

## Determining Performance of Civil Servants in South Sumatera, Indonesia

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### Abstract

*This research aims to analyze the influence of self-efficacy, competence, and organizational commitment on employee performance in the South Sumatra Provincial Government. The study employed a survey research design involving 209 civil servants from regional apparatus organizations responsible for generating regional original income and tasked with organizing and managing income in the South Sumatra Provincial Government. Data were collected through primary data using questionnaires. Structural Equation Modeling (SEM) with the Lisrel 8.8 program was used for analysis. The research findings indicate that self-efficacy, competence, and organizational commitment positively influence the performance of civil servants in the South Sumatra Provincial Government, as evidenced by hypothesis testing ( $t > 1.96$ ). There exists a positive and significant association among self-efficacy, competence, and organizational commitment of civil servants in the South Sumatra Provincial Government. Enhancing employee performance is attainable through effective implementation of these influencing factors.*

**Keywords:** *Self-Efficacy, Competence, Commitment, SEM, Competency*

### INTRODUCTION

The performance of the civil servants in Indonesia serves as a yardstick for evaluating future work programs over specific periods (Haque et al., 2019, 2021; Martin et al., 2022). The bureaucracy administered by civil servants aims to deliver public services effectively. Its execution is closely tied to community evaluation to enhance effectiveness and optimization. However, the performance of civil servants is perceived to be subpar and lacks high quality. Factors contributing to this include a deficit of integrity among the apparatus, which may correlate with elevated levels of corruption (Modise & Modise, 2023).

The performance of civil servants is assessed based on their beliefs, values, and attitudes, which entail prioritizing the interests of the people, exhibiting benevolent actions towards others, and being willing to make sacrifices for the betterment of the organization or society (Bayram & Zoubi, 2020). This performance is influenced by factors such as self-efficacy and competence (Barton et al., 2021; Demir, 2020). Self-efficacy fosters self-assurance and the ability to execute tasks promptly and effectively. Na-Nan et al. underscore the importance of cultivating a high level of self-efficacy among civil servants to attain high performance standards (Na-Nan et al., 2021). Elevated self-efficacy among civil servants in their work instills them with a strong sense of confidence in carrying out their responsibilities (Charoensukmongkol & Pandey, 2023; Widayat et al., 2024).

Enhancing the competency of civil servants is projected to result in a significant increase in their performance. Civil servant competency is considered to exert a substantial impact on their ability to fulfill assigned tasks effectively. Therefore, enhancing the competence of each individual is deemed crucial for augmenting the level of efficiency and effectiveness in carrying out work. The competence possessed by civil servants renders them valuable assets for the South Sumatra Provincial Government.

The South Sumatra Provincial Government has organized and managed the apparatus to produce civil servants who have high competence. Due to the broad scope of civil servants, researchers focused on civil servants from regional apparatus organizations producing regional original income who have the duties and functions of organizing and managing income. Abilities in the form of technical, managerial and socio-cultural

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competencies are requirements in the qualifications to occupy the position of administrator. Civil servants who already have the self-efficacy and competence to improve performance still need commitment from the organization (Widzayanto et al., 2023).

There is a positive and significant influence of organizational commitment on civil servant loyalty within the organization, resulting in improved work outcomes and increased performance (Hodgkinson et al., 2018). Organizational commitment facilitates the socialization process towards professionalism by emphasizing professional values (Muslu, 2022; Pusztaí & Csók, 2020). Civil servants who exhibit attitudes and behaviors aimed at aiding the achievement of organizational goals tend to demonstrate better performance. Meeting the needs of civil servants by the organization enables them to perform optimally, thus significantly impacting organizational commitment.

An indication of organizational commitment is demonstrated through adherence to relevant rules and regulations, reflecting a sense of pride and loyalty towards the organization. The Revenue Agency, as a key contributor to the Regional Own-Source Revenue in South Sumatra Province, is mandated by regional regulations to meet targets set by the Regional Government to fulfill budgetary requirements, as assessed by the Directorate General of Regional Financial Development, Ministry of Home Affairs, Republic of Indonesia, on a periodic basis, typically every budgetary semester. Regrettably, the South Sumatra Province Representative Audit Agency has identified six issues concerning the implementation of the Regional Revenue and Expenditure Budget at the South Sumatra Provincial Revenue Agency during the 2017–2022 period, which remain unresolved. Such actions contradict the expected attitudes and behaviors of the Revenue Agency (Tuan Mansor et al., 2020). The lack of organizational commitment to addressing these issues has led to the poor performance assessment of the South Sumatra Province Revenue Agency.

This research addresses the gap in existing literature concerning the impact of self-efficacy, competence, and organizational commitment on civil servant performance. Currently, the work behavior exhibited by civil servants, as state administrators, deviates from the expected standards. Public service motivation may lead to a reluctance to dedicate time, energy, and thought towards delivering quality services, or even participating actively in organizational decision-making processes (Lin et al., 2023; Mehmood et al., 2023). To the best of our knowledge, there has been no research that specifically investigates the influence of self-efficacy, competence, and organizational commitment on the performance of state civil servants. Therefore, this study aims to analyze the impact of self-efficacy, competence, and organizational commitment on the performance of revenue-generating civil servant units within the Regional Government of South Sumatra Province.

## **METHODS**

This research design uses a quantitative and cross-sectional study design carried out in Regional Apparatus in 17 Regency and City Regional Governments in South Sumatra Province, namely the Education Office, PU PSDA Office, Transportation Office, Culture and Tourism Office, Trade Office, Labour and Transmigration Office in the Regional Government. The population taken is the active Civil servants of the Regency and City Regional Government in South Sumatra Province. The sample determination technique was carried out by convenience with a sample size of 209 respondents based on the SEM analysis rule of thumb, namely the number of question indicators multiplied by five (Memon, M et al., 2020). The data source includes primary data taken directly from the main source and is included in the type of quantitative data because the data can be measured or calculated and expressed in the form of numbers.

This research variable consists of exogenous and endogenous variables comprising 27 question indicators divided into several dimensions. The exogenous variable in this study is Self-efficacy (SE) which consists of six dimensions that refer to Lestariningsih et al (2021). Self-efficacy (SE) is a form of a person's belief in their ability to master situations and produce something favorable given to respondents. The dimensions include task completion, awareness of the abilities possessed, self-composure, and working effectively, not easily discouraged, experience with a variable reliability of 0.807. Meanwhile, endogenous variables include the Performance of the Civil servants (reliability = 0.818) which consists of six dimensions concerning the instrument by Pervaiz et al (2021), and Demirkol & Cenk (2021), namely Working according to Standard Operational Procedure (SOP), Able to solve problems, Quickly responding to complaints, Having skills and

expertise, Feeling satisfied with current work, Having a high attachment to work. The performance of the Civil servants (ASN) is a dominant factor with real, gradual, measurable actions, and calculated products of a work result.

The competence of the Civil servants refers to Swanson et al (2020) research instrument with a reliability of 0,790. Competence is an action taken by individuals in using their abilities, knowledge, and skills in accordance with established standards. Organizational commitment (reliability = 0.814) consists of six dimensions. Organizational commitment is a sense of identification, loyalty involvement that workers show towards the organisation or organizational unit. Organizational Commitment can be measured by the dimensions of loyalty and treatment of work with a reliability of 0.814. Organizational commitment refers to Donkor et al (2021), and (Gibson et al., 2012) research instrument with the dimensions of being happy with the current career, proud of the current career, discussing the place of work with others, feeling ownership of the organization, having an emotional bond to the organization, and choosing to stay in the current organization to work.

The research data scale uses a Likert scale of one to five with very low to very high categories that apply to all variables. Score one indicates strongly disagree, score two disagree, score three between agree and disagree, score four agree, and score five strongly agree. Data was collected by distributing online and offline questionnaires to Civil servants in Regional Apparatus in 17 Regency and City Regional Governments in South Sumatera Province. The self-report questionnaire is a questionnaire-filling technique carried out by the respondent. The data period was collected from May until October 2023. The coding, input, and cleaning processes were then carried out after data collection was completed using the Microsoft Excel program which was then analyzed using the SEM (Structural Equation Modelling) method through the Linear Structural Relations (LISREL) program. The analysis included reliability and validity tests, descriptive analysis, and Structural Equation Modelling (SEM). Descriptive analysis is used to see a percentage description of the characteristics of respondents, including gender, age, education, and length of service. Descriptive analysis is also used to see the distribution index of respondents' answers by dividing them into three criteria, namely very low (01.00-28.00), low (28.01-46.00), medium (46.01-64.00), high (64.01-82.00), and very high (82.01-100.0).

Reliability and validity testing was carried out using the SPSS version 26.00 software programme to see the consistency and validity of the research instrument. Testing the validity of the instrument is very important to find out if the variables measured are the variables you want to study. The criteria for a reliable instrument is when the indicator value is declared valid if it has a loading factor value > 0.5 and the construct is declared reliable if the construct AVE > 0.5 and construct CR > 0.7 and valid when the critical ratio value or commonly referred to as the t-count value is greater than 1.96 or with a probability (p-value) of less than 0.05 (Table 1). Indicators that have a critical ratio value of less than 1.96 will be removed from the SEM model, then those with factor loading > 0.5 will also be removed from the SEM model.

**Table 1. Goodness Of-Fit -Index**

Goodness of fit Measure	Critical value (Cut off Value)
Probability Chi Square	≥ 0,05
<i>CMIN/df</i>	≤ 3,00
GFI	≥ 0,90
AGFI	≥ 0,90
CFI	≥ 0,95
TLI	≥ 0,95
CMIN/DF	≤ 2,00
RMSEA	≤ 0,08

## RESULTS AND DISCUSSION

### Description of the Self-Efficacy Variable

Self-efficacy in this research is assessed using six indicators, each translated into six statements that underwent validity and reliability testing. These indicators include the ability to complete tasks, awareness of one's abilities, composure, effective work habits, perseverance, and experience. The respondents' responses to the self-efficacy variable are presented in Table 2. The analysis results indicate that the average score of respondents' answers to the self-efficacy variable is 78.07. Notably, the indicators SE2 (77.89), SE3 (77.61), and SE6 (77.56) received

the lowest scores. This suggests that while overall self-efficacy is satisfactory, there is room for improvement in terms of task execution according to ability, maintaining composure in the face of obstacles, and career development. Enhancing these aspects is essential to prevent civil servants from easily giving up when encountering challenges in their assigned tasks.

**Tabel 2. Description of the self-efficacy variable**

Indicator	Score										N	Total Score	Average	TCR (%)	Category
	1	2	3	4	5	6	7	8	9	10					
SE1	-	-	-	-	-	1	87	77	24	20	209	1647	7.88	78.80	High
SE2	-	-	-	-	-	1	107	54	29	18	209	1628	7.79	77.89	High
SE3	-	-	-	-	-	1	112	53	22	21	209	1622	7.76	77.61	High
SE4	-	-	-	-	-	2	100	57	31	19	209	1637	7.83	78.33	High
SE5	-	-	-	-	-	-	106	53	27	23	209	1639	7.84	78.42	High
SE6	-	-	-	-	-	1	112	51	27	18	209	1621	7.76	77.56	High
Average													7.81	78.07	High
Note:															
SE 1:	I am confident that I can complete difficult tasks														
SE 2:	I am aware of my abilities so I carry out tasks to the best of my abilities														
SE 3:	Remain calm when facing obstacles and trying to achieve goals														
SE 4:	I am confident that I can work effectively on different tasks in my job														
SE 5:	I do not give up on assignments even though they are difficult														
SE 6:	The experience I have can generally improve or develop my career														

### Description of Competency Variables

a very high level of competency, including proficient self-control while working, high integrity, and skillfulness in carrying out their duties as civil servants, even though they score lower than others in some areas. The highest score is observed in the KT2 indicator, namely KT2: "I have good health in carrying out my duties as a civil servant," Competence refers to the inherent capacity within individuals or workers that enables them to meet the requirements of their roles within an organization, thereby contributing to the achievement of desired outcomes. With the competencies possessed by civil servants, they can stimulate performance, leading to automatic performance improvement. In this research, competence is assessed using six indicators, each described by six statements that underwent validity and reliability testing. These indicators include self-control, health, self-confidence, integrity, skill, and adaptability.

Indicators and respondents' answers for the competency variable are presented in Table 3. The results reveal that the overall average score of respondents' answers for the competency variable is 87.23, with the lowest TCR observed in indicators KT1 (87.03), KT4 (86.51), and KT5 (87.03). Overall, civil servants demonstrate with a TCR score of 88.04%. This suggests that civil servants' competency is also influenced by their physical condition in performing their work effectively.

**Table 3. Description of competency variables**

Indicator	Score										N	Total Score	Average	TCR (%)	Category
	1	2	3	4	5	6	7	8	9	10					
KT1	-	-	-	-	-	2	18	54	101	34	209	1819	8.70	87.03	Very high
KT2	-	-	-	-	-	1	20	47	92	49	209	1840	8.80	88.04	Very high
KT3	-	-	-	-	-	1	19	57	91	41	209	1824	8.73	87.27	Very high
KT4	-	-	-	-	-	1	18	68	88	34	209	1808	8.65	86.51	Very high
KT5	-	-	-	-	-	2	18	65	79	45	209	1819	8.70	87.03	Very high
KT6	-	-	-	-	-	4	25	35	100	45	209	1829	8.75	87.51	Very high

Average	8.72	87.23	Very high
Note:			
KT 1:	I have good self-control at work		
KT 2:	I have good health when carrying out my duties as an ASN		
KT 3:	I am always confident in carrying out my role as an ASN where I work		
KT 4:	I have high integrity as an ASN where I work		
KT 5:	I am always skilled in carrying out my duties as an ASN		
KT 6:	I can always adapt well to the colleagues around me		

### Description of Organizational Commitment Variables

Organizational commitment in this research is measured based on six indicators and translated into six statements that have been tested for validity and reliability. The six indicators for measuring organizational commitment are: satisfaction with current career, pride in current career, discussing the workplace with others, feeling a sense of belonging to the organization, emotional attachment to the organization, and choosing to remain in the current organization to work. The indicators and respondents' answers for the organizational commitment variable are summarized in Table 4. The overall average score of respondents' answers to the organizational commitment variable is 87.03. The highest TCR score is observed in the first indicator, namely KO1: "I would love to spend my career with this organization," with a value of 88.09%, whereas the lowest TCR is in the KO2 (85.93) and KO4 (86.12) indicators. This suggests that overall organizational commitment is good, but there is room for improvement in terms of discussing the organization with others outside of it and feeling ownership of the organization's problems.

Table 4. Description of organizational commitment variables

Indicator	Score										N	Total Score	Average	TCR (%)	Category
	1	2	3	4	5	6	7	8	9	10					
KO1	-	-	-	-	-	1	32	42	65	69	209	1841	8.81	88.09	Very high
KO2	-	-	-	-	-	3	33	43	97	33	209	1796	8.59	85.93	Very high
KO3	-	-	-	-	-	1	25	48	81	54	209	1834	8.78	87.75	Very high
KO4	-	-	-	-	-	3	30	53	82	41	209	1800	8.61	86.12	Very high
KO5	-	-	-	-	-	2	26	52	78	51	209	1822	8.72	87.18	Very high
KO6	-	-	-	-	-	1	14	65	93	36	209	1821	8.71	87.13	Very high
Average													8.70	87.03	Very high
Note:															
KO 1:	I would love to spend my career with this organization														
KO 2:	I am proud when I tell others I am part of this organization														
KO 3:	I enjoy discussing my organization with people outside it														
KO 4:	I really feel as if this organizational problem is my own problem														
KO 5:	I feel very emotionally attached to the organization														
KO 6:	Right now, staying with my organization is a matter of both need and desire														

### Description of State Civil Servant Performance Variables

The performance of civil servants in this study was measured based on six indicators and translated into six statements that have been tested for validity and reliability. The six indicators used to measure the performance of civil servants are: adherence to standard operating procedures, problem-solving ability, responsiveness to complaints, possession of skills and expertise, job satisfaction, and commitment to work. The results of the analysis presented in Table 5 indicate that the overall average score of respondents' answers to the civil servant performance variable was 86.21%. The lowest TCR was observed in the KAOPP2 (85.36%), KAOPP4 (85.89%), and KAOPP6 indicators (86.08%). Overall, the performance of civil servants has been good; however, in terms of problem-solving, task completion, and commitment and responsibility to work as civil servants, scores were lower compared to other indicators.

Table 5. Description of civil servant performance variables

Indicator	Score										N	Total Score	Average	TCR (%)	Category
	1	2	3	4	5	6	7	8	9	10					
KAOPP1	-	-	-	-	-	8	54	23	35	89	209	1815	8.68	86.84	Very high
KAOPP2	-	-	-	-	-	4	48	33	80	44	209	1784	8.54	85.36	Very high
KAOPP3	-	-	-	-	-	1	27	64	62	55	209	1815	8.68	86.84	Very high
KAOPP4	-	-	-	-	-	4	55	33	48	69	209	1795	8.59	85.89	Very high
KAOPP5	-	-	-	-	-	3	43	48	50	65	209	1803	8.63	86.27	Very high
KAOPP6	-	-	-	-	-	8	51	30	46	74	209	1799	8.61	86.08	Very high
Average													8.62	86.21	Very high

Note:

- KAOPP 1: The results of my work are in accordance with the quantity standards set at my workplace
- KAOPP 2: I always try to solve problems in my workplace
- KAOPP 3: I am able to quickly respond to public complaints regarding problems that occur
- KAOPP 4: I have the skills/expertise to complete the work assigned to me
- KAOPP 5: I feel satisfied with the tasks I have completed
- KAOPP 6: I am committed to and responsible for my work

## The Influence Of Self-Efficacy, Competence And Organizational Commitment On The Performance Of The Civil Servants

### Measurement Model Test (CFA Analysis)

Standard deviation and intercorrelation of Self-efficacy variables, competition, and Organisational Commitment to endogenous variables, namely the Performance of Civil servants. In this test, the indicator is declared valid if it has a loading factor value > 0.5, and the construct is declared reliable if the construct AVE > 0.5 and the construct CR > 0.7. Based on the results of the CFA model estimation (Figure 2), all exogenous construct indicators have a loading factor > 0.5, this means that all indicators are valid in measuring exogenous constructs, therefore the test can proceed to the construct reliability test which will carried out by looking at the CR and AVE values of each construct (Hair et al., 2019).

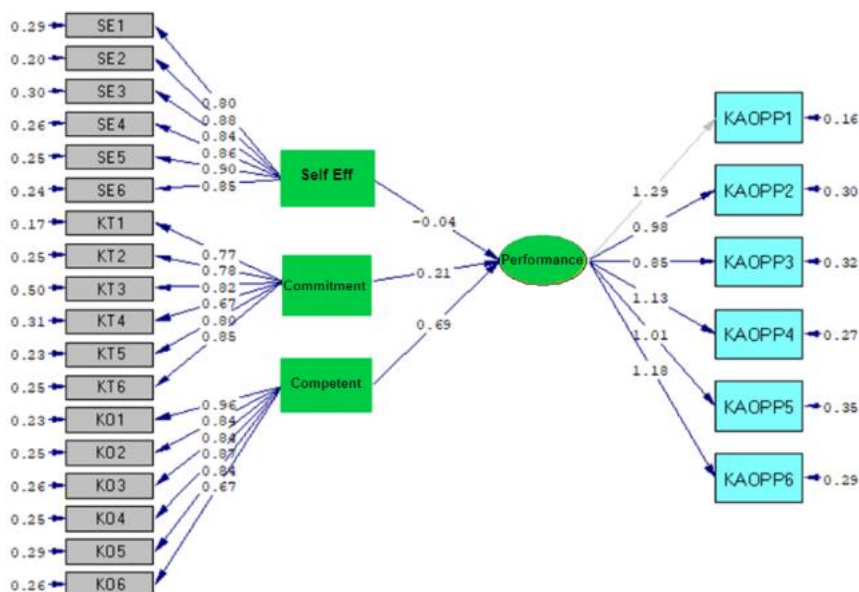


Figure 2. Structural Equation Modelling Results

Based on the results of calculating the CR and AVE values for each construct, the CR value of all constructs > 0.7, and the AVE of all constructs > 0.5 (Table 6), it can be concluded that all constructs have met the required construct reliability criteria.

**Table 6. Results of construct validity and reliability testing**

	loading factor ( $\lambda$ )	Validitas	e	AVE	CR	Description
Competency Construct (KT)						
KT1	0.80	Valid	0.36			
KT2	0.85	Valid	0.29			
KT3	0.90	Valid	0.18			
KT4	0.86	Valid	0.25	0,684	0,928	reliabel
KT5	0.75	Valid	0.44			
KT6	0.79	Valid	0.37			
Organisational Commitment Construct (KO)						
Indicator	loading factor ( $\lambda$ )	Validitas	e	AVE	CR	Description
KO1	0.88	Valid	0.22			
KO2	0.89	Valid	0.20			
KO3	0.79	Valid	0.38			
KO4	0.74	Valid	0.46	0,666	0,923	reliabel
KO5	0.81	Valid	0.34			
KO6	0.77	Valid	0.40			
Civil servants Performance Construct (KAOPP)						
Indicator	loading factor ( $\lambda$ )	Validitas	E	AVE	CR	Description
KAOPP1	0.87	Valid	0.24			
KAOPP2	0.88	Valid	0.22			
KAOPP3	0.90	Valid	0.20			
KAOPP4	0.82	Valid	0.33	0,75	0,947	reliabel
KAOPP5	0.89	Valid	0.23			
KAOPP6	0.85	Valid	0.29			
Self Efficacy Construct (SE)						
Indicator	loading factor ( $\lambda$ )	Validitas	e	AVE	CR	Description
SE1	0,92	Valid	0,16			
SE2	0,87	Valid	0,25			
SE3	0,86	Valid	0,26			
SE4	0,85	Valid	0,27	0,643	0,914	reliabel
SE5	0,63	Valid	0,6			
SE6	0,63	Valid	0,6			

Based on the data in the Table 6, the results of the calculation of the CR and AVE values for each construct, obtained the CR value of all constructs > 0.7 and AVE of all constructs > 0.5, therefore it is concluded that all constructs have met the required construct reliability criteria, it can be said that the respondents' answers to the questions given to measure each indicator are consistent and the indicators are reliable or reliable.

### Model Fit Test (Goodness of Fit)

The analysis process in the SEM method requires a model fit test stage (Goodness of Fit) to get a model that fits or matches the sample data. The fit test analysis has many criteria and of the many criteria researchers do not have to use all of these criteria to see the fit of the research model, but it would be better if there is more than one model fit test that meets the criteria (Simanjuntak & Hamimi, 2019). The results of the model fit test are presented in Figure 3, which shows that the model is fit and can be tested at the next stage. These results show that almost all of the model fit criteria are on the good fit criteria, but several model fit criteria are still on the marginal criteria.

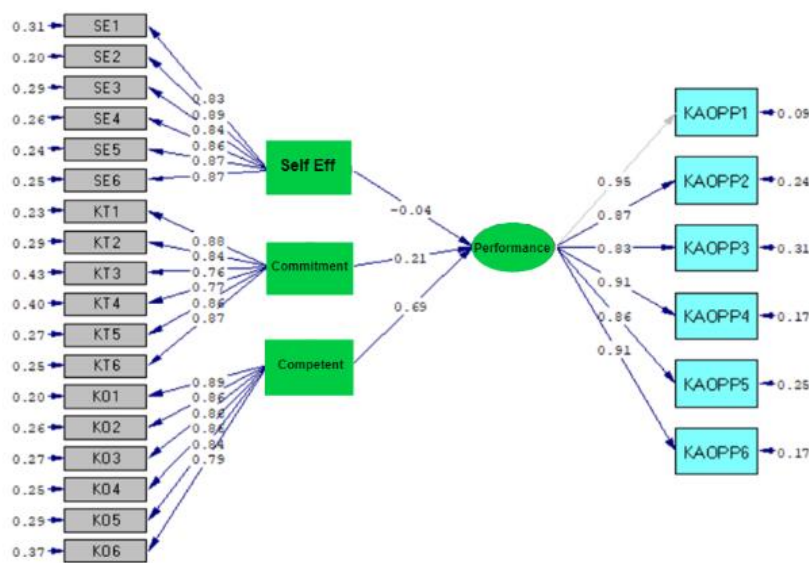


Figure 3. Initial Test Results Goodness of fit of the structural model

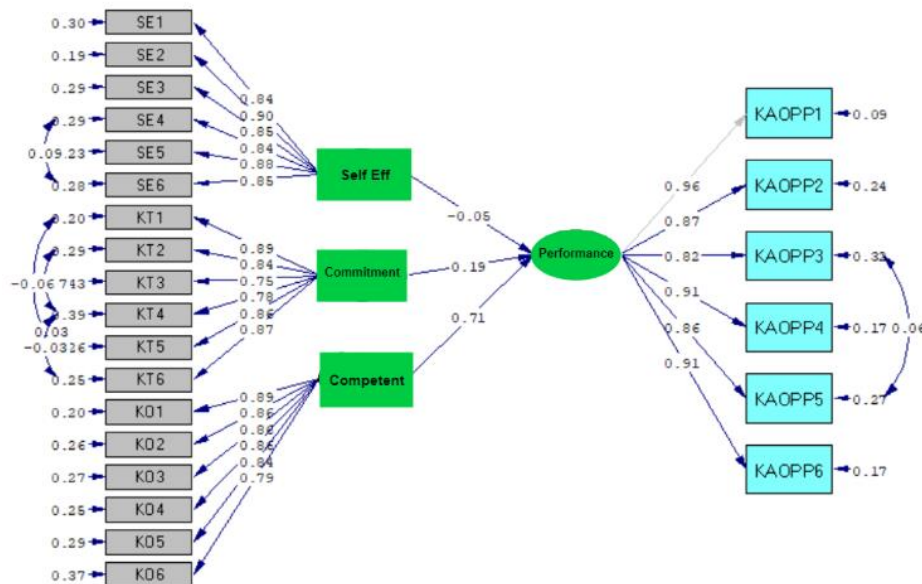
Based on the structural model estimation results in Figure 3 above, it can be seen that the SEM model has not met the required goodness of fit model criteria, the RMSEA value is still high at 0.112, while the required  $<0.08$ , as well as the CMIN / DF value of  $1416.70 / 395 = 3.857$ , while for the value of  $N > 200$ , the CMIN / DF value is required  $<3.00$  (accepted) or  $<2.00$  (excellent). CMIN / DF (Chi-square divided by Degrees of Freedom) test which is one of the methods in analyzing goodness of fit on the measurement model or structural model in path analysis or SEM (Structural Equation Modeling). Reasons for using CMIN/DF: 1) adjustment to sample size, this method tends to adjust better to large samples so that it can provide a more precise indication of the fit of the model to the data, 2) sensitivity to imperfect models, CMIN / DF has the advantage of detecting model mismatches with data, especially when the model does not fit perfectly, 3) general use, CMIN / DF test is one of several commonly used methods in SEM and has proven its reliability in assessing the quality of the model (Mesran et al., 2021).

The goodness of Fit Indices (GFI) in the analysis results have a value of 0.690, which means that the model is still in the not fit category ( $0.80 \leq GFI < 0.90$ ). GFI is an assessment used to see the overall suitability of the model by calculating the ratio between the squared residuals of the predicted model and the actual observed data (Latan, 2013). Normed Fit Index (NFI), Comparative Fit Index (CFI), and Incremental Fit Index (IFI) are similar fit measures. The NFI measures the comparison between the hypothesized model and the null model which is sensitive to the number of samples, while the CFI is an improvement over the NFI that is not affected by the number of samples and is a fit measure to test the model fit (Latan, 2013). IFI is similar to NFI which is also not affected by the number of samples. The CFI and IFI model fit criteria in the study showed fit results with values greater than or equal to 0.90 (0.930), while the RFI is still in the not fit category, which is in the range greater than 0.90 (0.890).

The goodness of fit model does not meet the required criteria, so efforts are made to modify the model / Modification Indices (MI) by making correlations between error indicators by the Modification Indices (MI)



value in the Lisrel output. This does not mean that all parameters appearing in the MI table should be added, but it can help to refine the model. So the covariance that we did is described in Figure 4.

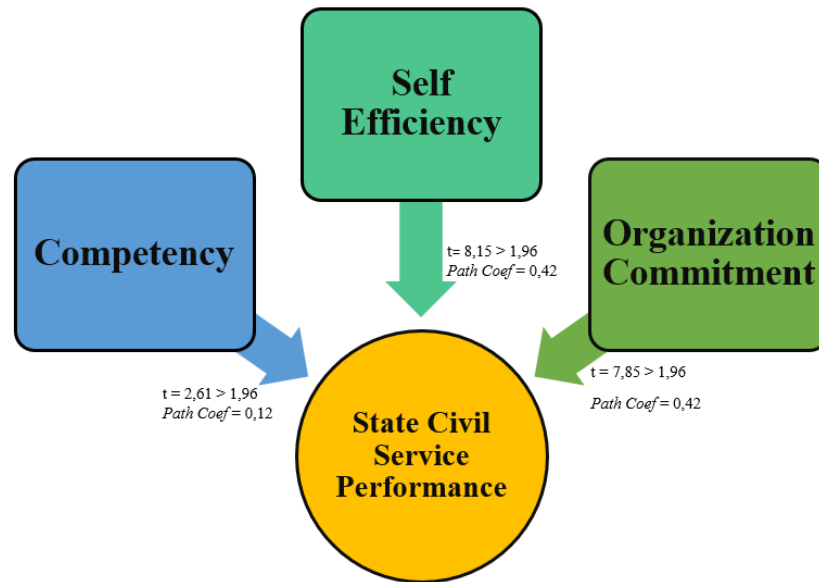


**Figure 4.** Improved results (final) goodness of fit test of the structural model

The results of the model estimation after improvement show that the RMSEA value is still in the marginal fit category ( $0.067 \leq 0.08$ ), and the probability chi-square value of  $0.071 > 0.05$  means a good fit. This means that the model improvement efforts have succeeded in improving the goodness of fit of the model so that the model can be used to test the research hypothesis. The CMIN / DF test is  $787.96 / 383 = 1.711$ , because the CMIN / df value obtained is  $< 3.00$ , it can be concluded that the SEM model has a good fit model. The goodness of fit indices (GFI) in the analysis results has a value of 0.071, which means it is in the good fit category ( $0.80 \leq GFI < 0.90$ ). The NFI test is included in the good fit category ( $0.94 > 0.9$ ). The CFI and IFI model fit criteria in the study showed results that were already fit with a value greater than or equal to 0.90 (0.970), while RFI was still in the marginal fit category, namely in the range smaller than 0.95 (0.940).

### Research Hypothesis Testing Results

To test the effect of exogenous variables (Self-efficacy, competence, organizational commitment) on endogenous variables (performance of the Civil servants) can be done with the t-statistical test (partial test) (Haryono Siswoyo, 2017). Hypothesis testing aims to answer the problems in this study, namely the effect of certain exogenous latent constructs with certain endogenous latent constructs either directly or indirectly through intervening variables. Hypothesis testing in this study can be assessed from the magnitude of the t-statistic or t-count value compared to the t-table of 1.98 at 5% alpha. If the t-statistic / t-count  $<$  t-table 1.98 at alpha 5%, then  $H_0$  is rejected and if the t-statistic / t-count  $>$  t-table 1.98 at alpha 5%, then  $H_a$  is accepted.



**Figure 5.** Hypothesis test results

H1 accepted = Self-efficacy has a positive effect on the performance of the Civil servants of the Regional Revenue Generating Organization in the Regional Government in South Sumatra Province.

H2 accepted = Competence has a positive effect on the performance of the Civil servants at the Regional Revenue Generating Organization in the South Sumatra Provincial Government.

H3 accepted = Organizational commitment has a positive effect on the performance of Civil servants in Regional Revenue Generating Organisations in the South Sumatra Provincial Government.

### The Influence of Self-Efficacy on Civil Servants Performance

The findings of this study indicate that self-efficacy positively and significantly impacts the performance of civil servants. Higher levels of self-efficacy among civil servants correlate with better performance. However, the self-efficacy levels among civil servants in the South Sumatra Provincial Government suggest room for improvement, as some civil servants still harbor uncertainties about their abilities. Therefore, leadership should consistently nurture the self-confidence of employees through training initiatives and delegating authority. These efforts can enhance civil servants' self-efficacy, ultimately leading to improved employee performance.

Civil servants satisfaction with task completion is a crucial factor that leadership should acknowledge at the South Sumatra Province, as it can stimulate increased self-efficacy and subsequently enhance employee performance. Therefore, leaders should consistently uphold employee job satisfaction by offering praise or other forms of appreciation. Higher levels of self-efficacy instill greater confidence in employees' ability to accomplish tasks effectively. This notion is supported by Schunk, who stated that individuals with high self-efficacy believe in their capacity to perform well in specific tasks (Schunk & DiBenedetto, 2021).

Overall, the performance of civil servants is commendable, as evidenced by the quality and timeliness of their work, as well as their skills and experience. However, an area requiring attention is the level of initiative demonstrated by employees. At times, civil servants tend to await instructions from their superiors to complete tasks, and some even expect others to assume responsibility for their duties. This tendency is further illustrated by civil servants experiencing challenges when undertaking various tasks. The overall descriptive analysis results regarding the self-efficacy variable indicate that a majority of civil servants possess good self-efficacy. However, there are areas for improvement, particularly in executing tasks commensurate with their abilities, maintaining composure when facing obstacles, and advancing or developing their careers. To enhance civil servants'

performance, efforts should focus on bolstering their self-efficacy, particularly in task execution, resilience in overcoming challenges, and career advancement.

Based on the hypothesis test, the results indicate that self-efficacy has a positive and significant effect on civil servant performance, as evidenced by a positive coefficient sign and a t-statistic value of 8.15, which exceeds 1.96. Furthermore, the path coefficient value of 0.42 suggests that an increase in self-efficacy will lead to a corresponding increase in the performance of civil servants in the South Sumatra Provincial Government by 0.42 units. To enhance performance by boosting self-efficacy, the South Sumatra Provincial Government can encourage civil servants to consistently tackle challenging tasks. Notably, the statement item with the greatest influence on forming the self-efficacy variable is the statement coded as SE1, "I am confident that I can complete a difficult task," with an effect of 78.80%. These findings support the hypothesis proposed in this research, which was formulated based on theory and prior research. They underscore that the presence of self-efficacy in an individual instills confidence in their ability to efficiently complete tasks assigned by their superiors.

A person with high self-efficacy possesses the belief that they are capable of influencing events in their surroundings. Consequently, this confidence ultimately enhances the performance of civil servants. These research findings align with previous studies indicating that self-efficacy positively and significantly impacts employee performance (Chen, 2020). Thus, this study reinforces previous research outcomes and serves as a valuable reference for future investigations on related topics.

### **The Effect Of Competence On The Civil Servants Performance**

Based on the results of data testing using the SEM (Structural Equation Modelling) method through the Linear Structural Relations (LISREL) program tool as presented in Figure 5, it can be seen that the value of Competence is 0.12 which is the amount of direct influence given by Competence on the Performance of Civil servants in South Sumatra Province. Where the standard error value is the level of estimation error that cannot be explained by this construct and with a t-statistic or t-count value of 2.61. To find out whether this hypothesis is accepted or rejected, the comparison between the t-statistic or t-count value and the t-table is 1.98 at 5% alpha. Where the t-statistic value > t-table 1.98 at alpha 5% or 2.61 > 1.98, therefore, H0 is rejected and H1 is accepted, in other words, there is a significant positive effect of competence on the performance of the Civil servants.

The results showed that competence has a positive and significant influence on the performance of the civil servants. The higher the level of competence of a civil servants, the higher the performance tends to be, and vice versa, the lower the level of competence, the lower the performance tends to be. Therefore, improving the performance of the civil servants can be started by improving their competence, because civil servants who have high competence tend to show better performance. The results of the descriptive analysis show that in general the competence of the civil servants in this agency is quite good. However, some areas need further attention, such as the ability to control themselves well while working, maintain high integrity, and improve skills in carrying out tasks as civil servants. Therefore, to improve the performance of the civil servants, it is recommended that focus be given to improving their competencies, especially in terms of controlling themselves well while working, maintaining high integrity, and improving skills in carrying out tasks as a civil servants.

### **Impact Of Organization Commitment on The Civil Servants Performance**

Analysis based on research conducted on the civil servants of South Sumatra Province shows that organizational commitment has a positive influence on the performance of the civil servants. This result indicates that the higher the organizational commitment owned by an employee, the better the performance. Organizational commitment can be reflected in the form of affective commitment, normative commitment, and continuance commitment. Luthans (2002) has stated that organizational commitment is one of the significant factors in influencing employee performance. This commitment encourages employees to keep their jobs and perform optimally, as also suggested by Greenberg & Baron (1993). Conversely, employees who have low organizational commitment tend to create a tense atmosphere and can trigger conflict, as highlighted by

Smither (1998). Mowday et al (1982) opinion supports this finding by asserting that employees who have a high commitment to the organization tend to provide benefits to the company or organization. They tend to minimize turnover and improve overall performance. This finding is consistent with Herrera & De Las Heras-Rosas (2021) research which asserts that employee commitment is a crucial factor in achieving organizational success.

Based on data analysis, it was found that organizational commitment has a positive and significant influence on the performance of civil servants employees in South Sumatra Province. This finding indicates that the higher the level of organizational commitment, the more employee performance tends to increase. This result is consistent with previous findings highlighting the importance of organizational commitment in improving employee performance. From the descriptive analysis, it can be seen that overall, affective commitment and continuance commitment of Civil servants employees in South Sumatra Province are good. This is reflected in employees' love, pride, and involvement in the organization, as well as their need to remain in the organization. This indicates that employees feel comfortable and committed to carrying out their duties in the organization. In addition, the analysis results also show that normative commitment is generally very high. Employees of the Civil servants of South Sumatra Province feel that they really need the organisation to continue working and feel that the organisation is important to them. This finding is in line with Kawiana (2018) research, which also highlights the influence that organizational commitment has on employee performance.

## CONCLUSION

The impact of self-efficacy, competence, and organizational commitment on the performance of civil servants within regional apparatus organizations responsible for generating regional original income and tasked with organizing and managing income in the South Sumatra Provincial Government has been investigated. Enhanced employee performance is achievable through effective implementation of these influencing factors. Hypothesis testing reveals a positive and significant relationship between self-efficacy, competence, and organizational commitment, with all variables exhibiting values of  $t > 1.96$ . Thus, there exists a positive and significant association among self-efficacy, competence, and organizational commitment of civil servants in the South Sumatra Provincial Government. Any increase in these three variables corresponds to an improvement in civil servants' performance.

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