

The Influence of Performance Accountability, Service Digitalization, Bureaucratic Reform on ASN Integrity through Work Commitment as a Mediation Variable in the Regional Personnel and Human Resource Development Agency in Brebes Regency

Moh. Charis Maulida ¹, Gunistiyo ², Mahben Jalil ³
{riess03@yahoo.com ¹, gunistiyosumaryo@gmail.com ², jalilmahben@gmail.com ³}

Magister of Management, Universitas Pancasakti Tegal, Indonesia

Abstract. The State Civil Apparatus (ASN) must have the value of integrity so that it can prevent itself from attempts to abuse power or authority. Instilling the values of integrity and anti-corruption must be done as early as possible. Instilling the value of integrity from an early age makes government officials understand better that actions that conflict with the value of integrity are actions that are detrimental to the state. This value of integrity also directs ASN to act consistently and firmly in upholding the noble values and principles of life that it upholds. The subjects of this study were BKPSDMD Civil Servants of Brebes Regency and the Head of General Affairs and Personnel Subdivision. Methods of data collection using a questionnaire. Test the validity and reliability using SEM (Structural Equation Modeling). The influence of performance accountability (X1), digitization of services (X2), bureaucratic reform (X3) and work commitment (Z) on integrity (Y) can be identified using regression techniques. Testing the mediation hypothesis can be done with the Sobel Test. The results of this study are expected to provide advice for the Brebes district government in providing effective handling that is able to solve existing problems and improve the integrity of ASN, so that ASN will be more optimal in carrying out their duties because they have good integrity.

Keywords: Integrity, Performance Accountability, Service Digitization, Bureaucratic Reform and Work Commitment

1. Introduction

The State Civil Apparatus (ASN) must have the value of integrity so that it can prevent itself from attempts to abuse power or authority. Instilling the values of integrity and anti-corruption must be done as early as possible. Instilling the value of integrity from an early age makes government officials understand better that actions that conflict with the value of integrity are actions that are detrimental to the state. This value of integrity also directs ASN to act consistently and firmly in upholding the noble values and principles of life that it upholds.

Efforts to realize a clean government from the central and regional levels continue to be intensified. Problems that have arisen have been identified in hindering this effort, namely the low level of integrity in the bureaucracy. The influence of these obstacles is that public services

become unaccountable, non-transparent and have the potential for corruption. Basically the government has initiated this effort which must start from improving the integrity of ASN[1].

Integrity has become a prominent concept in governance research and forms the basis for policy making at all levels of government. Integrity is also an important concept for understanding governance[2]. The concept of bureaucratic structure is to produce a certain ethical climate and commitment to public service, neutrality, impartiality, maintaining confidentiality and demonstrating professionalism. Bureaucracy can also be interpreted as organizational integrity [3].

The grand theory of integrity research is taken from the book "**Integritas Menyemai Kejujuran, Menuai Kesuksesan dan Kebahagiaan**" [4], explaining that human resources with integrity are individuals who have the values of honesty, commitment, consistency, objectivity, courage, discipline and responsibility, both as household members, community members, employees, ASN, officials, legislators, judges, lawyers, as well as the president and vice president (Page 10). Factors that can affect integrity are as follows:

- a. Compliance with principles is a value of integrity which means having to carry out their duties according to SOP (Page 175). In this study, "obey the principles" is formulated by the author as a performance accountability variable (X1)
- b. For those who want to be individuals with integrity, start now to comply with the principles and avoid activities that have the potential for a conflict of interest to reduce interaction in providing services that can be assisted with digital services. (Page 179). In this study, "avoiding conflicts of interest and reducing interaction" is formulated by the author as Service Digitization variable (X2)
- c. The government system is a factor that affects a person's integrity. (Page 208). In this study, "Government System" is interpreted by the author as a variable of Bureaucratic Reform (X3)
- d. Commitment to the vision and mission becomes the value of integrity which means promise and responsibility / obliges oneself to be consistent with the values and goals (Page 48 and 187). In this study, "Commitment to vision and mission" is formulated by the author as a variable Work commitment (Z) which mediates.

The results of an independent assessment of the perception of the integrity of Brebes Regency BKPSDMD employees in public services in 2021 obtained the following results:

Table 1. Assesment of Perception of Integrity in Public Services

No	Perception Indicator	Weight	Score
1	Public service	40	31
2	Code of Ethics and Conduct	30	22
3	Bureaucratic Performance	30	20
Amount		100	73

Source: Assessment of Perceptions of Integrity in Public Services in 2021

This assessment illustrates that in carrying out their duties and functions, it is perceived that ASN BKPSDMD Brebes Regency still has the potential to not be committed to integrity or professionalism.

Based on the above phenomenon, a study was conducted to find out whether performance accountability, digitalization of services and bureaucratic reform can improve ASN integrity and also how much influence work commitment has as a mediating variable. By increasing the integrity values of ASN, it is hoped that the potential for abuse of authority can be reduced.

2. Methods

The research conducted is quantitative research. This research is included in survey research conducted to assess the behavior of an individual or group. This research was conducted at BKPSDMD Brebes Regency with the address Jl. RA Kartini No. 3 Brebes and Agencies/Departments/Offices in the Government of Brebes Regency used a saturated sample with 52 PNS BKPSDMD Brebes Regency civil servants and 40 PNS Head of General and Personnel Subdivision.

Data collection methods used are questionnaires and documentation. The questionnaire used has seven answer choices, namely Strongly Agree (SS), Agree (S), Simply Agree (CS), Neutral (N), Less Agree (KS), Disagree (TS), and Strongly Disagree (STS). Documentation is data collection by researchers by collecting documents from trusted sources who know about the research subject. The validity test in this study will be carried out using SEM (Structural Equation Modeling). Reliability is done by measuring the correlation of answers to several questions with SEM (Structural Equation Modeling).

The influence of performance accountability (X1), digitization of services (X2) and bureaucratic reform (X3), work commitment (Z), ASN integrity (Y) can be determined using regression techniques. The ASN integrity variables will be multiplied linearly respectively (partially) and cumulatively based on the weight with the same proportion or based on the weight with a different proportion than the independent variable. Testing the mediation hypothesis can be done with the Sobel Test. The Sobel test was carried out by testing the strength of the indirect influence of the independent variables (X1, X2, X3) on the variable (Y) through the mediating variable (Z).

3. Discussions

3.1. Performance accountability affects the integrity of ASN

Accountability and integrity are two concepts that are recognized by many as the basic foundation of a state administration. These two principles must be upheld by all elements of government in providing services to the public. A system that has good accountability will encourage the creation of integrity [5].

Accountability and integrity are very important factors in leadership. Integrity is the first thing a leader or state employee must have, followed by Accountability. Officials or state employees have a moral obligation to provide services with the best ethics as part of an ethical culture and code of conduct that must be owned by a good government.

3.2. Digitalization of services affects the integrity of ASN

Technology can help humans in dealing with other parties, not limited by time and place in obtaining information and disseminating information to other people and in providing services [6]

This can reduce the frequency of interactions between service providers and service recipients to minimize the potential for abuse of authority in order to build a culture of integrity.

3.3. Bureaucratic reforms affect the integrity of ASN

Bureaucratic reform is one of the government's efforts to achieve *good governance* and make fundamental changes to the governance system. Through bureaucratic reform, arrangements are made for a government administration system that has integrity, is effective and efficient [7]. It can be concluded that bureaucratic reform can foster an attitude of personal integrity.

3.4. Performance accountability affects work commitment

The government needs to make breakthroughs as part of its commitment to achieving government agency performance accountability. Accountability consists of policies and procedures designed to provide reasonable assurance that objectives have been achieved [8]. Performance accountability has a strong relationship with work commitment.

3.5. Digitization of services affects work commitment

The successful implementation of Information Systems is determined by two factors, namely technical and non-technical (behavioral), but behavioral factors that influence the successful implementation of information systems. This behavioral factor is interpreted as a commitment to work. Therefore, every employee in the current era must have competence in managing *e-government*, both those who directly use digital services according to their functional duties and those who coordinate and supervise the functions of these digital services [9]

3.6. Bureaucratic reform affects work commitment

The quality of human resources is a key factor to increase the satisfaction of citizens who need services. Governance is an asset in cultivating an attitude of commitment to the organization [10]. A strong will to implement bureaucratic reform fosters a soul that is committed to carrying out its work.

3.7. Work commitment affects the integrity of ASN

Employee commitment is an important factor because a high level of commitment results in a person with integrity. It reflects the extent to which employees identify with the organization and are committed to its goals [11]. Committed employees have the ability to overcome obstacles and achieve their goals with fewer resources, which enables them to be more determined with their work and exhibit ethical behavior [12]. Integrity is influenced by a good work commitment. In achieving organizational goals and in providing public services.

3.8. Influence of performance accountability through work commitment to ASN integrity

Consistent people are those who only speak with deeds at work. If you have made a mistake or made a mistake, immediately return to the base of the road, and the journey continues until you arrive at your destination. Start with honesty and then be consistent

with that honesty, both towards yourself, other people, and towards the environment in order to become a person with integrity [4]

3.9. Influence of service digitization through work commitment to ASN integrity

Carrying out public services effectively and efficiently can use digital facilities which are now widely implemented in the public service sector. Reducing interactions that have the potential to occur in the practice of trading of influence between service providers and recipients of services must be implemented consistently with the commitment of service providers to achieve good personal integrity [13]. It can be said that the consistent use of information systems by committed employees will foster integrity.

3.10. Influence of bureaucratic reform through work commitment to ASN integrity

Good governance can direct ASN to practice a consistent life, at home, on the road, at work or anywhere a person has daily activities. Commitment itself cannot be present in a person if he is not consistent. Likewise, a consistent attitude only exists in someone who behaves honestly, both towards himself, others, and is honest with the environment or is called having integrity [4]

As for the conceptual framework as follows:

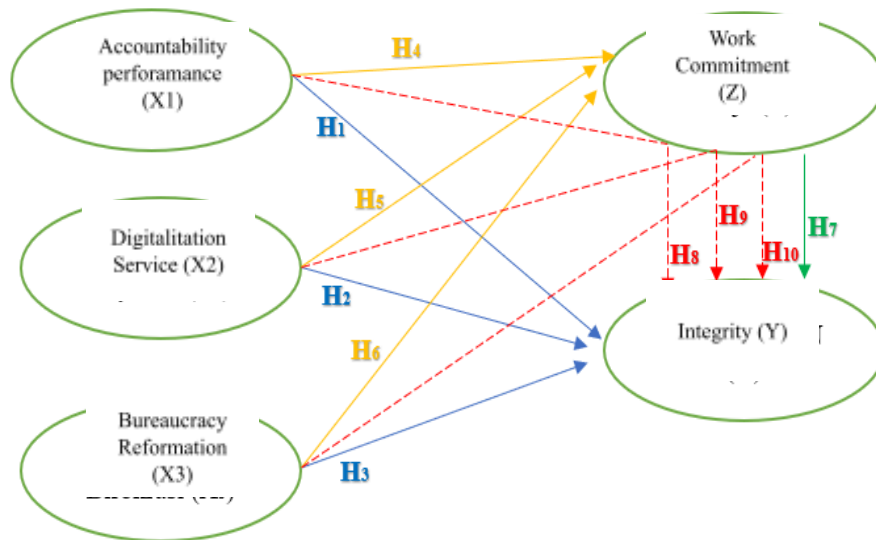


Figure 1. Conceptual Framework

4. Conclusion

Performance accountability significantly influences integrity because accountable work results lead to a soul with integrity. Digitalization of services as a new means of reducing

interaction and avoiding conflicts of interest will limit the opportunities for service-providing employees to act in violation of norms. Bureaucratic reform rearranges the bureaucracy from the highest to the lowest level and makes new breakthroughs with gradual, concrete, realistic, serious steps, thinking outside the existing habits, changing paradigms and with extraordinary efforts can direct the attitude of bureaucrats to become individuals with integrity. Work commitment as the full dedication of employees to carry out and complete their duties responsibly is a manifestation of the values of integrity.

Acknowledgments

Appreciation and gratitude to the Pancasila University Master of Management Program for organizing the 2022 International Conference on Law, Social Sciences, Economics, and Education with the theme "Increasing Resiliency and Sustainability in Social Sciences through Digital Transformation"

References

- [1] Wibowo AY, Gamarefa T, Angraeni S, Partohap TH, Susilo WD, Wijayanti A, et al. Integrity Assessment Survey. Corruption Eradication Commission. Jakarta: KPK; 2021.
- [2] Huberts L. Integrity: What it is and Why it is Important. *Public Integrity* 2018;20:18–32.
- [3] Demmke C. Public Administration Reform over Time – Did Change Lead to a More Effective Integrity Management? *Central European Public Administration Review* 2020;18:7–27.
- [4] Hehamahua A. Integrity Sows Honesty, Reaps Success and Happiness. Yogyakarta: The Phinisi Press Yogyakarta; 2019.
- [5] Matsiliza N, Zonke N. Accountability and Integrity as Unique Column of Good Governance. *Public and Municipal Finance* 2017;6:75–82.
- [6] Jannatun A, W EM, Fajri RN. The Influence of Application of Information Systems on Integrity. *J Econ Bus* 2021;5:260–265.
- [7] Pratama PE, Kamil M, Salahudin. Implementation of The Integrity Zone Development Program Towards a Corruption-Free Area and a Serving Clean Bureaucracy Region. *Journal of Local Government Issues (LOGOS)* 2019;2:134–148.
- [8] Darwin K. Performance Accountability Through Internal Control System and Reporting System. *Point of View Research Accounting and Auditing* 2021;2:236–243.
- [9] Quiston MJ, Manoharan PA. E-Government and information technology coursework in public administration programs in Assist. *Teaching Public Administration* 2020;XX:1–17.
- [10] Private U. Bureaucratic Reform, Public Service Performance, and Citizens Satisfaction. *Public Policy Adm* 2021;20:312–326.
- [11] Beloor V, Nanjundeswaraswamy T, DR S. Employee Commitment and Quality of Work Life. *The International Journal of Indian Psychology* 2017;4:175–188.
- [12] Asif M, iQing M, Hwang J, Shi H. Ethical Leadership, Affective Commitment, Work Engagement, and Creativity: Testing a Multiple Mediation Approach. *Sustainability* 2019;11:1–16.
- [13] Kettani D, Moulin B. E-government for good governance in developing countries: Empirical evidence from the eFez project. London: Anthem Press; 2014.

