

The Effect Of Self Efficacy And Organizational Culture On The Alternation Of Readiness Among The State Civil Apparatus In The Regional Office Of The Ministry Of Law And Human Rights Of North Sumatra Province

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Abstract – Aspects of change in an organization plays a significant role because it can have a positive influence on the development and improvement of the quality, quality and performance of an organization. However, in terms of implementing the changes, there are several aspects that have an important role, including self-efficacy and organizational culture. This study tested three hypotheses, namely whether Self Efficacy has a significant influence on the readiness to change the state civil apparatus in the Regional Office of the Ministry of Law and Human Rights of North Sumatra? Does organizational culture have a significant influence on the state civil apparatus readiness to change in the Regional Office of the Ministry of Law and Human Rights of North Sumatra? Do self-efficacy and organizational culture have a significant influence on the readiness to change the state civil apparatus in the Regional Office of the Ministry of Law and Human Rights of North Sumatra? The purpose of this study is to test these three hypotheses. The population in this study were all the state civil apparatus Regional Offices of the Ministry of Law and Human Rights of North Sumatra totaling 199 people. The data analysis technique uses multiple regression, while the results of the analysis use SPSS. The results show that there is a positive influence on both aspects of self-efficacy and organizational culture on the state civil apparatus readiness to change at the Regional Office of the Ministry of Law and Human Rights, North Sumatra.

Keywords – Alteration , ASN (State Civil Apparatus), Organizational Culture, and Self Efficacy.

I. INTRODUCTION

The development of the governance system, and the implementation of the organization essentially has several aspects that play a very significant role. If we do the further investigation about the functional aspects of an organization, of course, the aspects will not be separated from the alteration point which always moves. This is because the development of organizational aspects is usually one of the determinants of an organization's readiness to face challenges. Especially, all challenges in the era of modernization, digitalization of technology and society 5.0 that inevitably will be faced in the future. In line with this argument, Wibowo (2006; Suwaryo 2015) said that an alteration in an organization will be able to affect the effectiveness of the management system comprehensively. it is known that changes in an organization are motivated by several aspects, both internal and external aspects. An example of proactive efforts from the government in supporting organizational change to face a better direction is the issuance of Ministerial Regulation Number 52 of 2014 that gives the spesific Guidelines for the Development of Integrity Zones towards the predicate of Corruption-Free Areas and Clean and Serving Bureaucratic Areas (WBK/WBBM) among the Agencies in the goverment. This regulation is formed by Ministry of Empowerment of State Apparatus and Republican Bureaucratic. This regulation

has a fairly significant impact, because the Ministry of Law and Human Rights of North Sumatra Province specifically formed a particular team to get this WBK/WBBM predicate.

In creating changes in an organizational system, internal aspects such as the interconnection of members and the organization become one of the defining characteristics. One of them is the readiness and contribution of the members of the organization itself. Readiness to change is influenced by individual and organizational factors (Lizar, Mangundjaya & Rachmawan, 2015). Readiness to change based on individual factors includes self-efficacy (Cunningham et al., 2012), self-esteem, optimism, sense of control (Wenberg & Bannas, 2000), self-confidence (Desplaces, 2005), psychological capital (Luthans., 2008; Mangundjaya, 2012). Loyalty (Madson, Miller & John, 2005), job satisfaction, job involvement, job stress (Ciliana & Mansur, 2008; Susyanto, 2019). Then readiness changes based on organizational factors such as job characteristics and support from the organization (Prasetia, 2015), organizational culture (Suwaryo, 2015), learning characteristics or organizational learning characteristics (Sudharatna & Li in Muafi, 2011), organizational structure, system organization, organizational policies, organizational procedures, technology and strategies (Trahat and Burke, 1996; Cinite et al., 2009), individual/member perceptions of organizational support (Susilowati, 2012), the empowerment of human resources (Rahmi, 2018).

If we examine further, this self-efficacy factor holds a prominent control in organizational change. This is because self-efficacy contains factors such as self-quality, ways of thinking, views and perspectives, and an ability towards the readiness of an alteration itself. A Research study conducted by Bagus et al (2016) shows that self-efficacy attitudes have a progressive effect on alteration readiness, which means that self-efficacy is one of the internal aspects of organizational change in a positive realm, especially in terms of individual/member alteration. It can be concluded that self-efficacy has a significant influence on every alteration in an organization or agency. Therefore, based on the explanation above, the researcher is interested in elaborating further aspects and factors of self-efficacy and organizational culture on the alteration and readiness among the state civil apparatus in the Regional Office of the Ministry of Law and Human Rights in North Sumatra province.

II. OBJECTIVES AND METHODS

Based on the formulation of the problem behind the initiation of this research, it is known that the main purpose of this research is to examine the effect of Self Efficacy and organizational culture on the alteration readiness among ASN in the Regional Office of the Ministry of Law and Human Rights of North Sumatra Province. The method used is a quantitative method, with data sources derived from the results of the analysis of the influence of Self Efficacy, Organizational Culture, and alteration and readiness of employees, and a calculated population of 199 subjects. The data collection technique used is a Likert model scale. For the data analysis method itself, the researcher used the classical assumption test consisting of normality test (using Kolmogrov-Smirnov), linearity test, autocorrelation test (using Durbin-Watson test), multicollinearity and heteroscedasticity test (using scatter plot). The normality distribution curve using the Kolmogrov-Smirnov test as well.

III. RESULTS AND DISCUSSION

Based on the results of the classical assumption test, it is known that the normality test of this study has a significance value of Asymp. Sig. (2-tailed) with score: $0.926 > 0.05$ which indicates a normal distribution of regression. While the result of the linearity test shows that the independent and dependent variables in this study have met the requirements. For the multicollinearity test, it shows that the tolerance score is $0.905 > 0.10$ and the VIF score is $1.105 > 10$, which means it has fulfilled the assumption that indicate there is no multicollinearity between the independent variables in this study. The autocorrelation test shows a score: 1.405 which means that the regression model in this study does not occur any autocorrelation. Meanwhile, the heteroscedasticity test shows that there is no heteroscedasticity at all.

The hypothesis testing is done by analyzing the multiple regression on the influence of both self-efficacy and organizational culture aspects. The results obtained are the partial correlation score of self-efficacy and organizational culture on the alteration readiness is 0.588 ($0.002 < 0.05$, for self-efficacy) and 0.436 for organizational culture (significance score: $0.000 < 0.05$). In the end, it can be concluded that the self-efficacy and organizational culture variables have a positive and significant effect on the object of this study. Broadly, the regression equation in this study is $Y = 52.161 + 0.518 X_1 + 0.532 X_2$ with a constant value of 52.161. This means, the second variable of self-efficacy and culture is 0 and alteration readiness score is 52,161 in unit. Based on the description before, it is known that the description alteration readiness aspect according to the categorization formula shows the dominance of research subjects. This is proven by the "alteartion readiness" score which is 82.95 ($X \geq 82.95$) with a proportion of 48.09%.

Meanwhile, the results of the self-efficacy aspect show a high result score: 37.89 ($X \geq 37.89$) with 58.2% percentage. For the "organizational culture score" aspect itself, it shows that the average number of respondents' is 45.2%. Meanwhile, 43.6% of ASN employees have a weak organizational culture and 11.2% are not categorized.

Based on the hypothesis and descriptive testing above, it can be seen that the effect that occurs is quite significant. In more detail, it can be concluded that the first hypothesis, Self Efficacy has a significant effect on the alteration readiness ASN in the Regional Office of the Ministry of Law and Human Rights of North Sumatra Province, is accepted. This proves that self-efficacy has a significant influence on alteration readiness among the ASN employees in the regional office of the Ministry of Law and Human Rights of North Sumatra Province. The result is also in the same line with the previous studies which stated that self-efficacy has an influence on employee (Hasibuan, 2019; Angkawijaya, Arista & Dewi, 2017; Wicaksana, 2019; Sutrisno, 2018; Emsza, Eliyana & Istyarini, 2016; Demmel, et al., 2004; Hepburn, 2016; Demmel, Beck & Lammers, 2003; Chomsri, et al. 2018; Marcus & Owen, 1992). While hypothesis 2, Organizational culture has a significant influence on the alteration readiness among the ASN in the Regional Office of the Ministry of Law and Human Rights of North Sumatra province, is also accepted. The test results show that organizational culture has a significant influence on the alteration readiness among the employees of the ASN of Regional Office of the Ministry of Law and Human Rights of North Sumatra Province. This result also strengthens the results of previous studies which also have the same hypothesis (Mudarsa, 2019; Astari, 2018; Astin & Wimbarti, 2015; Zen, 2017; Georg, et al., 2019). Finally, for the third hypothesis, Self-efficacy and organizational culture have a significant influence on the alteration of readiness among the ASN in the Regional Office of the Ministry of Law and Human Rights of North Sumatra Province, indicating that the hypothesis is also accepted. The role of the two aspects of self-efficacy and organizational culture in general has a significant influence on the alteration of readiness among the ASN employees of the Ministry of Law and Human Rights in the province of North Sumatra. Both of these aspects have a positive impact on the alteration aspect in the institution. This is in line with Mangundjaya (2012) and Holt, et.al (2007) who stated that individual/organizational employees and organizational culture are two important elements that have prominent factors in directing an organizational/agency change, be it behavior change or change that is comprehensive.

IV. CONCLUSION

From the results of the discussion above, it is known that both aspects of self-efficacy and culture have a positive effect on the alteration of readiness among the ASN employees at the Ministry of Law and Human Rights of North Sumatra Province. The correlation of these two aspects both have a high hypothesis test value, with the self-efficacy aspect as the aspect that has the highest value between both. This shows that the higher the aspects of self-efficacy and organizational culture that exist in employees, the higher the influence of readiness to change ASN employees at the Ministry of Law and Human Rights of North Sumatra Province.

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