

Analysis of the Influence of Work Culture Education Level, Work Discipline and Job Rotation on the Performance of State Civil Servants (ASN) in Tambrauw Regency

Agustinus Niklas Alexander Tulalessy, Arrazi Hasan Jan, Indrie D. Palandeng
Master of Management Program, Faculty of Economics and Business, Sam Ratulangi University,
Indonesia
agustinustulalessy13@gmail.com

Abstract: Human resources are a fundamental organizational asset. Human resources are essentially the main capital that plays an important role in achieving organizational goals. This study aims to analyze work culture, work discipline, and work rotation towards State Civil Apparatus (ASN) in Tambrauw Regency. The research method used is a quantitative method by distributing questionnaires to 41 respondents in the State Civil Apparatus in Tambrauw Regency using multiple linear regression analysis based on ordinary least square (OLS). The analytical method used is validity, reliability, classic assumptions and multiple regression using the SPSS application. The results of the study show that the level of education, work culture, work discipline, and job rotation have a significant effect on performance State Civil Apparatus (ASN) in Tambrauw Regency. Partially educational level, work culture, work discipline, and work rotation have a significant effect on performance State Civil Apparatus (ASN) in Tambrauw Regency.

Keywords: Level of education, Work Culture, Work Discipline, Job Rotation, ASN Performance.

INTRODUCTION

Background

Human resources are one of the important factors in an organization or government agency. Therefore human resources must be managed properly to increase organizational effectiveness and efficiency, as one of the functions in government agencies known as human resource management. Human resources in principle is the only resource that can determine the achievement of an organization's goals. An organization that has clear goals and is equipped with sophisticated facilities, infrastructure and facilities but without the support of qualified human resources, will most likely find it difficult to achieve the desired organizational goals.

The level of education plays a very important role in developing reliable human resources. The low quality of education is the cause of the human resource crisis. Given that the current era is increasingly advancing, which automatically also influences economic development, so it is only fitting that employment requires truly competent human resources to synergize together. One of the causes of the lack of quality human resources is the uneven level of education. Education is a series of learning processes that

77	ISSN 2576-5973 (online), Published by "Global Research Network LLC" under Volume: 6 Issue: 7 in Jul-2023 https://globalresearchnetwork.us/index.php/ajebrm
	Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY). To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/

must be passed by everyone to achieve a better life. The result that will be achieved is the creation of human resources who are competent and in accordance with the demands of development, in which he has good soft skills and hard skills in accordance with what is expected by the job market.

This research was conducted on Civil Servants in the Regional Secretariat of Tambahau Regency who did not occupy structural positions or as staff, totaling seventy two people. The number of Civil Servants at the Regional Secretariat of Tambahau Regency based on education level can be seen in the following table:

Table 1. Data of Civil Servants of the Regional Secretariat of Tambahau Regency Based on Education Level

No	Level of education	Amount
1	Second Degree	7 people
2	Bachelor degree	69 people
3	Diploma	6 people
4	SMA/SMK	65 people
5	JUNIOR HIGH SCHOOL	5 people
Amount		152 people

Source: BKDPPSDM Tambahau Regency As of October 2022

Based on the table above, it can be seen that forty-two percent of the total number of civil servants at the Regional Secretariat of Tambahau Regency have high school and vocational high school education, followed by those with a bachelor's degree of forty-five percent. From the author's observations or observations in the field, the culture or work habits of Civil Servants that occur at the Regional Secretariat of Tambahau Regency are entering the office and leaving the office as they please regardless of the presence of the leadership in the agency. There are also State Civil Apparatuses who enter the office because of the presence of the leadership, but there are also unscrupulous State Civil Apparatuses who enter the office only to fill in employee absences which will later be used as proof of employee attendance in payment of side dishes. This is also very closely related to the work discipline of the state civil apparatus and has an impact on the performance of the state civil apparatus within the Regional Secretariat of Tambahau Regency. According to the author, this is a work culture that should not be maintained.

The implementation of the work culture of the state apparatus which is the problem is disclosed in Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 39 of 2012 concerning Guidelines for the Development of Work Culture, whereas the neglect of moral values and work culture causes problems in the performance conditions of government agencies, namely: (1) Negative evaluations from the public regarding public services provided by government apparatus; (2) The lack of discipline of the government apparatus so that the performance of the government apparatus in providing services to the community is still not satisfactory; (3) The non-implementation of the values of the work culture of the government apparatus adds to the bad image of the apparatus; (4) Lack of knowledge, skill, attitude in government officials so that it needs to be improved.

Work discipline is everything that can affect the performance of employees in carrying out the tasks assigned to them. Work discipline in question is not only limited to the time of entering and leaving the office that has been determined by the organization, but also on the achievement of predetermined targets. Employees are something that is very important for a company to have because it has a big influence on the success that the company will achieve. The facts found in the field based on the author's observations, which are the main factors of the low discipline of the State Civil Apparatus at the Regional Secretariat of Tambahau Regency are as follows:

78	ISSN 2576-5973 (online), Published by "Global Research Network LLC" under Volume: 6 Issue: 7 in Jul-2023 https://globalresearchnetwork.us/index.php/ajebm
	Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY). To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/

1. The distance between Sorong City and Fef, the capital of Tambrau Regency, is quite far, which is estimated to be approximately 170 kilometers and takes three to four hours, where most of the Civil Servants of the Regional Secretariat are domiciled in Sorong City.
2. Not all civil servants have means of transportation to support their daily tasks.
3. The lack of modes of public transportation from Sorong to Fef. Even if there is, the price that must be paid per person is quite expensive for one trip, amounting to four hundred thousand rupiahs.
4. The condition of the road from Sorong to Fef has not been one hundred percent paved.
5. In general, there are no adequate housing facilities and infrastructure for civil servants in fef, there are even civil servants who have to be willing to rent a house in order to be able to live and work.
6. Payment of civil servant salaries which is directly transferred from the regional bank to the account of each civil servant.
7. Weak oversight from technical agencies in terms of civil servant discipline.

Some of the things described above need to be of particular concern to the Government of Tambrau Regency, in order to be able to improve the Discipline of Civil Servants in general in order to improve the performance of Civil Servants. The level of work discipline for civil servants at the Regional Secretariat of Tambrau Regency can be seen based on the attendance list for the last three months in the following table as attached in the attachment list.

Table 2. Presentation of Regional Secretariat Civil Servant Attendance in March-May 2023

No	Total Employees	Month	Present	Not present
1	147 people	March	73 people	74 people
2	147 people	April	54 people	93 0 people
3	147 people	May	48 people	99 people

Source: BPKD Tambrau Regency 2023

Based on the table above, it can be seen that the presentation of the presence of State Civil Apparatus at the Regional Secretariat of Tambrau Regency in the period from March to May 2023 on average is no more than fifty percent. This indicates that the level of discipline of civil servants at the Regional Secretariat of Tambrau Regency in terms of attendance on weekdays is still low. One thing that can also have an impact on changes in performance is job rotation. Job rotation is defined as the activity of moving employees from one job to a different job, either to new places or new responsibilities. Job rotation intends to develop the status and position of employees in a company or organization. Job rotation can be interpreted as a system or strategy used and implemented by an organization to exchange employees' jobs or assignments, but still under the same division. When an employee is rotated, the employee will get a new assignment. The Regional Secretariat of Tambrau Regency has also implemented this to support the realization of the Regent's vision and mission. This can be seen in the following table.

Table 3. Transfers of ASN Regional Secretariat of Tambrau Regency

No	Year	Echelon	Amount
1	2021	III.a	6 people
2	2022	IV.b	2 persons

Source: BKDPPSDM Tambrau Regency

Based on the table above, it can be seen that there have been two rotations or transfers of Civil Servants at the Regional Secretariat of Tambrau Regency. This of course has an impact on employee performance.

79	ISSN 2576-5973 (online), Published by "Global Research Network LLC" under Volume: 6 Issue: 7 in Jul-2023 https://globalresearchnetwork.us/index.php/ajebm
	Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY). To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/

Performance is the result of work owned by a Civil Servant who fulfills the job requirements set by an agency or body that carries out the duties and functions of the Government. Performance is the result of a process that refers to and is measured over a certain period of time based on predetermined conditions or agreements (Fahmi 2017).

Based on this description, the authors are interested in conducting research on the Analysis of the Influence of Education Level, Work Culture, Work Discipline and Work Rotation on the Performance of the State Civil Apparatus (ASN) in Tambrauw Regency.

Research purposes

1. To analyze the influence of education level, work culture, work discipline and work rotation on the performance of state civil servants in Tambrauw district.
2. To analyze the effect of education level on the performance of state civil servants in Tambrauw district.
3. To analyze the influence of work culture on the performance of state civil servants in Tambrauw district.
4. To analyze the Effect of Work Discipline on the Performance of State Civil Servants in Tambrauw Regency.
5. To analyze the Effect of Job Rotation on the Performance of State Civil Servants in Tambrauw Regency.

LITERATURE REVIEW

Human Resource Management

Human resource management has several definitions put forward by experts. According to Hasibuan (2019), human resource management is the science and art of managing relationships and the role of the workforce so that it effectively and efficiently helps the realization of company, employee and community goals. Human resource management according to Dessler (2019) is a policy in practice that is needed by a manager to run other people as human resources from the position of a manager, including recruiting, screening, training, returning, evaluating or evaluating the work performance of employees who work on organization.

Based on some of the definitions above, it can be concluded that human resource management is a system that is used or implemented by an organization or company related to human labor that is regulated according to its functions, so that it is effective and efficient in realizing company or organizational goals.

Components of Human Resource Management

Human resource management consists of several components. These components are supporting parts that carry out the activities of a company. These components will later work together in order to achieve the results that are the goals of the company. Therefore each component has an important role respectively. In the following, several components of Human Resource Management will be explained according to Larasati (2018), stating that the components in human resource management are as follows:

1. Businessman. People who invest their capital to obtain income or profit.
2. Employee. Human resources (employees or staff or workers) are the main core of a company and are the main wealth of a company, because without employees, management will not work. Employees play an active role in establishing plans, systems, processes and goals that a company wants to

80	ISSN 2576-5973 (online), Published by "Global Research Network LLC" under Volume: 6 Issue: 7 in Jul-2023 https://globalresearchnetwork.us/index.php/ajebm
	Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY). To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/

achieve.

3. Leader or Manager. People who use their authority and leadership to direct, command, control other people and who are responsible for the work that has been carried out by their subordinates.

Human Resource Management Function

Human resource management has several functions. The following are some of the functions of human resource management from several experts; Marwansyah (2019), states that the function of human resource management includes human resource planning, recruitment or selection, human resource development, compensation, occupational safety and health, industrial relations, and human resource research. According to Hasibuan (2019), the functions of human resources include planning, organizing, directing, controlling, procurement, development, compensation, integration, maintenance, discipline, and termination.

Level of education

Education level according to Narwis Salim Agus (2019), education level is one of the organizational indices in determining work acceptance. The quality of human resources cannot be separated from the placement of workers in accordance with their abilities and education so that organizational goals can be achieved optimally. According to Widi in Hendrayani (2020), says that the level of education is a person's activity in developing competencies, skills, and forms of behavior, both for future life through organizations or unorganized ones.

Education is a conscious and planned effort to create a learning atmosphere and learning process so that students actively develop their potential to have religious spiritual strength, self-control, personality, intelligence, noble character, and the skills needed by themselves, society, nation and state (Law -Law No. 20 of 2003 concerning the National Education System).

Educational Goals

The purpose of education in Law No. 20 of 2003 concerning the National Education System Article 3, states that national education functions to develop abilities and form dignified national character and civilization in the context of educating the life of the nation, aims to develop the potential of students to become human beings who believe and fear God Almighty, have noble character, be healthy, knowledgeable, capable, creative, independent, and be a democratic and responsible citizen.

Function of Education Level

Komaruddin in Widiensyah (2017), argues that education makes a significant contribution in increasing the level of life, human quality and national income, especially in the following matters:

1. The teaching and learning process ensures an open society (ie a society that is always willing to consider new ideas and hopes and accepts new attitudes and processes without sacrificing itself).
2. The education system provides the right foundation for development and rises results (an inherent guarantee for the sustainable growth of a modern society). Educational investment can maintain integrity and constantly increase the stock of knowledge and the continuous discovery of new methods and techniques.
3. If in every economic sector we get all the factors that society needs except for skilled labour, then investment in the education sector will increase per capita income in that sector, unless the social structure that lives in that society is unfavorable.
4. The education system creates and sustains the supply of human skills in a flexible labor market. In

addition, it is also able to accommodate and adapt in relation to the changing needs of the workforce and modern technological society that is changing.

Work Culture

According to Triguno in Ruliyansa (2018), work culture is something that needs to be considered in company or organizational activities in building employee performance and productivity so that it directs the company to success which is carried out with the awareness of each individual, while awareness is the attitude of a person who voluntarily comply with all regulations and be aware of their duties and responsibilities. Work culture is a quality way of daily work and always underlies meaningful values, so that it motivates, inspires, to always work better, and satisfies the people served (Ruliyansa, 2018).

Work culture is a manifestation of life found in the workplace. More specifically, work culture is a system of meanings related to work, work and work interactions that are mutually agreed upon and used in everyday life. The work culture contained in an organization is a place to hone organizational members to work within the organization.

Functions and Benefits of Work Culture

Work culture is a very important thing that can be used to increase work effectiveness in a company. According to Robbins (2017), explaining the functions of culture and the benefits of implementing a work culture are as follows:

1. Having boundary-defining roles, namely creating differences between one organization and another;
2. Convey a sense of identity for organizational members;
3. Culture facilitates the generation of commitment to something greater than individual self-interest;
4. Increase the stability of the social system. Culture is the social glue that helps hold organizations together by providing appropriate standards for what workers say and do;
5. Culture serves as a sense-making and control mechanism that guides and shapes employee attitudes and behavior.

Work Discipline

Discipline is the attitude, behavior and actions that are in accordance with company regulations, both written and unwritten. The regulations in question include absenteeism, slow entry, and early return of employees. So this is an employee disciplinary attitude that needs to be addressed properly by the management. Many define discipline as when employees always come and go home on time. That opinion is only one demanded by the organization. Therefore discipline can be interpreted as written or unwritten behavior (Hasibuan, 2019). Work discipline can be defined as an attitude of respect, respect, obedience and obedience to applicable regulations, both written and unwritten and able to carry it out and not shy away from accepting sanctions if he violates the duties and authority given to him (Sastrohadiwiryo, 2017). Meanwhile, according to Rivai, discipline is the most important operative function of human resource management, because the better the employee discipline at the company, the higher the work performance that can be achieved (Rivai, 2019).

Forms of work discipline

There are several forms of work discipline that must be considered in carrying out policies as a leader in an organization/company, namely, There are four list perspectives regarding work discipline, namely: (Rivai, 2019: 825)

82	ISSN 2576-5973 (online), Published by "Global Research Network LLC" under Volume: 6 Issue: 7 in Jul-2023 https://globalresearchnetwork.us/index.php/ajebm
	Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY).To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/

1. Retributive Discipline (Retributive Discipline), namely trying to punish people who do wrong.
2. Corrective Discipline, namely trying to help employees correct inappropriate behavior.
3. Perspective of individual rights (Individual Rights Perspective), namely trying to protect the basic rights of individuals during disciplinary actions.
4. Utilitarian Perspective (Utilitarian Perspective), which focuses on the use of discipline only when the consequences of disciplinary action outweigh the negative effects.

Job Rotation

According to Azhari et al. (2018), job rotation can be defined as individual job transfer at a company with the same level from the previous position to another position. According to (Chaerudin 2018), job rotation includes assigning a series of tasks to employees in different functional areas within the organization that are specifically horizontal rather than vertical and carrying out tasks from line positions to staff positions.

Basics of Job Rotation

The application of work rotation in an organization requires a basic consideration that can be used as a basis for sorting employees to be rotated. Hasibuan (2018:102-103) divides the basis for work rotation into three implementation bases, namely:

1. *Merit System*, namely the transfer of positions based on a scientific basis, objective and results of work performance. This system includes the basis of good work rotation because it can increase work output and productivity, increase morale, reduce the number of mistakes made, improve employee attendance and discipline; and the number of work accidents will decrease.
2. *Seniority System*, namely job transfer based on the basis of years of service, age and work experience of the position in question. This system is not objective because the skills of the transferred person are based on seniority and are not necessarily capable of holding a new position.
3. *Spoil System*, namely the transfer of positions based on the basis of kinship. This system is not good because it is based on likes or dislikes.

Purpose of Job Rotation

The purpose of carrying out work rotation according to Wahyudi in Edwan (2018) is as follows:

1. Creating a balance between the workforce and existing positions in the organization, so as to ensure stable employment conditions (personal stability).
2. Open opportunities for career development. This goal is intended to encourage or stimulate the workforce to try to reach a higher career, which also means that they will try to devote their abilities which are supported by high morale.
3. Expanding and adding knowledge, is a need that needs attention in an organization. Thus the existing workforce, their insights and knowledge are not limited or fixated on only one particular field. With job rotation, it means that there are opportunities for workers to broaden their horizons and knowledge within the organization concerned.
4. Eliminate boredom of a position. If a worker continues from year to year to hold the same position, it will lead to boredom and boredom which will have very dangerous consequences. Boredom and boredom will cause the workforce concerned to get stuck in work routines and reduce their enthusiasm and enthusiasm for work. For this reason, it is necessary to continue to strive for refreshment.

5. Provide rewards for work performance. A job rotation can be used to provide compensation as a reward for outstanding employees.
6. Opening opportunities for competition in improving work performance.
7. As the implementation of sanctions for violations. If a worker commits a violation or is unable to show good performance, job rotation can be used as a tool to punish.

Employee Performance

According to Fahmi (2018:2), performance is the results obtained by an organization, whether the organization is profit oriented and non-profit oriented, are produced during one period time. Mangkunegara (2018:67), argues that Performance is results of work in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Based on the existing definitions, it can be concluded that employee performance is the work achieved by employees within a certain period of time in order to achieve the goals of a company or organization.

Factors affecting performance

In the world of work, there are many factors that can affect the performance of employees in carrying out their responsibilities. Factors that affect employee performance come from internal and external companies as well as from the employees themselves and from the environment around the company. If the employee's performance is good, then the targets and goals to be achieved in a company will be more easily achieved. And vice versa, if the employee's performance is poor, then the targets and goals to be achieved in a company will be more difficult to achieve.

Armstrong and Baron in Wibowo (2017:84) say several factors that affect performance include:

1. *Personal Factors*, indicated by the level of skill, competency possessed, individual motivation and commitment.
2. *Leadership Factor*, determined by the quality of encouragement, guidance, and support provided by managers and team leaders.
3. *Team Factors*, indicated by the quality of support provided by colleagues.
4. *System Factor*, demonstrated by the existence of work systems and facilities provided by the organization.
5. *Contextual Situational*, indicated by the high level of pressure and changes in the internal and external environment.

Previous research

Abdullah (2020) in this study entitled the relationship between work culture and training programs in performance. The results of the study show that (1) a positive work culture and a real influence on the performance of the Palembang Flight Training Center. (2) The training program has a positive and significant effect on the performance of the Palembang Aviation Training Center. (3) Work culture and training programs jointly affect the performance of the Palembang Aviation Training Center.

Aman, Lesmana and Suyono (2022) in this study entitled the influence of educational level work discipline and incentives on the performance of employees of PT. Member of the Security Unit of PT Bank Mandiri (Persero) Tbk, Batam Branch. The results of the study partially work discipline has a significant effect on employee performance, education level has a significant effect on employee performance, incentives have

84	ISSN 2576-5973 (online), Published by "Global Research Network LLC" under Volume: 6 Issue: 7 in Jul-2023 https://globalresearchnetwork.us/index.php/ajebm
	Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY). To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/

a significant effect on employee performance. Simultaneously, work discipline, level of education, and incentives have a significant effect on employee performance.

Idris (2018) in this study entitled the influence of training, work discipline and organizational culture on employees: Studies of Disaster Management and Fire Fighting in Palembang City, Indonesia. The results of the study show that there is a positive and significant effect of education and training, work discipline and organizational culture on employee performance.

Rachmawati and Mauludin (2018) in this study entitled the influence of work discipline and work involvement on performance with incentives as intervening variables. The results showed that the hypothesis testing found that discipline had an effect on performance.

Stiffany (2017) in this study entitled the effect of work stress and work rotation on the performance of employees of PT. Surya Madistrindo Area Office Yogyakarta. The results of research on the effect of job stress and job rotation are very significant on employee performance.

Research Model and Hypothesis

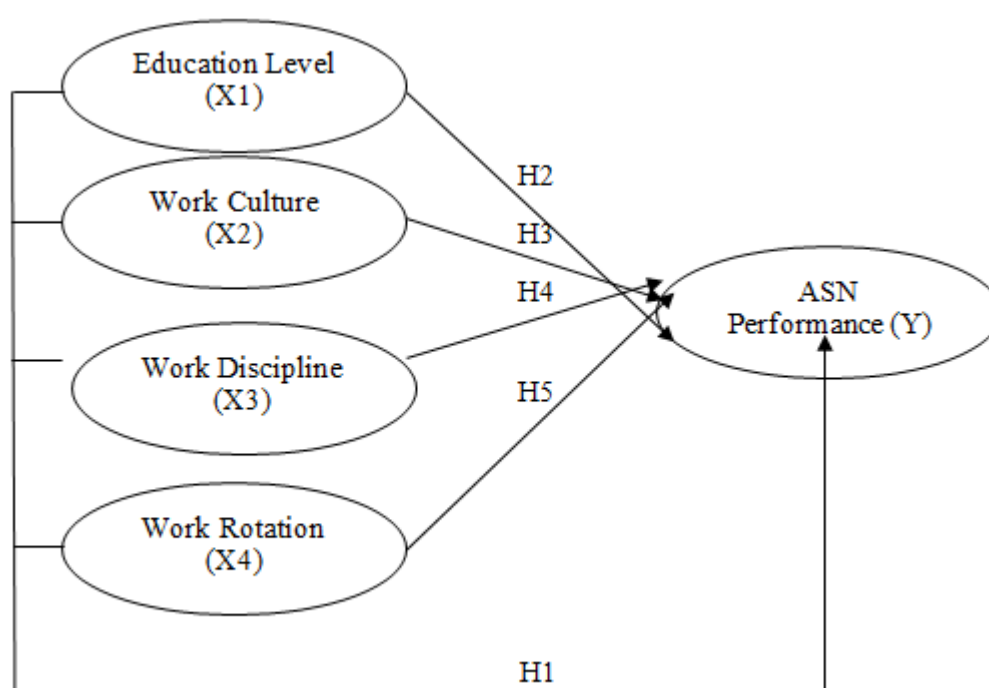


Figure 1. Research Model

Source: Theoretical Studies and Empirical Studies (2022)

Hypothesis

H1 : Allegedly there is a significant influence of Education Level (X1), Work Culture (X2), Work Discipline (X3), Job Rotation (X4) together on ASN Performance (Y)in Tambrauw Regency.

H2: It is suspected that there is a positive and significant effect on the level of education (X1) on ASN performance (Y)in Tambrauw Regency.

H3: It is suspected that there is a positive and significant effect of Work Culture (X2) on ASN Performance (Y)in Tambrauw Regency.

85	ISSN 2576-5973 (online), Published by "Global Research Network LLC" under Volume: 6 Issue: 7 in Jul-2023 https://globalresearchnetwork.us/index.php/ajebm
	Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY).To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/

H4: It is suspected that there is a positive and significant effect of Work Discipline (X3) on ASN Performance (Y) in Tambrau Regency

H5: It is suspected that there is a positive and significant effect of Job Rotation (X4) on ASN Performance (Y) in Tambrau Regency

RESEARCH METHODS

Research methods

According to Sugiyono (2018: 13) quantitative data is a research method that is based on positivistic (concrete data), research data is in the form of numbers that will be measured using statistics as a counting test tool, related to the problem being studied to produce a conclusion.

This research is a research with a type of problem in the form of two or more variables to identify facts or events. These variables affect the independent variables, namely Education Level, Work Culture, Work Discipline and Job Rotation, while the dependent variable is ASN Performance in Tambrau Regency.

Location and Research Object

This research takes a case study in Tambrau Regency. The reason for choosing this research location is because it meets the job requirements set by an agency or agency carrying out the duties and functions of the Government.

Method of collecting data

The data collection method in this study used a questionnaire which is a data collection technique by providing a set of questions or written questions to the respondent to answer. This research was conducted by distributing questionnaires to customers of the State Civil Apparatus (ASN) employees in Tambrau Regency. This study uses descriptive analysis techniques and multiple linear regression analysis.

Population and Research Sample

According to Siyoto et al (2018), the sample is part of the number and characteristics of the population, or a small portion of the population members taken according to certain procedures so that they can represent the population. Sampling was done to facilitate research with a large number of population studied. Research cannot examine all populations for several reasons, such as limited funds, time and manpower. The population in this study amounted to 74 Civil Servants who work at the Regional Secretariat of Tambrau Regency. However, the number of questionnaires returned was only 41 questionnaires and at the same time constituted the total number of respondents in this study. This is because a number of 33 respondents were never in the office or did not come to work.

Research Instrument Scale

According to Sugiyono (2018: 93) the Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. The questionnaire or questionnaire uses a Likert scale in the form of a checklist. With a Likert scale, the measured variables are translated into variable indicators. Then these indicators are used as a starting point for compiling instrument items which can be in the form of statements or questions.

Data analysis method

Data analysis is one of the research activities in the form of the process of compiling and managing data in order to interpret the data that has been obtained, according to Sugiyono (2017) Data analysis is an activity after data from all respondents or other data sources has been collected. Data analysis activities

86	ISSN 2576-5973 (online), Published by "Global Research Network LLC" under Volume: 6 Issue: 7 in Jul-2023 https://globalresearchnetwork.us/index.php/ajebm
	Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY). To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/

are grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, presenting data for each variable studied, performing calculations to answer the problem formulation and performing calculations to test the hypotheses that have been proposed.

Validity test

Validity test is done by comparing the value of r count with r table for degree of freedom (df) = $n-2$, in this case n is the number of samples. If r count is greater than r table and is positive, then the question is declared valid. (Sugiyono, 2017: 124).

Reliability Test

Reliability test is a value that shows the consistency of a measuring device in measuring the same symptoms. To test the level reliability the instrument is carried out through the Internal Test Consistency by using the Reliability Coefficient (Cronbach's Alpha). The value of the Cronbach Alpha Coefficient is said to be good if the coefficient is between 0.6 and 1.0 (Umar, 2019: 113).

Normality test

The normality test was carried out to see whether the independent variable and dependent variable in the regression model have normally distributed data or not. According to Sugiono (2017), the Normality Test is a test to see whether the residuals obtained have a normal distribution. This statistical test uses the Kolmogorov-Smirnov test. If the Significant value > 0.05 , then it is said that the residuals are normally distributed, and vice versa.

Multicollinearity Test

Multicollinearity test aims to test in the regression model found a correlation between the independent variables. A good regression model should not have a correlation between the independent variables. In this study, the technique for detecting the presence or absence of multicollinearity in the regression is by looking at the Variance Inflation Factor (VIF) value and the Tolerance value. If the Tolerance value is close to 1, and the VIF is around the numbers 1 to 10 and not more than 10, it can be concluded that there is no multicollinearity between the independent variables in the regression model.

Heteroscedasticity Test

Heteroscedasticity is a variable variation that is not the same for all observations. In this test, the errors that occur are random but show a systematic relationship according to the magnitude of one or more independent variables. Heteroscedasticity in regression can cause:

1. The estimator obtained is inefficient, this is caused by the variation is no longer minimal (inefficient).
2. The standard error of the regression coefficient will be affected, thus giving a wrong indication and the coefficient of determination shows too much explanatory power.

Multiple Linear Regression Analysis

Multiple linear regression analysis was carried out to find out the direction and how much influence the independent variables have on the dependent variable (Ghozali, 2018).

Coefficient of Determination (R^2)

Testing the coefficient of determination was carried out with the intention of measuring the ability of the model to explain how the effect of the independent variables jointly (simultaneously) affects the dependent variable which can be indicated by the adjusted R-Squared value (Ghozali, 2016).

87	ISSN 2576-5973 (online), Published by "Global Research Network LLC" under Volume: 6 Issue: 7 in Jul-2023 https://globalresearchnetwork.us/index.php/ajebm
	Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY). To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/

Simultaneous Significance Test (F Test)

The F test aims to find out whether the independent variables simultaneously (simultaneously) affect the dependent variable. The F test was carried out to see the effect of all the independent variables together on the dependent variable. The level used is 0.5 or 5%, if the significant value of $F < 0.05$ it means that the independent variables simultaneously affect the dependent variable or vice versa (Ghozali, 2016).

Variable Operational Definitions

1. Level of Education, a person's activities in developing abilities, attitudes and forms of behavior. Indicators: Formal Education, Non-Formal Education, Informal Education.
2. Work culture, leadership practices, employee behavior, workplace facilities, and agency policies. Indicators: Integrity, Professionalism, Satisfaction, Exemplary.
3. Work Discipline, Written and unwritten behavior. Indicator: Punctuality, Compliance with organizational rules, Obedience to rules, Behavior at work, Compliance with other regulations.
4. Job Rotation, Periodic shifting of employee job positions horizontally without causing changes in terms of salary or rank/class with the aim of overcoming burnout, increasing the knowledge and skills of employees so that when there is a vacancy they can be easily replaced. Indicators: Work results, work behavior, personal traits related to work.
5. Performance, results of work and actions achieved by fulfilling the tasks and responsibilities given within a certain period of time. Indicators: Target, Quality, Completion time, adhere to principles.

RESEARCH RESULTS AND DISCUSSION

Research result

Normality Results

The normality test, which is based on the Kolmogorov Smirnov (KS) nonparametric statistical test, can be seen in table 4 below:

Table 4. Normality Test One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		41
Normal Parameters, b	Means	0E-7
	std. Deviation	1.03076259
Most Extreme Differences	absolute	,133
	Positive	,133
	Negative	-,126
Kolmogorov-Smirnov Z		1.328
asympt. Sig. (2-tailed)		.059

a. Test distribution is Normal.

b. Calculated from data.

Source: Data processed by SPSS (2023)

Based on table 4. As the basis for customer decision guidelines in the normality test on the one sample Kolmogorov Smirnov Test, it can be concluded that the Asymp.Sig.(2-tailed) value is 0.059 so it fails to

reject the null hypothesis, which means that the residuals generated from the model are normally distributed.

Imam Ghozali (2011: 161) The regression model is said to be normally distributed if the plotted data (dots) that describe the actual data follow a diagonal line.

Multicollinearity Test

Imam Ghozali (2011: 107-108) There are no symptoms of multicollinearity, if the tolerance value is > 0.100 and the VIF value is < 10.00 .

Table 5. Multicollinearity Test Results

Model		Collinearity Statistics	
		tolerance	VIF
1	(Constant)		
	Education Level (X1)	,750	1,333
	Work Culture (X2)	,586	1,707
	Work Discipline (X3)	,760	1.315
	Work Rotation (X4)	,871	1,149

Source: Data processed by SPSS (2023)

Table 5 shows that there are no symptoms of multicollinearity if the Tolerance value is > 0.100 and $VIF < 10$. Because the Tolerance value is more than 0.100 and the VIF value of all variables is less than 10, there are no symptoms of multicollinearity at all for the independent variables. It can be concluded that there are no symptoms of multicollinearity in the model.

Simultaneous F-Test Results

The results of the simultaneous F-test analysis can be seen in table 6 below:

Table 6. F Test Results

Model	Sum of Squares	df	MeanSquare	F	Sig.
1 Regression	140,255	4	23,376	20,668	,000b
residual	105,185	37	1,131		
Total	245,440	41			

a. Dependent Variable: ASN Performance

b. Predictors: (Constant), Education Level (X1), Work Culture (X2), Work Discipline (X3), Job Rotation (X4)

Source: Data processed by SPSS (2023)

Based on the test results in table 6 above, it can be seen that the Fcount value is 20.668 with the Ftable value being 2.600 so that the $F_{count} > F_{table}$ or $20.668 > 2.600$ and a significant level of $0.000 < 0.05$, it can be concluded that the variable Level of Education (X1), Work Culture (X2), Work Discipline (X3) and Job Rotation (X4) together have a significant effect on ASN performance in Tambahw Regency, so the H1 hypothesis can be accepted.

t Test Results (Partial)

The (partial) t test was performed to test the significance of the regression coefficients of the independent variables, which can be seen in table 7 below:

Table 7. Test Results t

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	-14,974	3,858		-3,881	,000
	Education Level (X1)	,189	,211	,070	,895	,003
	Work Culture (X2)	,804	,233	,306	3,453	,001
	Work Discipline (X3)	,511	,162	,246	3,163	,002
	Work Rotation (X4)	,250	,098	,186	2,562	,012

a. Dependent Variable: ASN Performance (Y)

Source: Data processed by SPSS (2023)

1. In table 7 coefficients significant value of Education Level (X1) obtained a tcount value of 0.895 < ttable 1.683, so it can be concluded that H2 is accepted which means there is a significant effect of Education Level (X1) on ASN Performance (Y) in Tambrauw Regency, So Hypothesis H2 can accepted.
2. In table 7 the significant value of Work Culture (X2) coefficients obtains a tcount of 3.453 > ttable 1.683, so it can be concluded that H3 is accepted which means that there is a positive and significant influence of Work Culture (X2) on ASN Performance (Y) in Tambrauw Regency, So the Hypothesis H3 is acceptable.
3. In table 7 the significant value coefficients of Work Discipline (X3) obtained a tcount value of 3.163 > ttable 1.683, so it can be concluded that H4 is accepted which means there is a positive and significant influence of Work Discipline (X3) on ASN Performance (Y) in Tambrauw Regency, So the Hypothesis H4 is acceptable.
4. In table 7 the significant value coefficients of Job Rotation (X4) obtained a tcount of 2.562 > ttable of 1.683, so it can be concluded that H5 is accepted which means there is a positive and significant effect of Job Rotation (X4) on ASN Performance (Y) in Tambrauw Regency, So the Hypothesis H5 is acceptable.

Correlation Coefficient (R) and Coefficient of Determination (R²)

The value of the correlation coefficient and the coefficient of determination in this research model can be seen in the model summary in table 8 below:

Table 8. Correlation Coefficient (R) and Coefficient of Determination (R²) Summary of the model

Summary modelb					
Model	R	R Square	adjusted R Square	std. Error of the Estimate	Durbin-Watson
1	,756a	,571	,544	1.06349	1,664

a. Predictors: (Constant), Education Level, Work Culture, Work Discipline, Job Rotation

b. Dependent Variable: ASN Performance

Source: Data processed by SPSS (2023)

In the model summary it can be seen that the value used in the coefficient of determination is by using the R-Square value. This value is used to measure how much the model's ability to explain the dependent variable. Based on Table 8, the resulting R-Square value is 0.571. This means that the variables of Education Level, Work Culture, Work Discipline and Job Rotation contribute 57.1% in explaining the relationship to the Civil Servant Performance variable in Tambahauw Regency. While the remaining 42.9% is influenced by other variables outside the model.

Discussion

The Influence of Education Level, Work Culture, Work Discipline, Work Rotation Together on ASN Performance in Tambahauw Regency

Based on the results of hypothesis testing that has been carried out, it shows that the variables of Education Level, Work Culture, Work Discipline, Job Rotation together have a significant effect on ASN Performance in Tambahauw Regency. This means that employees in Tambahauw Regency have provided work results and actions achieved by fulfilling the assigned duties and responsibilities. The results of this study are supported by Aman, Lesmana and Suyono (2022), Abdullah (2020), Idris (2018), Miranda et al., (2021) who found that level of education, work culture, work discipline, work rotation together have a significant effect on performance.

The Effect of Education Level on ASN Performance in Tambahauw Regency

Based on the results of the hypothesis testing that has been done, it shows that the Education Level variable has a significant effect on ASN performance at Tambahauw Regency. This means that employees have made a good contribution in developing their abilities, attitudes and forms of behavior. The results of this study are supported by Aman, Lesmana and Suyono (2022), Hayati, Kusniawati and Kader (2020) and Idris (2018) who found that the level of education has a significant effect on performance.

The Influence of Work Culture on ASN Performance in Tambahauw Regency

Based on the results of hypothesis testing that has been done, it shows that the Work Culture variable has a significant effect on ASN performance at Tambahauw Regency. This means that employees have been consistent in words and actions and are experts in their fields. People who have personality integrity, then he will do something that is in accordance with what is said and what is done. Then be able to optimally utilize the potential abilities of subordinates. The results of this study are supported by Abdullah (2020), and Rachmawati, Mauludin (2018) who found that work culture has a significant effect on performance.

The Effect of Work Discipline on ASN Performance in Tambahauw Regency

Based on the results of hypothesis testing that has been done, it shows that the Work Discipline variable has a significant effect on ASN performance at Tambahauw Regency. This means that the attitude of good employee obedience to the rules and norms that apply in order to increase the firmness of employees to achieve agency goals. The results of this study are supported by Aman, Lesmana and Suyono (2022), and Idris (2018) who found that work discipline has a significant effect on performance.

Effect of Job Rotation on ASN Performance in Tambahauw Regency

Based on the results of hypothesis testing that has been done, it shows that the Job Rotation variable has a significant effect on ASN performance at Tambahauw Regency. This means that employees who have been transferred can fulfill the duties and responsibilities given within a certain period of time. The results of this study are supported by Miranda et al., (2021), and Stiffany (2017) who found that job rotation has a significant effect on performance.

91	ISSN 2576-5973 (online), Published by "Global Research Network LLC" under Volume: 6 Issue: 7 in Jul-2023 https://globalresearchnetwork.us/index.php/ajebm
	Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY). To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/

Conclusion

1. Level of Education, Work Culture, Work Discipline and Job Rotation have a significant effect on ASN performance in Tandrauw Regency.
2. Partially, the level of education has a significant effect on ASN performance in Tandrauw Regency.
3. Partially, work culture has a significant effect on ASN performance in Tandrauw Regency.
4. Partially, Work Discipline has a significant effect on ASN Performance in Tandrauw Regency.
5. Partially, Job Rotation has a significant effect on ASN Performance in Tandrauw Regency.

Suggestion

1. The Tandrauw Regency Government can increase Work Discipline (X3) and Job Rotation (X4) because these two factors are significant, but have a relatively low coefficient of influence.
2. The Tandrauw Regency Government can continue to improve Work Culture (X2) because this variable is significant, and has a fairly high coefficient of influence, and can still be improved.
3. Future research can examine other variables that are not yet covered by this research.

REFERENCE

1. Abdullah A. (2020) "Relationship to the Work Culture and Training Programs Within Performance". International Journal of Progressive Sciences and Technologies (IJPSAT), Vol 20(1). 92-101.<http://ijpsat.ijshj-journals.org>
2. A, Commander. 2015. "Analysis of Thinking Types with Higher Order Thinking Questions Viewed Based on Students' Mathematical Abilities," in the National Seminar on Mathematics and Mathematics Education UNY PM-139.
3. Safe, Lesmana, Suyono. (2022) "Influence of Work Discipline, Education Level, and Incentives on the Performance of Employees of Security Unit Members at PT Bank Mandiri (Persero) Tbk, Batam Branch". International Journal of Economics, Business and Accounting Research (IJEBA), Vol 6(2). 707-716.<https://jurnal.stie-aas.ac.id/index.php/IJEBA>
4. Asih Widi Graduation & Eka Sulistyowati. (2014). Science Learning Methodology. Jakarta: Earth Script
5. Azhari, Z., Resmawan, E., & Ikhsan, M. (2021). The Effect of Job Satisfaction on Employee Performance Pt Dapensi Pt Dapensi Dwikarya Bandung the Effect of Job Satisfaction on Employee Performance Pt. Economic Forum, 23(2), 187–193.
6. Chaeruddin, Ali. (2019). HR Education and Training Management. Sukabumi: CV Trace members.
7. Dessler, Gary. (2017) Human Resource Management United States America: Pearson Education.
8. Edward (2003). 106 Employee Job Rotation Indicators.
9. Fahmi, Irham. (2017). Human Resource Management. Bandung : Alfabet
10. Ghazali, Imam. (2011). "Applications of Multivariate Analysis with the SPSS Program". Semarang: Diponegoro University Publishing Agency.
11. Ghazali, I. (2016) Application of Multivariate Analysis with the IBM SPSS 23 Program. Edition 8. Semarang: Diponegoro University Publishing Agency.

12. Hasibuan, Malayu SP (2010), Organization and Motivation; Basis for Increasing Productivity of PT. Earth Script, Jakarta.
13. Idris M. (2018). "The Impact of Education and Training, Work Discipline and Organizational Culture on Employee's Performance: The Study of Disaster Management and Fire Department in Palembang City, Indonesia". International Journal of Human Resource Studies, Vol 8(3). 1-18.
14. Mangkunegara, Anwar Prabu (2009), Human Resource Management Company Bandung: PT. Rosdakarya youth.
15. Marwansyah. (2019). Human Resource Management (2nd ed.). Alfabet.
16. Rachmawati D, Mauludin H. (2018) "The Effect of Work Discipline and Job Involvement on the Performance with Incentive as Intervening Variable". International Journal of Business and Management Invention (IJBMI), Vol 7(8). 21-30. www.ijbmi.org
17. Robbins, P. S and Judge, TA 2017. Organizational Behavior, Issue 13, Volume 1, Salemba Empat. Jakarta.
18. Ruliyansa. (2018). The Influence of Work Culture on Employee Discipline in the East Belitung Oku East Belitung Cooperative Anugerah Kito Makmur Jaya (AKMJ). Actual Journal of STIE Trisna Negara, 16(2), 82–91, ISSN: 1693-1688. <https://doi.org/10.47232/aktual.v16i2.22>
19. Rusdy A. Rivai. (2019). Management. Palembang: Publisher of the Faculty of Economics and Business, Muhammadiyah University of Palembang.
20. Sri, Larasati. 2018. Human Resource Management. First Print. CV. Budi Utama: Yogyakarta.
21. Sugiyono. (2015). Research & Development Methods. Alfabets. Bandung, Indonesia 11.
22. Sugiyono. (2017). Quantitative Research Methods, Qualitative, and R&D. Bandung: Alfabet, CV. Now, U. & Bougie, RJ, (2016). Research Methods for Business: A skills Building Approach. 7th Moleong, Lexy J. (2018). Qualitative Research Methodology. Bandung: PT Rosdakarya. Edition, John Wiley & Sons Inc. New York, US. Sugiyono. (2018). Quantitative Research Methods. Bandung: Alfabet.
23. Sugiyono. (2017). Quantitative Research Methods. Alfabets, 2017.
24. Umar, H. (2013). Research Methods for Thesis and Business Thesis. Jakarta: Raja Grafindo Persada.
25. Wibowo (2013), Organizational Culture A need to improve long-term performance. PT Raja Grafindo Persada. Depok.
26. Lutherani, A., Lapien, C. P., B, E. N. W., C, L. M. Y., & Population, P. (2023). *THE EFFECT OF POPULATION , HUMAN DEVELOPMENT INDEX , AND GROSS REGIONAL DOMESTIC PRODUCT ON POOR POPULATION* Article history : Keywords : Number of Population ; Human Development Index ; Gross Regional Domestic Product ; The Effect of Population , Human De. 1–13.
27. Wolok, E., Yapanto, L. M., Aneta, Y., & Djailani, F. M. (2022). *Management Strategy for Development Industries of Micro , Small and Medium Enterprises (Msmes) For Coastal Communities in Tomini Bay*. 28(10), 147–160. <https://doi.org/10.24297/j.cims.2022.10.010>