



Solving Performance Problems of the State Civil Apparatus (ASN) in Ramanuju District Cilegon City Seen from the Influence of Organizational Culture, Work Capability and Job Satisfaction

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Abstract. *This research discusses how to resolve performance problems of the State Civil Apparatus (ASN) in Ramanuju Village, Cilegon City, seen from the influence of organizational culture, work ability and satisfaction. The population and sample in this study were 91 respondents in Ramanuju Village, Cilegon City, sampling using the saturated sampling method. Data was collected using a questionnaire method, and the analysis used was data instrument testing, classical assumption testing, multiple regression analysis, coefficient of determination and hypothesis testing using SPSS for Windows. Based on the research results, it can be concluded that: the first hypothesis test shows that there is a partial significant influence of the organizational culture variable on the performance of the State Civil Apparatus (ASN) t -count 4.903 > t -table 1.986, the second hypothesis shows that there is a partial significant influence of the variable work ability on the performance of the State Civil Apparatus (ASN) t -count 2.048 > t -table 1.986, the third hypothesis shows that there is a partially significant influence of the job satisfaction variable on the performance of the State Civil Apparatus (ASN) t -count 2.830 > t -table 1.986 and the fourth hypothesis shows that there is a significant simultaneous influence of the variables organizational culture, work ability and job satisfaction on the performance of the State Civil Apparatus (ASN) f -count 19.741 > f -table 3.10. The limitations of this research are that for further research, it is hoped that the research methodology and other variables will be changed so that it is hoped that there will be improvements or strengthening of performance*

Keywords: *Organizational Culture, Work Ability, Job Satisfaction, Performance of State Civil Servants (ASN).*

1. INTRODUCTION

Human resources are an important factor in an organization. Whatever the form and purpose, organizations are formed for the benefit of humans and in their implementation are managed and managed by humans. So humans are a strategic factor in all institutional activities. In business organizations, the company's function is to mobilize all resources to deal with market interests. One of the determinants of a company's progress and decline is its human resources factor.

Organizational culture refers to a system of shared understanding held by the members of an organization, which differentiates the organization from other organizations. This system of shared understanding, on closer inspection, is a series of important characteristics that become values for an organization.

The importance of organizational culture, understanding organizational culture as a shared agreement regarding values that bind all individuals in an organization to determine the normative boundaries of behavior for organizational members. Specifically, the role of organizational culture is to help create a sense of belonging to the organization, create an emotional attachment between the organization and the State Civil Apparatus (ASN) involved in it, help create organizational stability as a social system and find patterns of behavioral guidance as a result of customary norms. which is formed in everyday life.

The part of the company that is the determining factor in achieving the expected goals is human resources, where human resources are expected to be part of the organization that can increase and create competitive value for the organization. Human resources must be managed carefully, because basically humans have creativity, feelings and intentions that shape attitudes. To carry out their duties and functions in order to achieve real and synergistic progress of the company, State Civil Apparatus (ASN) as workers who carry out these duties and functions must have the responsibility and ability to work well and in a structured manner so that they can achieve goals and create success in the Ramanuju City District. Cilegon Cilegon City.

The abundance of human resources currently available requires us to think carefully about how to utilize human resources optimally. In order for reliable human resources to be available in society, quality education is needed, provision of various social facilities, and adequate employment opportunities. Weaknesses in providing these various facilities will cause social unrest which will impact community security. Currently, human resource capabilities are still low, both in terms of their intellectual abilities and their technical skills.

Job satisfaction is individual in nature where each individual has a different level of satisfaction. The satisfaction felt by each State Civil Servant (ASN) is a comparison of what they have received from the results of their work with what they expected. Job satisfaction must be maintained to be able to improve organizational performance based on jobs Descriptive Index (JDI). Jobs Descriptive according to this index, job satisfaction is built on the basis of five dimensions which include working in the right place, appropriate payment, organization and management, providers and relationships with coworkers. High job satisfaction will influence the good and dynamic performance of the State Civil Apparatus (ASN) so that it can be profitable for the company and the State Civil Apparatus (ASN) itself.

Thus, job satisfaction also influences the performance of State Civil Apparatus (ASN) in an organization apart from the influence of the organizational culture itself. This is because, without a sense of satisfaction in receiving and conveying something, it is impossible for activities that will or have been undertaken will never reach the maximum level.

Based on the problems that have been formulated in the problem statement, this research aims to determine the influence of organizational culture which is still not optimal, because this can be seen in the presence of organizational culture indicators which are still below average, namely innovating to find new things that are useful for the organization. with a perception value of 105. work ability is still not optimal, because this can be seen from the indicators of having good appearance, speech and behavior in the organization which are still below average with a perception value of 102. job satisfaction is still not optimal, because This can be seen in the indicator of the level of opportunity to advance which is still below average with a perception value of 104. The performance of the State Civil Apparatus (ASN) is still not optimal, because this can be seen in the indicator of the level of delay which is still below average with a perception value of 103. State Civil Apparatus (ASN) tend to be dissatisfied with their work, which influences the performance of the State Civil Apparatus (ASN) to become unstable or poor. Work concepts that are not in accordance with the State Civil Apparatus (ASN) affect the performance of the State Civil Apparatus (ASN). The lack of support between fellow State Civil Apparatus (ASN) makes the State Civil Apparatus (ASN) work less than optimally. Low performance of State Civil Apparatus (ASN) can lead to the decision of State Civil Apparatus (ASN) to leave their jobs. Based on background behind above, then researcher encouraged For lift problem This in form study with title: "Resolving Performance Problems of State Civil Apparatus (ASN) in Ramanuju Village, Cilegon City Seen from the Influence of Organizational Culture, Work Ability and Job Satisfaction"

2. LITERATURE REVIEW

A. Performance

Performance according to Mangkunegara (2021:67) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Ansory (2018: 213), performance is the result or overall level of success of a person during a certain period in carrying out tasks compared to various possibilities, such as standard work results, targets or targets or criteria that have been determined in advance and have been mutually agreed upon. According to Fitrianda in (Cahya et al., 2021) states "Performance of the State Civil Apparatus (ASN) is the level achieved by the success of the State Civil Apparatus (ASN) in carrying out their work responsibilities." According to (Paryanti, 2021), the indicators that can influence the company are: Quality, Quantity, Cooperation, Initiative.

B. Organizational Culture

The definition of organizational culture according to Tuala (2020: 4), organizational culture is a pattern of basic assumptions relating to beliefs, values and behavior created and developed by an organization as a basis for determining goals, consensus, excellence, achievement (performance), innovation, unity, closeness and organizational integrity, which are used as norms or guidelines for members of the organization to behave the same way in solving organizational problems both outside and inside the organization to support the growth and development of the organization.

According to Sulaksono (2019:4), "Organizational/company culture is the values that guide human resources in carrying out their obligations and behavior within the organization." According to Sulaksono (2019:14), the indicators of organizational culture are as follows: a) Innovative taking into account risks, meaning that each State Civil Apparatus (ASN) will pay sensitive attention to all problems that may pose a risk of loss to the organizational group as a whole. b) Paying attention to every problem in detail when carrying out work will illustrate the thoroughness and thoroughness of the State Civil Apparatus (ASN) in carrying out their duties. c) Oriented to the results to be achieved. A manager's supervision of his subordinates is one way for the manager to direct and empower them. Through this supervision, the goals of the organization and the group and its members can be explained. d) Oriented to all interests of the State Civil Apparatus (ASN). One of the successes or performance of an organization is determined by work teams work), where Teamwork can be formed if managers can supervise their subordinates well. e) Aggressive at work. High productivity can be generated if the performance of the State Civil Apparatus (ASN) can meet the standards required to carry out their duties. Good performance means, among other things, skill qualifications (ability and skills) that can meet productivity requirements and must be followed with high discipline and diligence. f) Maintain and maintain work stability. State Civil Servants (ASN) must be able to maintain their health condition in good condition. This condition can only be met if they regularly consume nutritious food based on the advice of a nutritionist.

C. Work Ability

Ability refers to a person's skills or expertise, and through these skills a person can do something and work more efficiently. According to Robbins (2018), competency refers to an individual's ability to perform various tasks in the workplace. It describes the abilities required to perform the job and achieve the expectations set for the job. In other words, competent individuals will be able to complete the assigned tasks well. According to Keith

Davis (2017), competence includes potential competence (IQ) and actual competence (knowledge and skills). This means that State Civil Servants (ASN) who have an IQ above average, education that is relevant to their role, and carry out their duties well will be more likely to achieve the best performance. By considering this perspective, it can be concluded that the abilities possessed by State Civil Apparatus (ASN) can help them carry out their work effectively and efficiently without difficulty, so that they can carry out their duties well. Therefore, the work ability factor is a very important and influential factor in whether or not an employee can carry out a job successfully because ability is the potential that exists within a person to do something that allows a person to do a job or not in that job.

According to Robbins (2018), abilities can be divided into two main aspects, namely intellectual abilities and physical abilities, namely Intellectual abilities:

1. **Intellectual abilities** : refer to the abilities needed to carry out mental activities. Robbins (2018) identified seven indicators that shape intellectual abilities: a. Numerical ability, namely the ability to perform calculations quickly and accurately. b. Verbal comprehension, namely the ability to understand text read or heard and connect words to each other. c. Perceptual speed, namely the ability to identify visual differences and similarities quickly and accurately. d. Inductive reasoning, namely the ability to recognize logical patterns in a problem and then solve the problem. e. Deductive reasoning, namely the ability to use logic and evaluate the implications of an argument. f. Spatial visualization, namely the ability to imagine how objects would look if their position were changed in space. g. Memory, namely the ability to retain and recall past experiences.
2. **Physical ability**: Physical ability refers to the ability to perform tasks that require stamina, flexibility, strength, and skill. Robbins (2018) identified nine basic abilities involved in carrying out physical tasks: a. *The strength factor* is dynamic strength, namely the ability to use muscle strength repeatedly or continuously. Body strength, namely the ability to utilize muscle strength using body muscles, especially the abdominal muscles. Static strength, namely the ability to use maximum energy against an external object. Explosive strength, namely the ability to produce maximum energy in an explosive action. b. *Flexibility factors* include broad flexibility, namely the ability to move the body and back muscles as far as possible and dynamic flexibility, namely the ability to perform flexible movements quickly and repeatedly. c. *Another factor* is body coordination, namely the ability to coordinate simultaneous movements of various parts of the body. Balance, namely the ability to maintain balance despite disturbing

forces. Stamina, namely the ability to maintain maximum effort which requires continuous effort.

D. Job Satisfaction

Satisfaction Work is feeling satisfied or the sense of accomplishment gained a Apparatus State Civil from his job. Satisfaction Work This is results from causal assessment somebody reach mark his job or fulfil need basically as well as help in determine, to what extent a person like or No like his job. According to Hasibuan in Fajari (2021:28) satisfaction Work is attitude emotional joy and love his job. Attitude This reflected by work morale, discipline and achievement Work. Whereas according to Mangkunegara in Fajari (2021:28) satisfaction Work is something supportive feelings or No support self related employees with his job nor with condition himself. Satisfaction Work is attitude positive to his job nor condition distributed personally to his behavior in Work so that make enhancement in Work. The more tall level satisfaction Work so the more positive his feelings about work, and vice versa (Fajari 2021:28). Next (Siagian, 2018:100) Satisfaction Work is attitude general somebody to his job. It means in a way general can formulated that someone who has a sense of satisfaction to his job will have positive attitude to organization Where He work. On the other hand, people don't satisfied to his job whatever factors reason dissatisfaction That like for example low incentives, boring work, conditions less work satisfying and so on. Will tend to behave negative to organization Where He Work. The implications for management is that the more many people feel satisfaction which results in attitudes positive to organization, tasks giving motivation Work relatively become the more easy. On the contrary If the more many people feel No satisfied Because tend displays negative attitudes and behavior.

Dimensions and indicators used writer based on theory according to Robbins and Judge in Fajari (2021:31), stated sthat fill occupation somebody is own satisfying elements among them Wages or wages, Promotions, Coworkers, Supervision.

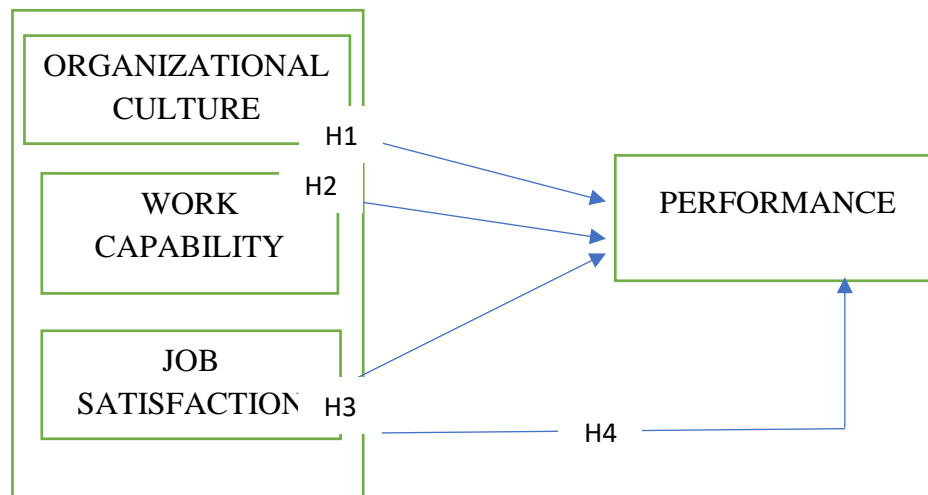


Figure 1. Research Model

H1: It is suspected that organizational culture has a positive effect on the performance of the State Civil Apparatus, Ramanuju Village, Cilegon City.

H2: It is suspected that work ability has a positive effect on the performance of the State Civil Apparatus, Ramanuju Village, Cilegon City.

H3: It is suspected that job satisfaction has a positive effect on performance in the State Civil Apparatus, Ramanuju Village, Cilegon City.

H4: It is suspected that organizational culture, work ability, job satisfaction have a positive effect together on the performance of the State Civil Apparatus, Ramanuju Village, Cilegon City.

3. METHODS

The type of research used in this research is quantitative. The population in this study was the State Civil Apparatus of Ramanuju Village, Cilegon City, totaling 91 State Civil Apparatus, both Civil Servants and Government Employees with Work Agreements (P3K). The basis for determining the sample is the saturated sampling method. If all members of the population are used as samples, a sample of 91 respondents will be obtained. The statistical methods used are validity test, reliability test, normality test, multicollinearity test, heteroscedasticity test, multiple linear regression analysis, hypothesis test, coefficient of determination test.

4. RESULTS

Data analysis

Validity test

Table 1. Validity Test

Items	r-count	r-table	Information	Items	r-count	r-table	Information
BO1	0.664	0.254	Valid	KM2	0.471	0.254	Valid
BO2	0.621	0.254	Valid	KM3	0.43	0.254	Valid
BO3	0.614	0.254	Valid	KM4	0.483	0.254	Valid
BO4	0.673	0.254	Valid	KM5	0.379	0.254	Valid
BO5	0.611	0.254	Valid	KP1	0.567	0.254	Valid
BO6	0.754	0.254	Valid	KP2	0.562	0.254	Valid
BO7	0.653	0.254	Valid	KP3	0.488	0.254	Valid
BO8	0.642	0.254	Valid	KP4	0.289	0.254	Valid
BO9	0.705	0.254	Valid	KP5	0.31	0.254	Valid
BO10	0.636	0.254	Valid	KK1	0.408	0.254	Valid
BO11	0.565	0.254	Valid	KK2	0.565	0.254	Valid
BO12	0.358	0.254	Valid	KK3	0.71	0.254	Valid
BO13	0.485	0.254	Valid	KK4	0.622	0.254	Valid
KM1	0.381	0.254	Valid	KK5	0.723	0.254	Valid

Data: processed 2024

Based on table 1 above, the r-table value is 0.254. Where this figure is obtained from a significance of 0.05 with a two-sided test and the sample size is 91. Then it can be concluded that all statement items are in the Organizational Culture variable (X1), the Work Ability variable (X2), the Job Satisfaction variable (X3) and The State Civil Apparatus (ASN) Performance variable (Y) is valid. This can be seen from all the calculated r-values being greater than the r-table value, namely 0.254.

Reliability Test

Table 2 Reliability Test

Variable	Cronbach's Alpha	N of Items	Standard Value	Information
Organizational culture	0.660	13	0.60	Reliable
Work ability	0.683	5	0.60	Reliable
Job satisfaction	0.627	5	0.60	Reliable
Performance	0.684	5	0.60	Reliable

Data: processed 2024

Based on the table above, the reliability test uses the alpha method Cronbach for the consistency level of the Organizational Culture variable (X1) obtained an alpha value of 0.660,

the Work Ability variable (X2) obtained an alpha value of 0.683, the Job Satisfaction variable (X3) obtained an alpha value of 0.627 and the State Civil Apparatus (ASN) Performance variable (Y) obtained an alpha value of 0.684, this means the Cronbach value The alpha obtained by each variable is greater ($>$) than the standard value and that means that all statements contained in the questionnaire can be declared reliable.

Descriptive Statistical Test

Table 3 Descriptive Statistical Test

	N	Minimum	Maximum	Mean	Std. Deviation
X1_Organizational Culture	91	38.00	64.00	54.2022	6.11262
X2_Workability	91	17.00	25.00	18.8834	3.34333
X3_Job Satisfaction	91	11.00	26.00	14.2544	5.44546
Y_Performance of State Civil Apparatus (ASN)	91	16.00	29.00	15.3933	6.99321
Valid N (listwise)	91				

Data source: SPSS data processing results

From processing the table data above using SPSS, the following results were obtained: Organizational Culture (X1) there is a sample size (n) of 91 respondents, the minimum result (lowest value) is 38.00 and the maximum (highest value) is 64.00. The mean (average value) is 54.2022 and the standard deviation value is 6.11262. Work Ability (X2) has a sample size (n) of 91 respondents, the minimum (lowest value) is 17.00 and the maximum (highest value) is 25.00. The mean (average value) is 18.8834 and the standard deviation value is 3.34333. Job Satisfaction (X3) contained a sample size (n) of 91 respondents, the minimum (lowest value) was 11.00 and the maximum (highest value) was 26.00. The mean (average value) is 14.2544 and the standard deviation value is 5.44546. The performance of the State Civil Apparatus (ASN) (Y) has a sample size (n) of 91 respondents, the minimum (lowest value) is 16.00 and the maximum (highest value) is 29.00. The mean (average value) is 15.3933 and the standard deviation value is 6.99321.

Classic assumption test

Data Normality Test

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

	Organizational culture	Work ability	Job satisfaction	Performance of State Civil Apparatus (ASN)
N	91	91	91	91
Normal Parameters ^{a, b} Mean	51.2747	23.6484	40.1209	59.8791
Std. Deviation	6.15371	2.75025	5.51732	5.78280
Most Extreme Differences Absolute	,060	,085	,086	,068
Positive	,060	,085	,086	,063
Negative	-,050	-,073	-,086	-,068
Test Statistics	,060	,085	,086	,068
Asymp. Sig. (2- tailed)	,200 ^{c, d}	.107 ^c	,090 ^c	,200 ^{c, d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Based on the results in the table above, the Sig (2- tailed) results obtained for the Organizational Culture variable (X1) are greater than 0.05 ($0.200 > 0.05$), so the data for the Organizational Culture variable (X1) is normally distributed. For the Sig (2-tailed) results on the Work Ability variable (X2) greater than 0.05 ($0.107 > 0.05$), then the Work Ability variable data (X3) is normally distributed. For Sig.(2-tailed) results on the Job Satisfaction variable (X3) greater than 0.05 ($0.090 > 0.05$), then the Job Satisfaction variable data (X3) is normally distributed, and for Sig. (2-tailed) results) in the State Civil Apparatus (ASN) Performance variable (Y) is greater than 0.05 ($0.200 > 0.05$), then the State Civil Apparatus (ASN) Performance variable data (Y) is normally distributed.

Multicollinearity Test

Table 5. Multicollinearity Test

Model	Collinearity Tolerance	Statistics VIF
1 (Constant)		
X1_Organizational Culture	,899	1,291
X2_Workability	,816	1,143
X3_Job Satisfaction	,981	1,152

Dependent Variable: Y_Performance of State Civil Apparatus (ASN)

From the table above it can be seen that the Variance value Inflation The Factor (VIF) of each variable is different from the decision results that the Organizational Culture variable (X1) is 1.291, the Work Ability variable (X2) is 1.143 and the Job Satisfaction variable (X3) is 1.152 which is smaller than 10 and the Tolerance value for the Organizational Culture variable (X1) is 0.899, the Work Ability variable (X2) is 0.816 and the Job Satisfaction variable (X3) is 0.981 which is greater than 0.10, so it can be stated that there are no symptoms of multicollinearity.

Heteroscedasticity Test

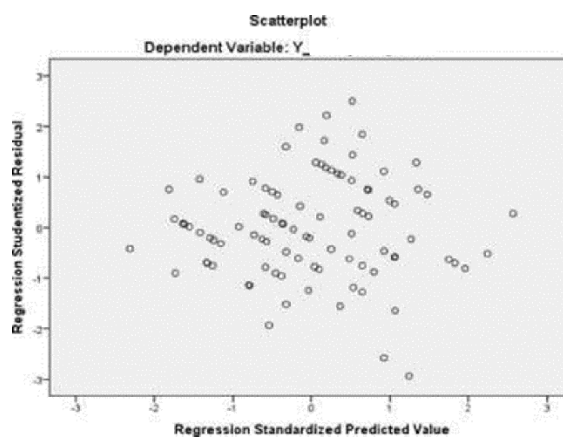


Figure 2. Heterodestasticity

Scatterplot graph, it can be seen that the points are spread randomly and are strongly distributed above and below the number 0 on the Y axis. This can be concluded that heterodasticity does not occur in the regression model.

Multiple Linear Regression Test

Table 6. Multiple Linear Regression Test

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,512	2,311	1,087		,280
X1_Organizational Culture	,217	,044	,443	4,903	,000
X2_Workability	,209	,102	,189	2,048	,044
X3_Job Satisfaction	,119	,042	,241	2,830	,006

a. Dependent Variable: Y_Performance of State Civil Apparatus (ASN)

From the table above, the results of multiple linear regression analysis were obtained and the coefficients for the independent variables X1 0.217, X2 0.209 and X3 0.119

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 2.512 + 0.217X_1 + 0.209X_2 + 0.119X_3 + e$$

Where :

Y : State Civil Apparatus (ASN) Performance Variable

α : Constanta value

b_1, b_2, b_3 : Regression Coefficient Values

X1 : Organizational Culture Variable

X2 : Work Ability Variable

X3 : Job Satisfaction Variable

e : Epsilon (unresearched variable)

In accordance with the regression equation obtained, the regression model can be interpreted as follows: Coefficient A positive constanta value indicates that assuming the absence of all independent variables, the performance of the State Civil Apparatus (ASN) (Y) tends to increase as much as the constanta value itself of 2.512. The Organizational Culture regression coefficient (X1) of 0.217 can be interpreted as if the other independent variables remain constant and Organizational Culture (X1) increases one unit, then the Performance of the State Civil Apparatus (ASN) (Y) will increase by 0.217. The Work Ability regression coefficient (X2) of 0.209 can be interpreted as if the other independent variables remain constant and Employee Job Satisfaction (X2) increases by one unit, then the Performance of the State Civil Apparatus (ASN) (Y) will increase by 0.209. The Job Satisfaction regression coefficient (X3) of 0.119 can be interpreted as if the other independent variables remain constant and Job Satisfaction (X3) increases by one unit, then the Performance of the State Civil Apparatus (ASN) (Y) will increase by 0.119.

Hypothesis testing

t test

Table 7. T test

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,512	2,311		1,087	,280
X1_Organizational Culture	,217	,044	,443	4,903	,000
X2_Workability	,209	.102	,189	2,048	,044
X3_Job Satisfaction	,119	,042	,241	2,830	,006

a. Dependent Variable: Y_Performance of State Civil Apparatus (ASN)

Hypothesis 1

Based on the table above, the t-count value is 4.903, then this value will be compared using a significance limit of 0.05 (5%) and the calculation result obtained is $dk\ n-2$ ($91-2=89$) so we get a t-table of 1,986. It was found that the t-count was 4.903 which was greater than the t-table of 1.986 with a significant value of 0.000 which was smaller than 0.05 (5%) so that H_0 was rejected and H_a was accepted, meaning that there was a significant influence of the Organizational Culture variable (X1) on Apparatus Performance. State Civil Service (ASN) (Y).

Hypothesis 2

Based on the table above, the t-count value is 2.048, then this value will be compared using a significance limit of 0.05 (5%) and the calculation result obtained is $dk\ n-2$ ($91-2=89$) so we get a t-table of 1,986. It was found that the t-count was 2.048 which was greater than the t-table of 1.986 with a significant value of 0.044 which was smaller than 0.05 (5%) so that H_0 was rejected and H_a was accepted, meaning that there was a significant influence of the Work Ability factor (X2) on Apparatus Performance State Civil Service (ASN) (Y).

Hypothesis 3

Based on the table above, the t-count value is 2.830, then this value will be compared using a significance limit of 0.05 (5%) and the calculation result obtained is $dk\ n-2$ ($91-2=89$) so we get a t-table of 1,986. It was found that the t-count was 2.830 which was greater than the t-table of 1.986 with a significant value of 0.006 which was smaller than 0.05 (5%) so that H_0 was rejected and H_a was accepted, meaning that there was a significant influence of the Job Satisfaction factor (X3) on Apparatus Performance State Civil Service (ASN) (Y).

F test

Table 8. F test

Model		Sum of S quares	df	Mean Square	F	Sig.
1	Regression	224,497	3	74,832	19,741	,000 ^b
	Residual	329,788	87	3,791		
	Total	554,286	90			

- a. Dependent Variable: Y_Performance of State Civil Apparatus (ASN)
 b. Predictors: (Constant), X3_Job Satisfaction, X1_Organizational Culture, X2_Work Ability

Based on the results of the table above, the Fcount value is 19.741, then this value will be compared with the Ftable value with a significance level of 0.05 (5%), the sample size is $N=91$ and the numerator df is $(K-2)$ or (NK) or $(91-2=89)$. So the Ftable value is 3.10. Based on the statistical calculation table for the F test above, it shows that the Fcount value is 19.741,

which is greater than the Ftable of 3.10 and the significance value is 0.000, which is smaller than 0.05 (5%), so it can be concluded that H0 is rejected and Ha is accepted simultaneously. And it can be concluded that the variables Organizational Culture (X1), Work Ability (X2) and Job Satisfaction (X3) have a positive and significant effect on the Performance of State Civil Apparatus (ASN) (Y).

Coefficient of Determination

Table 9. Determination Coefficient

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.636 ^a	.405	.385	1.94696

a. Predictors: (Constant), X3_Job Satisfaction, X1_Organizational Culture, X2_Work Ability

From the above calculations, it can be obtained that the contribution of the influence of the factors Organizational Culture (X1), Work Ability (X2) and Job Satisfaction (X3) to the Performance of State Civil Apparatus (ASN) (Y) is 40% and the remaining 60% is influenced by factors others not researched by the author. Such as work motivation, work commitment, work culture and organizational commitment.

5. DISCUSSION

Based on the research and discussion that has been explained regarding the Influence of Organizational Culture, Work Ability and Job Satisfaction on the Performance of State Civil Servants (ASN) in Ramanuju Village, Cilegon City:

Organizational Culture (X 1) on the Performance of State Civil Apparatus (ASN) (Y).

The results of this research are in line with recent research which examines the influence of organizational culture on the performance of State Civil Apparatus (ASN) in Indonesia. Research shows that organizational culture has a significant positive influence on ASN performance in various government institutions (Lerebulan, 2024; Umasangaji et al., 2022). A stronger organizational culture can motivate State Civil Apparatus (ASN) to carry out their duties and responsibilities better, thereby improving overall performance (Lerebulan, 2024). Organizational culture, as well as workload and leadership, were found to explain 68.7% of the variance in ASN performance in several contexts (Umasangaji et al., 2022). Mustafid (2017) believes that maintaining a positive organizational culture is very important to improve the performance of the State Civil Service (ASN), especially in facing the challenges of globalization. However, not all studies show an immediate effect; Wiharyanto (2023) found that organizational culture does not have a significant effect on employee performance in a

particular judicial institution, but mediates the relationship between competency and ASN performance.

Work Ability (X 2) on the Performance of State Civil Apparatus (ASN) (Y).

The results of this research are in line with research on the performance of the Indonesian State Civil Service (ASN) which has identified several factors that influence its effectiveness. Competence and work discipline consistently show a significant positive influence on ASN performance (S. Ratnasari et al., 2021; Khusnul Fikri, 2018). Work ability also shows a significant positive influence (Khusnul Fikri, 2018; Melpawan Siringoringo & Januarius Resubun, 2021). Organizational climate and leadership have been proven to have a significant influence on ASN performance (Khusnul Fikri, 2018). Work culture has a positive effect on job satisfaction and ASN performance (Rahmi & Imran Syafei M. Nur, 2024). Motivation is another factor that has a significant positive influence on ASN performance (Melpawan Siringoringo & Januarius Resubun, 2021). However, findings regarding the influence of training, organizational commitment and work stress are inconsistent (S. Ratnasari et al., 2021). Job satisfaction is known to have a significant effect on ASN performance, but does not mediate the influence of employee competence and work culture (Rahmi & Imran Syafei M. Nur, 2024).

Job Satisfaction (X 3) on the Performance of State Civil Apparatus (ASN) (Y).

The results of this research are in line with recent research which examines the factors that influence the performance of the State Civil Apparatus (State Civil Apparatus). Job satisfaction has been proven to have a significant impact on the performance of civil servants (Rahmi & Imran Syafei M. Nur, 2024; A. Fatmawati et al., 2023). Work culture and environment also play an important role in both job satisfaction and performance (Rahmi & Imran Syafei M. Nur, 2024; A. Fatmawati et al., 2023). Leadership when combined with the work environment and job satisfaction can explain up to 90.1% of the variance in civil servant performance (A. Fatmawati et al., 2023). Other factors that influence performance include competency and work discipline which have a significant influence, while training, organizational commitment and work stress show an insignificant influence (S. Ratnasari et al., 2021). However, State Civil Service (ASN) competency was found to have an insignificant influence on job satisfaction and performance in one study (Rahmi & Imran Syafei M. Nur, 2024), which highlights potential inconsistencies in research findings across various contexts.

Organizational Culture (X 1), Work Ability (X 2) and Job Satisfaction (X 3) on the Performance of State Civil Apparatus (ASN) (Y).

The results of this research are in line with recent research which examines the influence of organizational culture, work competency and job satisfaction on the performance of civil servants in Indonesia. Organizational culture has been proven to have a significant impact on civil servant performance and job satisfaction (Rahmi & Imran Syafei M. Nur, 2024; Sri Sumarwinati & S. Ratnasari, 2019; F. Widyawati et al., 2020). However, work competency shows inconsistent results, some studies even found no significant effect on job performance or satisfaction (Rahmi & Imran Syafei M. Nur, 2024). Job satisfaction was found to have a significant effect on the performance of civil servants in several studies (Rahmi & Imran Syafei M. Nur, 2024; Sri Sumarwinati & S. Ratnasari, 2019), while other studies had no significant effect (Seprian Anthonius Linda et al. al., 2023). Work motivation was identified as a significant factor influencing the performance of civil servants (Seprian Anthonius Linda et al., 2023). These findings highlight the complex interactions between factors influencing civil servant performance and suggest the need for further research to better understand these relationships.

6. CONCLUSION

Based on the research and discussion that has been explained regarding the Influence of Organizational Culture, Work Ability and Job Satisfaction on the Performance of State Civil Servants (ASN) in Ramanuju Village, Cilegon City: Organizational Culture (X 1) has a significant effect on the Performance of State Civil Servants (ASN) (Y). Work Ability (X 2) has a significant effect on the Performance of State Civil Apparatus (ASN) (Y). Job Satisfaction (X 3) has a significant influence on the Performance of State Civil Apparatus (ASN) (Y). Organizational Culture (X 1), Work Ability (X 2) and Satisfaction Work (X 3) has an effect positive and significant simultaneously on the Performance of the State Civil Apparatus (ASN) (Y).

Organizational Culture on Employee Performance is expected to improve organizational culture with the values of a fair and wise approach, communication and resolution, Job Satisfaction on Employee Performance. It is hoped that Job Satisfaction can influence Employee Motivation, because if Job Satisfaction is linked to Employee Performance then Job Satisfaction is considered still weak. Therefore, employee expectations regarding income, promotions, colleagues and work need to be evaluated periodically. Work ability must also be optimized from the results of the respondents in this study. Future research should better

understand and identify these findings which highlight the complex interactions between factors that influence civil servant performance and suggest the need for further research to better understand these relationships.

LIMITATION

Limitations or limitations in this research lie in the research respondents. Researchers realize that research has many obstacles, one of the factors that is an obstacle in this research is the research respondents. As a result, many ASNs carried out activities outside the office and on official trips during data collection. This resulted in a reduction in ASN working at the Ramanuju Subdistrict Office, Cilegon City, resulting in a reduction in the research sample. Limitations in this research also lie in the questions in the questionnaire. There is the word "and" in the questionnaire questions, where the statement sentence must be more detailed and easy for respondents to understand to be used in the questionnaire questions. The questions contained in the researcher's questionnaire were obtained by referring to the main research journal.

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