



Service Orientation, Discipline and Commitment Influence on the Performance of the State Civil Apparatus at the Office of the Agricultural Technology Review Center, North Sulawesi

Haerani, Bode Lumanauw, Genita G. Lumintang

Master of Management Study Program, Faculty of Economics and Business, Sam Ratulangi University, Manado, Indonesia

Abstract: The success of a State Civil Apparatus in achieving goals largely depends on performance. This study aims to determine and analyze the influence of service orientation, discipline, commitment to the performance of the State Civil Apparatus at the North Sulawesi Agricultural Technology Assessment Center Office. This study uses a quantitative approach by testing the hypothesis to see the correlation that occurs between service orientation, discipline, commitment to performance. Data collection techniques using a questionnaire survey method with 54 respondents with a purposive method. The data analysis technique used is the Partial Least Square (PLS) approach with Smart PLS 3.2.9 Software. The results of this study indicate that service orientation.

Key words: Service Orientation, Discipline, Commitment, Performance

INTRODUCTION

Human resources are one of the most valuable assets owned by an organization or government, because humans are the only resource that can drive other resources. Thus, the element of human resources is a key factor that must be maintained in an organization in line with the demands that are always faced by the organization to answer every challenge that exists. Therefore, efforts to maintain quality human resources are the main steps of the organization.

In an organization or government the role of human resources has a very strategic position and is very important to achieve goals in the organization. Segoro (2017) says that human resource management is a process regarding a problem that exists within the scope of employees, managers and other workforce, so that it can support activities within an organization or company to achieve predetermined goals. Furthermore, Orocomna, Tumbel and Asaloei (2018), that human resources have an important role in every activity in the company, without human resources, activities within the organization or company will not run well and smoothly.

One of the important problems faced by leaders is how to improve the performance of their employees so that they can support the success of achieving goals. Scherman (2003) that a good leader or manager is one who is able to create conditions so that people individually or in groups can work and achieve high performance. Improving performance is closely related to the problem of how service orientation in the office is there that are still not in accordance with the SOPs carried out by employees and how to discipline employees and how commitment is made so that employees can work optimally so that they can support the achievement of organizational or government goals.

Performance is one of the things that is always the goal of achieving an organization or institution both in government agencies and in other sectors. Mangkunegara (2016) performance is a result of

work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. For the State Civil Apparatus, this performance is quite an interesting topic and is considered important because by demonstrating its performance it will be very useful in carrying out its main duties and functions.

In carrying out their duties and functions, employees must also pay attention to service standards to the community in accordance with Government Regulation Number 2 of 2018 concerning minimum service standards, namely regarding the type and quality of basic services which are mandatory government affairs that every citizen has the right to receive at a minimum. Furthermore, the explanation of Government Regulation Number 46 of 2011 that service orientation is the attitude and work behavior of employees in providing the best service to those served, including among others: the community, superiors, colleagues, related work units and/or other agencies. A servant of the state must have a "spirit that can serve". Servant of the state is a servant of society selflessly. The service orientation aspect aims to measure readiness and alertness to the service tasks provided.

Likewise, discipline must be considered by all employees to improve their performance. Hamali (2017) that discipline is a force that develops within an employee's body and causes the employee to be able to adjust voluntarily to the rules and high values of behavior and work. In addition to discipline, employees must also pay attention to commitment to improve their performance in accordance with Soekidjan (2009) that commitment is the ability and willingness to align personal behavior with the needs, priorities and goals of the organization. This includes ways to develop goals or meet organizational needs that prioritize organizational mission. rather than personal interests.

The North Sulawesi Agricultural Technology Study Center is one of the technical implementing units in the field of study and development of agricultural technology, under and responsible to the Head of the Agricultural Research Agency. Based on HR data for State Civil Apparatus employees in 2022, there are 54 employees consisting of functional position employees, namely the agricultural extension functional position, the engineering technician functional position and other functional positions. Assessment of the performance of ASN employees at the North Sulawesi Agricultural Technology Study Center always evaluates Service Orientation, Discipline and Commitment, where every year the employee's performance is rated by the same leadership through the SKP of each employee through the Ministry of Agriculture's Synergy application.

Based on the performance data of the State Civil Apparatus (ASN) of the North Sulawesi Agricultural Technology Study Center from 2018 to 2019 there was an increase of 2.64% while the performance of ASN from 2019 to 2020 decreased by 1.34% then ASN performance from 2020 to 2021 has increased by 15.14%. From the ASN performance data of the North Sulawesi Agricultural Technology Study Center, in terms of service orientation, there are still some that are not in accordance with the SOP, including the commitment that there are still employees who do not want to carry out additional work given by the leadership and related to discipline, there are still employees who violate the rules, for example not join the ceremony and leave the office before time.

Based on the ASN performance data above, the authors raise the title: "Service Orientation, Discipline and Commitment Influence on the Performance of State Civil Apparatuses at the North Sulawesi Agricultural Technology Assessment Center Office".

Research purposes

1. To analyze how much influence service orientation has on ASN performance at the North Sulawesi Agricultural Technology Study Center.
2. To analyze how much influence discipline has on ASN performance at the North Sulawesi Agricultural Technology Study Center.
3. To analyze how much influence commitment has on ASN performance at the North Sulawesi Agricultural Technology Study Center.
4. To analyze how much influence service orientation, discipline and commitment have on ASN performance at the North Sulawesi Agricultural Technology Study Center

LITERATURE REVIEW

Human Resource Management

As we know that the human factor is very much needed in an organization or government so that a management science emerges that studies employment or employment issues, namely human resource management (HRM). Experts define various activities related to the activities carried out, starting from HRM planning, selection and testing, interviews, training and development, performance appraisal, compensation, retention management to termination of employment (PHK). Segoro (2017) Human Resource Management is a process regarding a problem that exists within the scope of employees, managers and other workforce, so that it can support activities within an organization or company in order to achieve predetermined goals.

Performance

Performance is an achievement of certain job requirements which ultimately can be directly reflected in the output produced. Mangkunegara in Rismawati and Mattalata (2018) performance is a result of work based on the quality and quantity that an employee wants to produce in carrying out his duties based on the responsibilities that have been given to him.

Service Orientation

According to Government Regulation Number 46 of 2011 that Service Orientation is the attitude and work behavior of employees in providing the best service to those served, including among others: the community, superiors, colleagues, related work units and/or other agencies. A servant of the state must have a "spirit that can serve". Servant of the state is a servant of society selflessly. The service orientation aspect aims to measure readiness and alertness to the service tasks provided.

Discipline

Hamali (2017) Discipline is a force that develops within an employee's body and causes the employee to be able to adjust voluntarily to regulations and high values of behavior and work. Based on Government Regulation Number 4 of 2021, civil servant discipline is the ability of civil servants to comply with obligations and avoid prohibitions stipulated in laws and/or official regulations which, if not complied with or violated, will be subject to disciplinary punishment.

Commitment

Soekidjan (2009) Commitment is the ability and willingness to align personal behavior with the needs, priorities and goals of the organization. This includes ways of developing goals or meeting organizational needs, which essentially prioritizes the organization's mission rather than personal interests.

Previous Research

Pratiwi, Lengkong, Mintardjo (2017) has conducted research with the title influence of work orientation and organizational culture on employee performance (Study at PT. PLN Persero, Suluttenggo Area, Manado Area). The results of the study show that work orientation has a significant effect on employee performance. Organizational culture has a significance level of 0.597, which means that organizational culture influences employee performance. But not significant. The results of this study conclude that simultaneously work orientation and organizational culture have a significant effect on employee performance.

Rabukit Damanik (2019) has conducted research with the title influence of work discipline on teacher performance at Deli Serdang High School. The results of the study show that work discipline has a significant effect on teacher performance.

Jamal, Firdaus, Sanjaya (2021) has conducted research with the title the effect of commitment and turnover intention on employee performance. The results of the study show that commitment has a positive and significant effect on employee performance. Meanwhile, turnover intention has a negative effect on employee performance.

Nursafitri, Agustang, Nurwiwiana (2021) has conducted research entitled The Influence of Work Discipline and Organizational Commitment on Employee Performance at the Office of Population and Civil Registration of Enrekang Regency. The results showed that work discipline and organizational commitment simultaneously had a positive and significant effect on employee performance.

Arsita, Ernanda (2022) has conducted research entitled The Influence of Work Discipline and Organizational Culture on the Performance of Bank Indonesia Medan Employees. The results of the study show that work discipline and organizational culture simultaneously and partially have a positive and significant effect on the performance of Bank Indonesia employees.

Research Model and Hypothesis

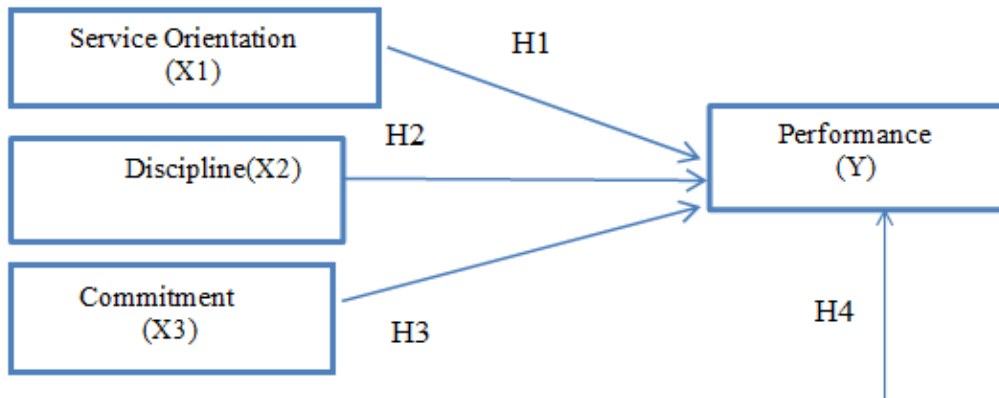


Figure 1. Research Model
 Source: *Theory Study and Empirical Study, 2022*

H1: Service Orientation has a positive and significant effect on ASN Performance at the North Sulawesi Agricultural Technology Study Center.

H2: Discipline has a positive and significant effect on ASN performance at the North Sulawesi Agricultural Technology Study Center.

H3: Commitment has a positive and significant effect on ASN Performance at the North Sulawesi Agricultural Technology Study Center.

H4: Service Orientation, Discipline and Commitment simultaneously or jointly have a positive and significant effect on ASN Performance at the North Sulawesi Agricultural Technology Study Center.

RESEARCH METHODS

Research Approach

The research method used is an associative method with a quantitative approach. Associative research is research that aims to see the relationship or influence between variables by testing hypotheses to see the correlation that occurs between service orientation, discipline and commitment to performance.

Population and Sample

The population in this study was 54 State Civil Servants (ASN) who worked at the North Sulawesi Agricultural Technology Study Center. The sample used is Saturated Sample. According to Sugiyono (2017) saturated sample is a sampling technique when all members of the population will be sampled in research or it can also be called a census in a small scope. So the sample in this study were 54 state civil servants

Data collection technique

The data used in this study are primary and secondary data. Primary data collection is done by questionnaire. Secondary data is a data source that does not directly provide data to researchers, for example from other people or documents (Sugiyono, 2013).

Data analysis technique

The data analysis technique used in this study is a quantitative analysis approach that adopts Partial Least Square (PLS). PLS is a powerful analytical method because it is not based on many assumptions, Abdullah (2015). The advantages of the PLS method are that the data does not have to be normally distributed multivariate, the sample size does not have to be large, and this PLS can not only be used to confirm theory, but can also be used to explain whether or not there is a relationship between latent variables.

RESEARCH RESULTS AND DISCUSSION

Results of Data Analysis

Description of Service Orientation Variables, Discipline, Commitment, Performance

From several questions from a questionnaire designed using a Likert scale, the results of processing statistical data for each variable with the SmartPLS display with a total of 54 respondents (N). An overview of the research variables in this case such as service orientation, discipline, commitment and performance. Then the processed data table itself is used which shows the range of numbers for each question item in the table below:

Table 1. Service Orientation Variables

| Items | SS | SS% | S | S% | N | N% | TS | TS% | STS | STS % |
|-------|----|-----|----|-----|----|-----|----|-----|-----|-------|
| 1 | 6 | 6% | 35 | 34% | 11 | 11% | 2 | 2% | 0 | 0% |
| 2 | 8 | 8% | 34 | 33% | 34 | 33% | 2 | 2% | 1 | 1% |
| 3 | 6 | 6% | 32 | 31% | 32 | 31% | 1 | 1% | 1 | 1% |
| 4 | 4 | 4% | 31 | 30% | 31 | 30% | 0 | 0% | 0 | 0% |
| 5 | 10 | 10% | 24 | 23% | 24 | 23% | 1 | 1% | 0 | 0% |
| 6 | 6 | 6% | 30 | 29% | 30 | 29% | 1 | 1% | 0 | 0% |
| 7 | 5 | 5% | 23 | 22% | 23 | 22% | 1 | 1% | 1 | 1% |
| 8 | 7 | 7% | 25 | 24% | 25 | 24% | 1 | 1% | 0 | 0% |
| 9 | 4 | 4% | 30 | 29% | 30 | 29% | 0 | 0% | 0 | 0% |
| 10 | 5 | 5% | 25 | 24% | 25 | 24% | 0 | 0% | 0 | 0% |

Source: Processed data, 2022

Based on table 1 above, the results of the statistical data processing of the service orientation variable total the total number of questions as many as 10 items, it can be seen that the SS answer with the highest score is on item 10 and the lowest score is on items 4 and 9, the answer S with the highest score is on item 1 and the lowest score on item 7, answer N with the highest score on item 2 and the lowest score on item 1. TS answers with the highest score on item 1.2 and the lowest score on items 3, 5, 6, 7 and The 8 STS answers with the highest scores were in items 2, 3 and 7. Meanwhile, there were no other items.

Table 2. Discipline Variables

| Items | SS | SS% | S | S% | N | N% | TS | TS% | STS | STS % |
|-------|----|-----|----|-----|---|----|----|-----|-----|-------|
| 1 | 24 | 23% | 27 | 26% | 3 | 3% | 0 | 0% | 0 | 0% |
| 2 | 22 | 21% | 23 | 22% | 5 | 5% | 2 | 2% | 1 | 1% |
| 3 | 25 | 24% | 22 | 21% | 3 | 1% | 2 | 2% | 0 | 0% |
| 4 | 31 | 30% | 18 | 17% | 1 | 1% | 1 | 1% | 0 | 0% |
| 5 | 30 | 29% | 18 | 17% | 1 | 2% | 1 | 1% | 0 | 0% |
| 6 | 27 | 26% | 19 | 18% | 2 | 1% | 1 | 1% | 0 | 0% |
| 7 | 23 | 22% | 24 | 23% | 1 | 2% | 0 | 0% | 0 | 0% |
| 8 | 21 | 20% | 24 | 23% | 2 | 0% | 0 | 0% | 0 | 0% |
| 9 | 20 | 19% | 26 | 25% | 0 | 1% | 0 | 0% | 0 | 0% |
| 10 | 22 | 21% | 22 | 21% | 1 | 1% | 0 | 0% | 0 | 0% |

Source: Processed data, 2022

Based on table 2 above, the results of the processing of statistical data on the discipline variable total number of questions as many as 10 items, it can be seen that the SS answer with the highest score is item 4 and the lowest score is on item 9, the answer S with the highest score is item 1 and the lowest score on items 4 and 5, the N answer with the highest score is on item 5 and the lowest score on items 4, 5, 7 and 10, the TS answer with the highest score is on item 2, 3 and the lowest score on item 4, 5, and 6, the STS answers with the highest scores are in item 2. Meanwhile, there are no other items.

Table 3. Commitment Variable

| Items | SS | SS% | S | S% | N | N% | TS | TS% | STS | STS % |
|-------|----|-----|----|-----|---|----|----|-----|-----|-------|
| 1 | 16 | 16% | 37 | 36% | 1 | 1% | 0 | 0% | 0 | 0% |
| 2 | 17 | 17% | 36 | 35% | 0 | 0% | 0 | 0% | 0 | 0% |
| 3 | 16 | 16% | 35 | 34% | 1 | 1% | 0 | 0% | 0 | 0% |
| 4 | 20 | 19% | 31 | 30% | 0 | 0% | 0 | 0% | 0 | 0% |
| 5 | 20 | 19% | 29 | 28% | 1 | 1% | 0 | 0% | 0 | 0% |
| 6 | 19 | 18% | 28 | 27% | 2 | 2% | 0 | 0% | 0 | 0% |
| 7 | 17 | 17% | 30 | 29% | 1 | 1% | 0 | 0% | 0 | 0% |
| 8 | 21 | 20% | 26 | 25% | 0 | 0% | 0 | 0% | 0 | 0% |
| 9 | 23 | 22% | 23 | 22% | 0 | 0% | 0 | 0% | 0 | 0% |
| 10 | 21 | 20% | 24 | 23% | 0 | 0% | 0 | 0% | 0 | 0% |

Source: Processed data, 2022

Based on table 3 above, the results of the processing of statistical data on the commitment variable total number of questions as many as 10 items, it can be seen that the SS answer with the highest score is in item 9 and the lowest score is in item 2, the answer S with the highest score is in item 1 and the score the lowest is on item 9, the answer to N with the highest score is on item 6 and the lowest score is on 1,3,5 and 7, while there is no N and STS.

Table 4. Performance Variables

| Items | SS | SS% | S | S% | N | N% | TS | TS% | STS | STS % |
|-------|----|-----|----|-----|---|----|----|-----|-----|-------|
| 1 | 13 | 13% | 36 | 35% | 4 | 4% | 1 | 1% | 0 | 0% |
| 2 | 13 | 13% | 39 | 38% | 0 | 0% | 1 | 1% | 0 | 0% |
| 3 | 14 | 14% | 35 | 34% | 2 | 2% | 1 | 1% | 0 | 0% |
| 4 | 7 | 7% | 38 | 37% | 5 | 5% | 0 | 0% | 0 | 0% |
| 5 | 12 | 12% | 32 | 31% | 6 | 6% | 0 | 0% | 0 | 0% |
| 6 | 11 | 11% | 32 | 31% | 6 | 6% | 0 | 0% | 0 | 0% |
| 7 | 15 | 15% | 30 | 29% | 3 | 3% | 0 | 0% | 0 | 0% |
| 8 | 14 | 14% | 33 | 32% | 0 | 0% | 0 | 0% | 0 | 0% |
| 9 | 12 | 12% | 30 | 29% | 4 | 4% | 0 | 0% | 0 | 0% |
| 10 | 11 | 11% | 32 | 31% | 2 | 2% | 0 | 0% | 0 | 0% |

Source: Processed data, 2022

Based on table 4 above, the results of the processing of statistical data on the performance variable total number of questions as many as 10 items, it can be seen that the SS answer with the highest score is item 7 and the lowest score is item 4, the S answer with the highest score is item 2 and the lowest scores are on items 7 and 9, the N answers with the highest scores are on items 5, 6 and the lowest scores are on items 3 and 10, the TS answers with the highest scores are on items 1, 2, 3 and there are no other items, while the STS answer that other items do not exist.

Evaluation of the Measurement Model (Outer Model)

Testing of the measurement model will be carried out to show the results of the validity and reliability tests. In this study, the validity test was carried out to determine whether the construct met the requirements to continue as research or not. In this validity test, there are two types of evaluation that will be carried out, namely:

Convergent Validity

Convergent Validity measurement model with items that have values based on the correlation between item scores and construct scores. The Convergent Validity Index is measured by the AVE factor, Composite Reliability, R Square, Cronbach Alpha.

Table 5. AVE Test Results, Composite Reliability, R square, Cronbachs Alpha.

| | Cronbach's Alpha | rho_A | Reliabilitas Komposit | Rata-rata Varians Diektrak (AVE) |
|--------------------------|------------------|-------|-----------------------|----------------------------------|
| Orientasi Pelayanan (X1) | 0.919 | 0.923 | 0.932 | 0.578 |
| Komitmen (X3) | 0.956 | 0.961 | 0.962 | 0.715 |
| Kinerja (Y) | 0.924 | 0.930 | 0.935 | 0.591 |
| Disiplin (X2) | 0.948 | 0.960 | 0.955 | 0.682 |

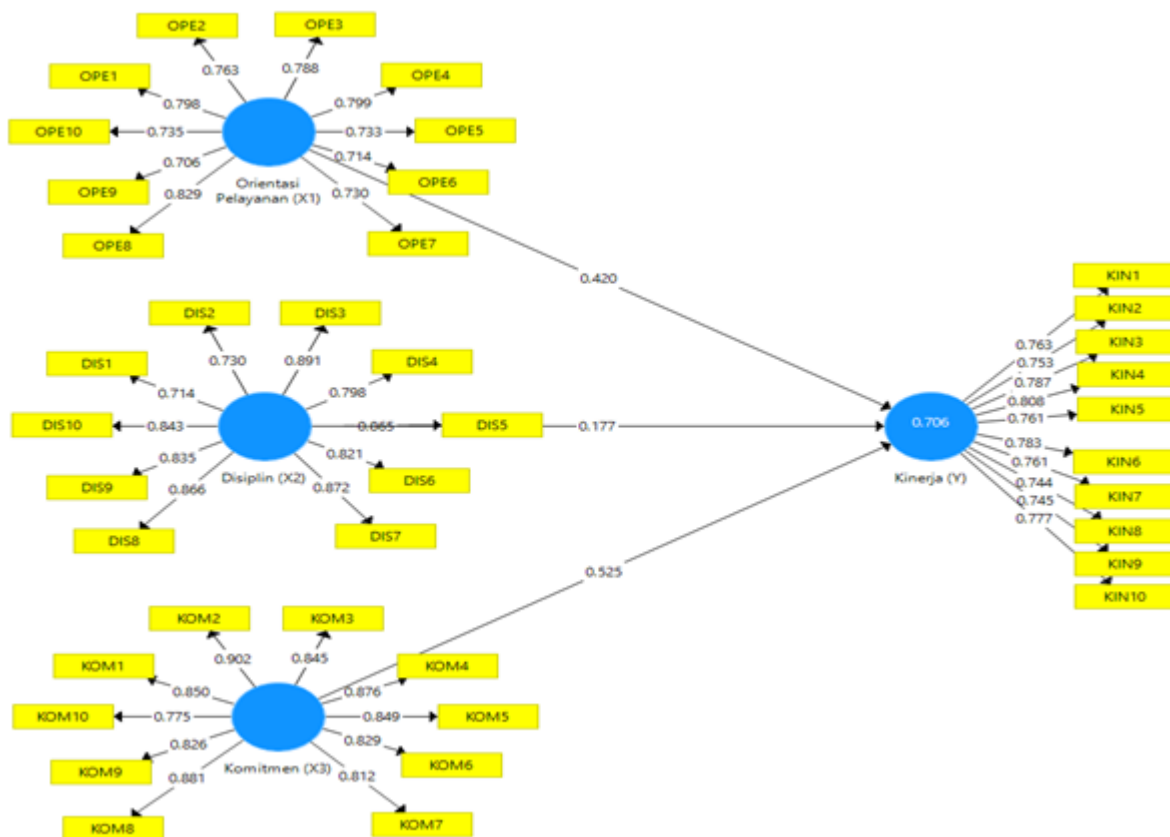
Note: AVE Test Results, Composite Reliability, R square, Cronbach Alpha.

Source: Data processed SmartPLS 3 (2022)

The validity and reliability criteria can also be seen from the reliability value of a variable and the Average Variance Extracted (AVE) value of each variable. The variable is said to have high reliability if the composite reliability value is above 0.7 and the AVE is above 0.5. Based on table 5 above, it is stated that all variables meet composite reliability because their values are above the recommended figure, which is above 0.7 which meets the criteria of reliability.

The following are the results of the outer model test which show the outer loading value using the SmartPLS v 3.2.9 analysis tool.

Figure 1. Outer Model Test Results



Source: Data processed SmartPLS 3 (2022)

From the results of the analysis shown in Figure 1 it shows that as many as 40 of all variables, as many as 40 have a value greater than 0.7. To see the loading factor value, service orientation, discipline and commitment construct data can be seen in the following table table 6.

Table 6. Loading Factor Value of Service Orientation Construct

| Construct | Item Code | Loading Factor |
|---------------------------------|-----------|----------------|
| Service Orientation (X1) | OPE1 | 0.850 |
| | OPE2 | 0.763 |
| | OPE3 | 0.788 |
| | OPE4 | 0.799 |
| | OPE5 | 0.733 |
| | OPE6 | 0.714 |
| | OPE7 | 0.730 |
| | OPE8 | 0.829 |
| | OPE9 | 0.706 |
| | OPE10 | 0.735 |

Source: Data processed SmartPLS 3 (2022)

From the results of the analysis as listed in table 6, it shows that the loading factor value above 0.7 is 5 variables.

Table 7. Loading Factor Value of the Discipline Construct

| Construct | Item Code | Loading Factor |
|------------------------|-----------|----------------|
| Discipline (X2) | DIS1 | 0.714 |
| | DIS2 | 0.730 |
| | DIS3 | 0.891 |
| | DIS4 | 0.798 |
| | DIS5 | 0.865 |
| | DIS6 | 0.821 |
| | DIS7 | 0.872 |
| | DIS8 | 0.866 |
| | DIS9 | 0.835 |
| | DIS10 | 0.843 |

Source: Data processed SmartPLS 3 (2022)

From the results of the analysis as listed in table 7 shows that the value of the loading factor which has above 0.7 is 6 variables.

Table 8. Commitment Construct Loading Factor Value

| Construct | Item Code | Loading Factor |
|------------------------|-----------|----------------|
| Commitment (X3) | KOM1 | 0.850 |
| | KOM2 | 0.902 |
| | KOM3 | 0.845 |
| | KOM4 | 0.876 |
| | KOM5 | 0.849 |
| | KOM6 | 0.829 |
| | KOM7 | 0.812 |
| | KOM8 | 0.881 |
| | KOM9 | 0.826 |
| | KOM10 | 0.775 |

Source: Data processed SmartPLS 3 (2022)

From the results of the analysis as listed in table 8, it shows that the loading factor value above 0.7 is 4 variables.

Table 9. Loading Factor Value of the Performance Construct

| Construct | Item Code | Loading Factor |
|-----------------|-----------|----------------|
| Performance (Y) | KIN1 | 0.763 |
| | KIN2 | 0.753 |
| | KIN3 | 0.787 |
| | KIN4 | 0.808 |
| | KIN5 | 0.761 |
| | KIN6 | 0.783 |
| | KIN7 | 0.761 |
| | KIN8 | 0.744 |
| | KIN9 | 0.745 |
| | KIN10 | 0.777 |

Source: Data processed SmartPLS 3 (2022)

From the results of the analysis as listed in table 9 shows that the value of the loading factor which has above 0.7 is 7 variables.

Discriminant Validity

It is the value of the cross loading factor that is useful for knowing whether a construct has adequate discriminant, that is, by comparing the cross loading value on the intended construct it must be greater than the other values. By default the value for each construct must be greater than 0.7.

Table 10. Cross Loading Value

| | Service Orientation (X1) | Discipline (X2) | Commitment (X3) | Performance (Y) |
|-------|-----------------------------|--------------------|--------------------|--------------------|
| OPE1 | 0.798 | 0.303 | 0.222 | 0.508 |
| OPE2 | 0.763 | 0.349 | 0.238 | 0.489 |
| OPE3 | 0.788 | 0.242 | 0.068 | 0.369 |
| OPE4 | 0.799 | 0.345 | 0.143 | 0.468 |
| OPE5 | 0.733 | 0.353 | 0.276 | 0.496 |
| OPE6 | 0.714 | 0.354 | 0.368 | 0.551 |
| OPE7 | 0.730 | 0.143 | 0.155 | 0.409 |
| OPE8 | 0.829 | 0.228 | 0.119 | 0.458 |
| OPE9 | 0.706 | 0.012 | -0.084 | 0.316 |
| OPE10 | 0.735 | 0.019 | 0.073 | 0.388 |
| DIS1 | -0.042 | 0.714 | 0.147 | 0.091 |
| DIS2 | 0.305 | 0.730 | 0.070 | 0.255 |
| DIS3 | 0.395 | 0.891 | 0.312 | 0.455 |
| DIS4 | 0.236 | 0.798 | 0.287 | 0.392 |
| DIS5 | 0.287 | 0.865 | 0.478 | 0.517 |
| DIS6 | 0.307 | 0.821 | 0.417 | 0.522 |
| DIS7 | 0.302 | 0.872 | 0.299 | 0.466 |
| DIS8 | 0.243 | 0.866 | 0.309 | 0.448 |
| DIS9 | 0.251 | 0.835 | 0.279 | 0.421 |
| DIS10 | 0.225 | 0.843 | 0.348 | 0.392 |
| KOM1 | 0.186 | 0.367 | 0.850 | 0.683 |
| KOM2 | 0.091 | 0.357 | 0.902 | 0.709 |
| KOM3 | 0.181 | 0.399 | 0.845 | 0.617 |
| KOM4 | 0.091 | 0.392 | 0.876 | 0.512 |
| KOM5 | 0.215 | 0.258 | 0.849 | 0.506 |
| KOM6 | 0.345 | 0.308 | 0.829 | 0.620 |
| KOM7 | 0.154 | 0.196 | 0.812 | 0.498 |

| | | | | |
|--------------|-------|-------|--------------|--------------|
| KOM8 | 0.224 | 0.379 | 0.881 | 0.567 |
| KOM9 | 0.320 | 0.344 | 0.826 | 0.563 |
| KOM10 | 0.137 | 0.212 | 0.775 | 0.471 |
| KIN1 | 0.477 | 0.643 | 0.608 | 0.798 |
| KIN2 | 0.387 | 0.428 | 0.750 | 0.763 |
| KIN3 | 0.399 | 0.484 | 0.773 | 0.788 |
| KIN4 | 0.695 | 0.455 | 0.459 | 0.799 |
| KIN5 | 0.446 | 0.191 | 0.369 | 0.733 |
| KIN6 | 0.443 | 0.160 | 0.404 | 0.714 |
| KIN7 | 0.389 | 0.236 | 0.424 | 0.730 |
| KIN8 | 0.421 | 0.379 | 0.489 | 0.829 |
| KIN9 | 0.440 | 0.308 | 0.401 | 0.706 |
| KIN10 | 0.476 | 0.489 | 0.422 | 0.735 |

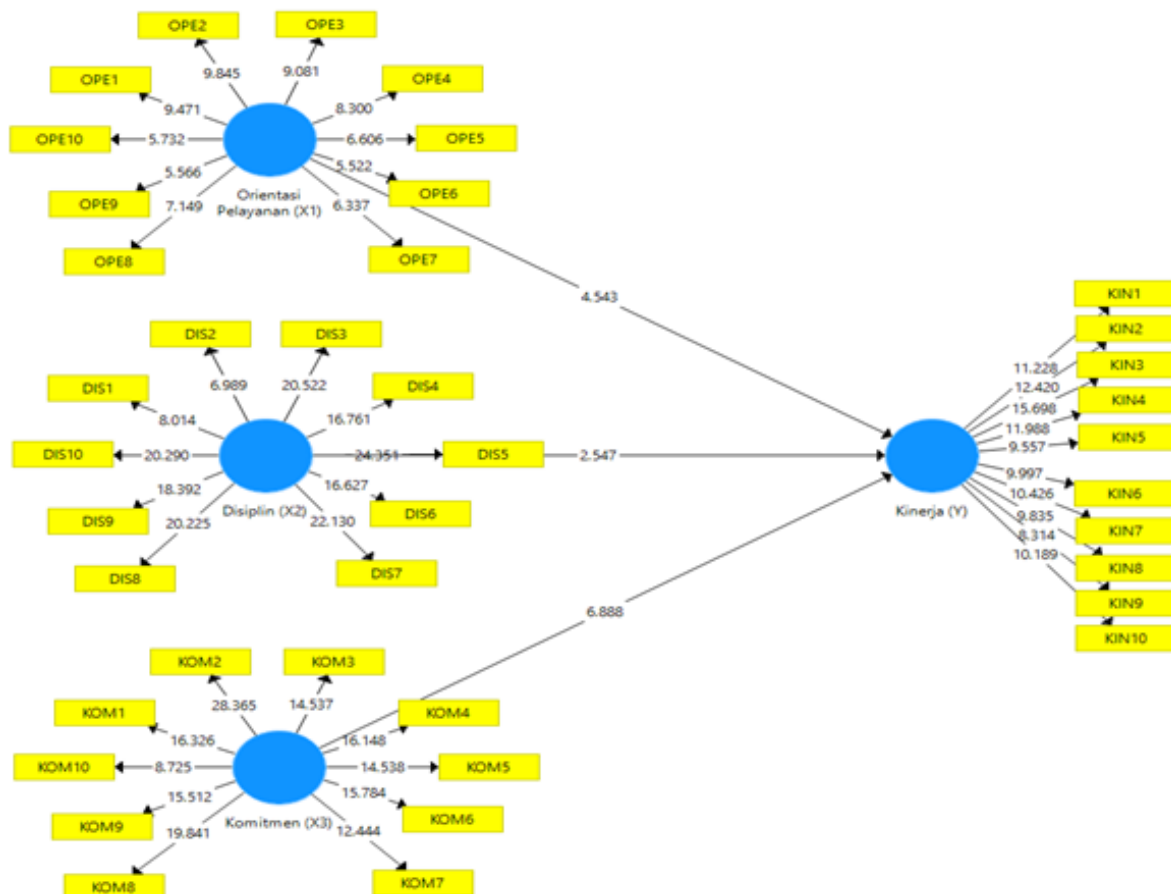
Source: Data processed SmartPLS 3 (2022)

Based on table 10, the cross loading value for each construct has a value of more than 0.7. this shows that the manifest variables in this study have properly explained the latent variables and proved that all of these items are valid.

Composite Reliability

To measure the reliability of a construct in PLS-SEM with the SmartPLS application, two methods are used, namely Cronbach's Alpha and Composite Reliability. However, the assessment using Cronbach's Alpha gives a lower value so it is recommended to use Composite Reliability and the value must be more than 0.7.

Table 11. Constructs of Reliability and Validity



Source: Data processed SmartPLS 3 (2022)

In table 11 it can be seen that all variable values in the reliability test using either Cronbach's Alpha or Composite Reliability have a value above 0.7, and validity testing uses AVE with a value of more than 0.5. Therefore, it can be concluded that the variables tested are valid and reliable, so that structural model testing can be carried out.

Second Order Confirmatory Analys

| | Cronbach's Alpha | rho_A | Reliabilitas Komposit | Rata-rata Varians Diekstrak (AVE) |
|--------------------------|------------------|-------|-----------------------|-----------------------------------|
| Orientasi Pelayanan (X1) | 0.919 | 0.923 | 0.932 | 0.578 |
| Komitmen (X3) | 0.956 | 0.961 | 0.962 | 0.715 |
| Kinerja (Y) | 0.924 | 0.930 | 0.935 | 0.591 |
| Disiplin (X2) | 0.948 | 0.960 | 0.955 | 0.682 |

Figure 2. Outer Model Test Results After Re-estimating

Source: Data processed SmartPLS 3 (2022)

To assess the significance of the influence between variables, a bootstrapping procedure is performed. The bootstrap procedure uses all of the original samples for later resampling. In the bootstrap resampling method, the significance value used (two-tailed) t-value is 1.96 (significance level 5).

Table 12 below is the result of the t-statistic test to test the significance of indicators on latent variables in the second order construct.

Table 12. Path Coefficient (Bootstrapping)

Source: Data processed SmartPLS 3 (2022)

Based on the results of the Path Coefficient in table 12 above, it shows that all items are significant to the construct with a t-statistic value greater than 1.96 and p-values less than 0.05. thus it can be stated that service orientation, discipline, and commitment are the manifest variables forming the performance construct.

Evaluation of the Structural Model (Inner Model)

Evaluation of the structural model aims to predict the relationship between latent variables based on the substantive theory of the structural model evaluated using R-square for the dependent construct.

R-Square (R2)

R-Square used to measure the predictive power of a structural model. R-Square explains the effect of certain exogenous latent variables on endogenous latent variables whether choosing a substantive effect. R-squares values of 0.67, 0.33 and 0.19 indicate strong, moderate and weak models (Chin et al., 1998 in Ghozali and Latan, 2015)

Table 13. R Square

| | R Square | Adjusted R Square |
|-----------------|----------|-------------------|
| Performance (Y) | 0.706 | 0.688 |

Source: Data processed SmartPLS 3 (2022)

From the results of the R-Square in table 13 above it shows that the R-Square value is 0.706. this value indicates that the variable service orientation, discipline, commitment simultaneously or jointly influences the performance variable in the North Sulawesi AIAT study by 70.60%. And the rest is influenced by other variables outside the variables in this study.

Hypothesis Test Results

Table 14. Statistical T Results

| | Sampel Asli (O) | Rata-rata Sampel (M) | Standar Deviasi (STDEV) | T Statistik (O/STDEV) | P Values |
|---|-----------------|----------------------|-------------------------|---------------------------|----------|
| Disiplin (X2) -> Kinerja (Y) | 0.177 | 0.176 | 0.072 | 2.472 | 0.014 |
| Komitmen (X3) -> Kinerja (Y) | 0.525 | 0.525 | 0.079 | 6.610 | 0.000 |
| Orientasi Pelayanan (X1) -> Kinerja (Y) | 0.420 | 0.419 | 0.095 | 4.401 | 0.000 |

| | Sampel Asli (O) | Rata-rata Sampel (M) | Standar Deviasi (STDEV) | T Statistik (O/STDEV) | P Values |
|---|-----------------|----------------------|-------------------------|---------------------------|----------|
| Disiplin (X2) -> Kinerja (Y) | 0.177 | 0.176 | 0.072 | 2.472 | 0.014 |
| Komitmen (X3) -> Kinerja (Y) | 0.525 | 0.525 | 0.079 | 6.610 | 0.000 |
| Orientasi Pelayanan (X1) -> Kinerja (Y) | 0.420 | 0.419 | 0.095 | 4.401 | 0.000 |

Source: Data processed SmartPLS 3 (2022)

Based on table 14 above, the determination of the accepted or rejected hypothesis is explained as follows:

1. The service orientation variable (X1) has a positive and significant effect on performance (Y) with a t-statistic value of 4.401 greater than 1.96 and p-values of 0.000 less than 0.05. Therefore, the first hypothesis which states that orientation has a positive and significant effect on performance variables is proven.
2. The discipline variable (X2) has a positive and significant effect on the performance variable (Y) with a t-statistic value of 2.472 greater than 1.96 and p-values of 0.014 less than 0.05. Therefore, the second hypothesis which states that discipline has a positive and significant effect on performance variables is proven.
3. The commitment variable (X3) has a positive and significant effect on the performance variable (Y) with a t-statistic value of 6.610 greater than 1.96 and p-values of 0.000 less than 0.05. Therefore, the third hypothesis which states that commitment has a positive and significant effect on performance is proven.
4. Service orientation (X1), discipline (X2), commitment (X3) variables simultaneously or together have a positive and significant effect on performance (Y) of 70.60%. Therefore the fourth hypothesis is proven and the rest is influenced by other variables outside the variables in this study.

Discussion

The Effect of Service Orientation on Performance

The direct effect hypothesis concludes that the service orientation variable (X1) has a positive and significant effect on the performance variable (Y) where the effect of the X1 variable on Y1 has a P-Values (0.000) $< \alpha$ (0.05), so H0 is rejected, meaning the effect of service orientation (X1) on performance (Y) is significant. So that H1 which presents the effect of service orientation on performance is supported.

These results are in line with the research findings of Pratiwi, Lengkong and Mintardjo (2017) which state that work orientation has a positive and significant effect on employee performance (Study at PT. PLN Persero).

The Effect of Discipline on Performance

The direct effect hypothesis concludes that the discipline variable (X2) has a positive and significant effect on the performance variable (Y) where the effect of the X2 variable on Y has a P-Values (0.014) $< \alpha$ (0.05), so H0 is rejected, meaning the effect of service orientation (X2) on performance (Y) is significant. So that H2 which presents the effect of service orientation on performance is supported.

These results are in line with the research findings of Rovinda and Syarifuddin (2021) which state that discipline has a positive and significant effect on performance at the Pati Regency Sports and Tourism Youth Service Office. The same results were also found in the studies of Simatupang, Butarbutar and Candra (2021) which stated that work discipline had a positive and significant effect on the performance of Employees of the Social Service for Women's Empowerment and Child Protection in Pematangsiantar City.

The Effect of Commitment on Performance

The direct effect hypothesis concludes that the commitment variable (X3) has a positive and significant effect on the performance variable (Y) where the effect of the X3 variable on Y has a P-Values $(0.000) < \alpha (0.05)$, so H_0 is rejected, meaning the effect of commitment (X3) on performance (Y) is significant. So that H_3 which presents the effect of commitment on performance is supported.

This result is in line with the research findings of Jamal, Firdaus, Bakhtiar and Sanjaya (2021), which states that commitment has a positive and significant effect on the performance of employees in Lampung companies. The same results were also found in Harahap and Marpaung's research (2021) which stated that commitment had a positive and significant effect on the performance of Teacher WR Supratma 2 (During the Covid-19 Pandemic).

The Influence of Service Orientation, Discipline, Commitment to Performance

The R-Square results show that the R-Square value is 0.706. this value indicates that the variable service orientation (X1), discipline (X2), commitment (X3) simultaneously or jointly influences the performance variable (Y) in the North Sulawesi AIAT study of 70.60%. And the rest is influenced by other variables outside the variables in this study.

Conclusion

1. Service Orientation has a positive and significant effect on ASN Performance at the North Sulawesi Agricultural Technology Study Center.
2. Discipline has a positive and significant effect on ASN Performance at the North Sulawesi Agricultural Technology Study Center.
3. Commitment has a positive and significant effect on ASN Performance at the North Sulawesi Agricultural Technology Study Center.
4. Service orientation, discipline and commitment simultaneously or jointly have a positive and significant effect on ASN performance at the North Sulawesi Agricultural Technology Study Center.

Suggestion

Based on the results of research on the influence of service orientation, discipline, commitment to ASN performance at the North Sulawesi Agricultural Technology Study Center that employees must try to build good communication between employees so that when there is an order or job that requires people to contribute, there is good communication. , orders or work can be easily conveyed and can be easily organized according to what must be done on the job, not only that employees must increase self-awareness that employees must be able to carry out their duties in a professional manner where employees can carry out their work in accordance with the objectives how to find out information without having to feel that you are being directed by the leadership.

The leadership at the North Sulawesi Agricultural Technology Study Center, to pay attention to employees who always guide and properly apply the work discipline that has been set, and maintain more work discipline and always increase the character values of individual employees to maintain continuity of work then maintain and even improve so that performance is good. expected to be achieved.

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