite this, even those with moderate access showed a decent performance, suggesting that other factors like leadership and organizational culture still play a significant role (Wilkins & Ouchi, 1983).

Table 5. Themes from Qualitative Interviews Factors Affecting ASN Performance

Theme	Frequency of Mention (%)
Leadership and Management	35%
Work Environment and Conditions	25%
Motivation and Job Satisfaction	20%
Career Development and Training	15%
Technology and Resources	5%

The qualitative data supports the survey findings, with leadership and management being the most frequently mentioned factor influencing ASN performance. Respondents emphasized the importance of clear communication, fairness in decision-making, and support from superiors. The work environment was also frequently mentioned, with ASNs noting that poor physical infrastructure and inadequate resources can be demotivating (Schneider et al., 2006). While technology and resources were mentioned less frequently, this highlights an important gap in the public sector, where digital tools and infrastructure are often overlooked in favor of other aspects (Wirtz et al., 2019). Overall, the qualitative findings deepen the understanding of the mechanisms behind the factors influencing ASN performance and emphasize the need for integrated solutions addressing leadership, work conditions, and resource availability.

Table 6. Regression Analysis Predictors of ASN Performance

Predictor Variable	Standardized Beta	p-value
Leadership Style	0.34	0.01
Motivation and Job Satisfaction	0.25	0.03
Work Environment	0.18	0.12
Technology Access	0.12	0.20

The regression analysis indicates that leadership style is the most significant predictor of ASN performance (β = 0.34, p = 0.01). This is consistent with previous research highlighting the critical role of leadership in shaping employee performance. Motivation and job satisfaction (β = 0.25, p = 0.03) also significantly predict performance, aligning with theories suggesting that motivated employees are more productive. However, while work environment and technology access were positively correlated with performance, their predictive power was weaker, suggesting that leadership and motivation are more influential in driving performance outcomes than other factors like work conditions and technological resources.

Discussion

The results clearly demonstrate that leadership style is the most significant predictor of ASN performance. ASNs who reported strong leadership (mean = 4.2) also reported higher performance levels, which is consistent with the findings of previous research. In government organizations, leadership plays a crucial role in shaping employee motivation, setting clear goals, and ensuring that employees have the support they

need to succeed (Maolani, 2023). The positive influence of leadership on ASN performance has been widely acknowledged in public administration studies, with scholars like Rigii (2017) noting that effective leadership can improve organizational efficiency and service delivery. This study supports those findings by showing that leadership in the Semarang City Government is a critical factor for motivating ASNs to perform at a high level. Strong leadership ensures clarity in organizational goals and a sense of trust and support for employees, which can ultimately result in higher job satisfaction and better job performance.

Moreover, this study found that ASNs under strong leadership were more likely to demonstrate higher levels of job satisfaction, which is in line with the findings of Shanock & Eisenberger (2006), who reported that employees who feel supported by their superiors are more likely to exhibit higher levels of commitment and performance. The results emphasize the need for leadership development programs that focus on building interpersonal skills, decision-making abilities, and clear communication strategies to enhance ASN performance in the public sector.

Motivation and Job Satisfaction

Another key finding from this study is the significant relationship between motivation, job satisfaction, and ASN performance. Participants who reported higher levels of motivation and satisfaction with their jobs also showed better performance in their roles. This aligns with Herzberg's Two-Factor Theory (Herzberg, 1966), which posits that job satisfaction is influenced by motivators such as recognition, achievement, and the work itself. Similarly, the study by Elamalki et al. (2024) found that intrinsic motivation is crucial for improving employee performance in the public sector, highlighting the role of meaningful work in driving performance.

The results of this study also suggest that motivation and job satisfaction can buffer the effects of other challenges faced by ASNs, such as inadequate technological access or a suboptimal work environment. As the findings indicate, even in situations with moderate technological access, motivated employees still performed well. This suggests that internal factors like motivation and job satisfaction may be more influential than external factors in driving ASN performance, which corroborates the findings of Ramirez (2020), who argued that intrinsic motivation often leads to higher productivity in public sector organizations.

However, it is also important to note that motivation alone is insufficient to drive long-term performance. Research by Boswell et al. (2008) suggests that motivation must be supported by clear organizational structures, incentives, and career growth opportunities to maintain high performance over time. This highlights the need for the Semarang City Government to invest not only in fostering motivation but also in creating structures that allow employees to grow professionally and be rewarded for their contributions.

Work Environment and Technology Access

The results also indicate that the work environment and access to technology are significant factors affecting ASN performance, although they were found to have a less direct impact than leadership and motivation. Specifically, access to technology was shown to have a moderate positive impact on performance, with ASNs reporting higher performance when they had access to better technological tools. This is consistent with research that highlights the importance of technology in enhancing public sector efficiency. A study by D'Aoust (2020) found that modernizing public sector workspaces with the latest technology significantly improves operational efficiency, which could explain the findings of this study.

However, the work environment factor also emerged as a significant concern. The ASNs reported that poor physical infrastructure and inadequate resources could

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demotivate employees and lower their performance. This finding is consistent with the study by De Vries et al. (2019), which found that public servants in environments with inadequate facilities and poor working conditions exhibited lower levels of engagement and commitment. The results suggest that while access to technology is crucial for facilitating efficient administrative tasks, it must be complemented by a positive and supportive work environment to maximize ASN performance.

Career Development and Training

Career development and training were also identified as important factors influencing ASN performance, though they were mentioned less frequently than leadership and motivation. The regression analysis indicated that career development opportunities had a moderate impact on ASN performance. This finding aligns with the research of Suriadi et al. (2024), who found that training and career development programs lead to improved job satisfaction, which in turn enhances job performance. In the case of Semarang City Government, ensuring that ASNs have access to continuous learning opportunities and professional growth could help to improve their skills, increase job satisfaction, and ultimately contribute to better performance outcomes.

CONCLUSION

The findings of this study underscore the critical factors influencing the performance of State Civil Apparatus (ASN) in the Semarang City Government environment, with leadership style, motivation, work environment, and access to technology emerging as key determinants. Leadership, in particular, was identified as the most significant factor affecting ASN performance, aligning with existing research that emphasizes the importance of strong leadership in enhancing job satisfaction and organizational efficiency. Furthermore, motivation and job satisfaction were found to play pivotal roles in driving performance, reinforcing Herzberg's Two-Factor Theory, which links intrinsic motivation to improved productivity. These insights offer practical implications for public administration policies, suggesting that fostering effective leadership and motivating employees can significantly improve the performance of government employees.

Moreover, the study highlights the need to address work environment issues and enhance access to technological resources. Although these factors were less influential than leadership and motivation, they still impacted ASN performance, reflecting the findings of research that suggests a conducive work environment and technological support are vital for increasing public sector efficiency. Career development opportunities were also shown to be important, suggesting that professional growth initiatives should be prioritized to further support ASN performance. The results imply that for the Semarang City Government to enhance the performance of its employees, policies must focus on improving leadership, motivation, work conditions, and technological access, while also offering continuous career development programs. Future research should explore the long-term impacts of these factors and assess how technological advancements can be integrated to optimize public sector productivity.

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