



## **ANALYSIS OF THE EFFECTIVENESS OF ASN WORK AT THE POPULATION CONTROL AND FAMILY PLANNING OFFICE OF MANDAILING NATAL REGENCY**

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### **Abstract**

*This study aims to analyze the effectiveness of the work of State Civil Apparatus (ASN) at the Population Control and Family Planning Office (KPPKB) of Mandailing Natal Regency. Five main variables were analyzed, namely competence, motivation, job satisfaction, work environment, and management support. A quantitative method with a survey approach was used on 80 ASN respondents, and the data was analyzed using multiple linear regression. The results of the study show that these five variables have a significant effect on work effectiveness, both partially and simultaneously, with management support as the most dominant factor. Managerial support and a conducive work environment play a big role in increasing the effectiveness of ASN's work, while competence, motivation, and job satisfaction also make an important contribution. These findings support the theory that effective performance in the public sector is influenced by a combination of individual and situational factors. This study provides recommendations for KPPKB to strengthen managerial support, improve competence through training, and create a supportive work environment so that the effectiveness of ASN work can be further improved.*

**Key words:** *Work Effectiveness, Competence, Motivation, Management Support.*

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## INTRODUCTION

Human resource development is one of the main agendas in Indonesia's national development vision (Anwar Prabu, 2017). To realize this vision, local governments have an important role in ensuring the achievement of various strategic programs in the fields of health, population, and family welfare. The Population Control and Family Planning Office (KPPKB) in Mandailing Natal Regency is one of the government units that focuses on population control and improving family welfare. As an agency that handles this vital issue, the effectiveness of ASN's work in this office plays a very important role in ensuring the quality and success of population and family planning programs at the local level.

ASN at KPPKB Mandailing Natal Regency has the responsibility to plan, implement, and evaluate various programs aimed at reducing the birth rate, increasing family awareness of the importance of population control, and encouraging family welfare through the Family Planning (KB) program. In carrying out these tasks, ASN not only requires technical skills, but also the ability to work effectively, both in internal coordination and with other external institutions (Sugian et al., 2021).

The effectiveness of ASN's work is an important issue that needs to be analyzed because ASN is the spearhead in the success of government programs in the field of population and family planning (Sururi, 2020). Without high work effectiveness, the strategic goals that have been proclaimed will be difficult to achieve. This study is present to analyze the effectiveness of ASN work in KPPKB Mandailing Natal Regency, with the hope of providing a clear picture of the factors that affect their performance.

In the context of public service, the effectiveness of ASN's work has a special meaning. Effectiveness is measured not only by how quickly a task can be completed, but also by the positive impact that the work produces on society (Sudiantini, 2020). The KPPKB Office, as a public service agency, must ensure that every program carried out achieves the right goals and provides real benefits to the people of Mandailing Natal.

There are several main indicators that can be used to measure the effectiveness of ASN's work, such as productivity, quality of service, fulfillment of performance targets, and adaptability to policy changes. In this study, all

of these indicators will be analyzed to see the extent to which ASN in KPPKB Mandailing Natal Regency is able to meet existing expectations and demands.

On the other hand, the effectiveness of ASN's work is also influenced by various internal and external factors. Internal factors include the ability of the ASN individual itself, job satisfaction, and support from colleagues and leaders. Meanwhile, external factors include local government support, available infrastructure, and working relationships with related parties (Cahyani, 2017). An in-depth understanding of these factors will provide important insights for KPPKB leaders in improving ASN performance.

The development of information technology also has an important role in increasing the effectiveness of ASN's work (Choirunnisa et al., 2023). Currently, KPPKB Mandailing Natal Regency has adopted several technologies to support the management of population and family planning data. However, the use of this technology has not been optimal and there are still obstacles faced by ASN in its operation. This research will identify these obstacles and provide recommendations to improve the effectiveness of technology utilization. The Mandailing Natal Regency Government places population control and family planning as one of the top priorities. This is due to the high population growth which has the potential to affect the social and economic balance of the region. In this context, ASN in KPPKB has a strategic role to ensure that the rate of population growth can be controlled through effective and sustainable programs.

This research will also examine how the ASN performance supervision and evaluation system at KPPKB is implemented. Good supervision can be a motivation for ASN to work better and more effectively. On the other hand, lack of supervision can lead to a decrease in work discipline and weak achievement of the targets that have been set.

As a public organization, KPPKB has standard operating procedures (SOPs) that must be followed by all civil servants. This research will analyze the extent to which the SOP is understood and implemented by ASN in carrying out their duties. Good SOPs that are consistently adhered to can increase the efficiency and effectiveness of ASN work at KPPKB.

In this study, the data collection method was carried out through interviews, observations, and filling out questionnaires by

civil servants at KPPKB Mandailing Natal Regency. The data obtained will be analyzed to identify aspects that can strengthen their work effectiveness, as well as aspects that are obstacles in achieving optimal performance. One of the objectives of this research is to provide recommendations to KPPKB leaders and local governments regarding policies that can support increasing the effectiveness of ASN work.

This recommendation is expected to help in the preparation of a better strategy to improve the quality of services in the field of population and family planning. It is also hoped that the results of this research can be the basis for the implementation of training and competency development for ASN at KPPKB Mandailing Natal Regency. Relevant and continuous training will improve the ability of ASN to complete their tasks more effectively and efficiently.

The success of population control and family planning programs is highly dependent on the commitment and dedication of ASN at the regional level. Therefore, this study will also explore the extent to which commitment and work motivation affect the effectiveness of ASN work in KPPKB Mandailing Natal Regency. Through this research, it will be seen how the work environment affects the performance of ASN. A conducive work environment, both in terms of facilities and moral support from colleagues and superiors, can increase the morale of ASN in achieving the targets that have been set.

In addition, the welfare aspect of ASN will be one of the variables analyzed in this study. Adequate welfare is believed to increase the loyalty and commitment of civil servants to the tasks carried out, which ultimately has an impact on their work effectiveness. This research is expected to contribute to efforts to improve the overall performance of ASN in Mandailing Natal Regency, especially in the field of population control and family planning. The findings of this study are also expected to be a reference for future studies that discuss the effectiveness of ASN work in other sectors. Thus, this study will not only provide an overview of the effectiveness of ASN work in KPPKB Mandailing Natal Regency, but can also help local governments in formulating more appropriate and strategic policies for the sustainable development of ASN.

In conclusion, this study highlights the

importance of the effectiveness of ASN work in KPPKB Mandailing Natal Regency as a determining factor for the success of population control and family planning programs in the area. The results of this study are expected to provide constructive input for improving the performance of ASN and improving the quality of public services in Mandailing Natal Regency.

## METHODOLOGY

This study uses a quantitative approach with a survey method to analyze the effectiveness of the work of the State Civil Apparatus (ASN) at the Population Control and Family Planning Office (KPPKB) of Mandailing Natal Regency (Priadana & Sunarsi, 2021). This method was chosen because quantitative research allows for objective data measurement and statistical analysis that can provide more measurable results. This study also uses descriptive and inferential analysis to describe the level of work effectiveness of ASN and the factors that affect it.

### 1. Population and Sample

- The population in this study is all civil servants who work at KPPKB Mandailing Natal Regency. Based on existing data, the number of ASN in KPPKB is 100 people.
- The sample of this study was taken using a simple random sampling method to ensure that each ASN has the same opportunity to be selected as a respondent. By using the Slovin formula (Retnawati, 2017), the sample size can be calculated as follows:

$$n = \frac{N}{1 + N \times e^2}$$

where:

- $n$  = sample size,
- $N$  = total population,
- $e$  = the desired error rate (e.g., 0.05 or 5%).

If the specified error rate is 5% (0.05), then the sample size is:

$$n = \frac{100}{1 + 100 \times (0,05)^2} = \frac{N}{1 + 0,25} = 80$$

### 2. Data Collection Techniques

Data was collected through questionnaires distributed to selected samples (Jogiyanto Hartono, 2018). This questionnaire

consists of several sections, namely:

- Demographic data of respondents: including age, gender, education, and length of work.
- Work effectiveness indicators: include aspects such as productivity, service quality, job satisfaction, and adherence to procedures.

Each indicator was measured using a Likert scale of 1-5, where 1 indicates disagreement and 5 indicates full agreement with the statements in the questionnaire.

### 3. Research Variables

- Independent variables: Factors that affect the effectiveness of ASN's work, such as competence, motivation, job satisfaction, work environment, and management support.
- Dependent variable: The effectiveness of ASN work in KPPKB Mandailing Natal Regency.

### 4. Data Analysis Techniques

- Descriptive Analysis: To see an overview of the effectiveness of ASN's work, a descriptive analysis is carried out using percentages and average values.
- Correlation Analysis and Multiple Linear Regression: To see the influence of independent variables on dependent variables (ASN work effectiveness). Multiple linear regression is used to understand the relationship between independent variables and dependent variables.

The multiple linear regression formula used is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_nX_n + e$$

where:

- Y = the effectiveness of ASN's work,
- a = constant,
- $b_1, b_2, b_3, \dots, b_n$  = regression coefficient for each independent variable,
- $X_1, X_2, X_3, \dots, X_n$  = independent variables such as competence, motivation, job satisfaction, work environment, and management support,
- e = error term.

### 5. Classical Assumption Test

Before conducting a regression analysis, a classical assumption test will be performed to ensure that the data meets the requirements of linear regression, namely:

- Normality Test: Using the Kolmogorov-Smirnov test to ensure normal data distribution (Imam Ghazali, 2018).
- Multicollinearity Test: Uses Variance Inflation Factor (VIF) to ensure there is no multicollinearity between independent variables.
- Heteroscedasticity Test: Uses the Glejser test to ensure there are no unequal variances in the residual regression model.

### 6. Hypothesis Testing

Hypothesis testing was carried out using the t-test to see the influence of each independent variable on work effectiveness, as well as the F test to see the influence of independent variables simultaneously. The level of significance used was 5% (0.05).

- Test t for individual independent variables:

$$t = \frac{b_i}{SE(b_i)}$$

where:

- BI is the regression coefficient of independent variables,
- SE( $b_i$ ) is the error standard of  $b_i$
- **Test F** for the overall significance of the regression model:

$$f = \frac{\left(\frac{SSR}{k}\right)}{\frac{SSE}{n-k-1}}$$

where:

- SSR is the sum of the squares of regression,
- SSE is the sum of the squares of errors,
- k is the number of independent variables,
- n is the number of samples.

If the t or F value is greater than the critical value at the significance level of 0.05, then the hypothesis is accepted, meaning that the independent variable has a significant influence on the effectiveness of ASN's work.

## RESULT AND DISCUSSION

### 1. Description of Respondent Data

From the 80 selected respondents, the data showed the following characteristics:

- Age: The majority of ASN are between 30-45 years old (65%).
- Gender: 52% of respondents are female, and 48% are male.
- Last Education: 75% have a bachelor's degree (S1).
- Length of Service: The average ASN has worked for more than 5 years.

## 2. Descriptive Analysis of Research Variables

Based on the questionnaire data, a descriptive analysis was carried out on the variables of ASN work effectiveness, competence, motivation, job satisfaction, work environment, and management support. Here is a table of average scores for each variable.

**Table 1. Variable Descriptive Analysis**

Variable	Number of Items	Average Score	Category
Work Effectiveness	5	4.2	Tall
Competence	4	4.0	Tall
Motivation	4	3.8	Quite High
Job Satisfaction	5	3.7	Quite High
Work Environment	3	4.1	Tall
Management Support	3	4.3	Tall

## 3. Classical Assumption Test

### a. Normality Test

The data normality test was carried out by the Kolmogorov-Smirnov test. The test results showed that the data was normally distributed with a significance value above 0.05 for all variables, so the data met the assumption of normality.

### b. Multicollinearity Test

The multicollinearity test was conducted to ensure that there was no strong linear relationship between independent variables. Based on the test results, all Variance Inflation Factor (VIF) for independent variables are below 10, so there is no multicollinearity problem.

### c. Heteroscedasticity Test

The Glejser test shows that there is no heteroscedasticity problem because the

significance value of the independent variable is greater than 0.05, so the assumption of homoskedasticity is met.

## 4. Multiple Linear Regression Analysis

To determine the influence of competence, motivation, job satisfaction, work environment, and management support on the work effectiveness of ASN, a multiple linear regression test was carried out. The following is a table of regression test results.

**Table 2. Multiple Linear Regression**

Independent Variables	Coefficient (b)	t count	Significance (p)
Competence	0,245	3,12	0,002
Motivation	0,198	2,55	0,012
Job Satisfaction	0,155	2,08	0,041
Work Environment	0,280	3,65	0,000
Management Support	0,310	4,12	0,000

- Constant (a) = 1.127

- Regression Equation:

$$Y = 1.127 + 0.245X_1 + 0.198X_2 + 0.155X_3 + 0.280X_4 + 0.310X_5$$

Interpretation of Regression Results:

- 1) Competence has a coefficient of 0.245 with a significant value of 0.002 (<0.05), which shows that competence has a significant effect on the effectiveness of ASN's work.
- 2) Motivation has a coefficient of 0.198 with a significant value of 0.012 (<0.05), which means that motivation has a significant effect on the effectiveness of ASN's work.
- 3) Job satisfaction has a coefficient of 0.155 with a significant value of 0.041 (<0.05), so job satisfaction also has a significant effect on work effectiveness.
- 4) The Work Environment had a coefficient of 0.280 with a significant value of 0.000 (<0.05), showing a significant influence on work effectiveness.
- 5) Management Support has a coefficient of 0.310 with a significant value of 0.000 (<0.05), which shows the greatest and significant influence on the effectiveness of ASN's work.

## 5. F Test and Coefficient of Determination (R<sup>2</sup>)

- F test: Based on the results of the F test, a

calculated F value of 25.34 with a significant value of 0.000 was obtained. This shows that independent variables simultaneously have a significant effect on the effectiveness of ASN's work.

- Coefficient of Determination ( $R^2$ ): A value of 0.72 indicates that 72% of the variability of ASN's work effectiveness can be explained by the variables of competence, motivation, job satisfaction, work environment, and management support. The rest, at 28%, was influenced by other factors outside the research model.

The results of the study show that the work effectiveness of ASN at the Population Control and Family Planning Office (KPPKB) of Mandailing Natal Regency is influenced by five main variables: competence, motivation, job satisfaction, work environment, and management support. This finding is in line with the theory of work effectiveness put forward by (Judge & Robbins, 2013), which states that the effectiveness of employee performance in an organization is largely determined by individual factors (competence, motivation) and situational factors (work environment, management support).

#### **6. The Effect of Competence on Work Effectiveness**

The regression results showed that ASN competence had a significant effect on work effectiveness with a regression coefficient of 0.245 and a significance value of 0.002. These findings are consistent with research (Laschinger et al., 2001) which states that competence is a combination of skills, knowledge, and abilities needed by individuals to achieve optimal work results. In the context of this study, civil servants with high competence are better able to understand the policies and procedures at KPPKB, so that they can increase work effectiveness. In other words, civil servants who have adequate knowledge and skills in population control and family planning are more likely to work more effectively.

#### **7. The Effect of Motivation on Work Effectiveness**

The motivation variable showed a significant influence with a regression coefficient of 0.198 and a significance value of

0.012. These findings are in line with motivation theory (Sobaih & Hasanein, 2020) which outlines that motivational factors, such as recognition, responsibility, and achievement, can affect a person's performance. When civil servants are motivated, they tend to be more enthusiastic in carrying out their tasks, which has an impact on work effectiveness. These results are also in line with research conducted by (Dolphina, 2012) which shows that work motivation plays an important role in improving employee performance in the public sector.

#### **8. The Effect of Job Satisfaction on Job Effectiveness**

The findings of this study show that job satisfaction has a significant influence on the work effectiveness of ASN with a regression coefficient of 0.155 and a significance value of 0.041. These results are consistent with the job satisfaction theory of (Locke et al., 1976) which states that job satisfaction is a positive emotional state, which is created when an individual feels satisfied with his or her job. ASNs who are satisfied tend to work better because they feel valued and comfortable in their work environment. Research by (Mamahani et al., 2022) It also shows that job satisfaction plays an important role in improving employee performance, especially in the public service sector.

#### **9. The Influence of the Work Environment on Work Effectiveness**

The work environment variable in this study showed a significant influence with a regression coefficient of 0.280 and a significance value of 0.000. This finding is in line with the theory of the work environment put forward by (Sedarmayanti & Haryanto, 2017), which states that a good and conducive work environment will help employees work more effectively. A supportive work environment, such as adequate facilities, a comfortable working atmosphere, and good working relationships, allows ASN to focus on their tasks and achieve better work results. Research conducted by (Tambunan, 2018) It also supports these findings, where a conducive work environment increases employee productivity and effectiveness in the government sector.

## 10. The Effect of Management Support on Work Effectiveness

Management support is the variable that has the greatest influence on the work effectiveness of ASN, with a regression coefficient of 0.310 and a significance value of 0.000. This finding is very relevant to the theory of (Ghoniya, 2011), which states that management support is crucial in determining the success of employee performance. When management provides the necessary direction, moral support, and resources, employees are more likely to work effectively. This support provides a sense of confidence to ASN in carrying out tasks related to population control and family planning. The results of this study are also consistent with the (Jufrizen & Lubis, 2020) which found that strong managerial support has a positive impact on employee performance in the government sector.

## 11. The Collective Influence of Variables on Work Effectiveness

Based on the F test, it was found that the variables of competence, motivation, job satisfaction, work environment, and management support simultaneously had a significant influence on the work effectiveness of ASN with a significance value of 0.000. This shows that the effectiveness of ASN work is not only determined by one factor, but by the interaction of several factors that support each other. These results support the theory of (McCloy et al., 1994), which states that individual performance is the result of a combination of various factors that affect each other, both from internal factors (competence, motivation) and external factors (management support, work environment).

## CONCLUSION

This study reveals that the effectiveness of the work of the State Civil Apparatus (ASN) at the Population Control and Family Planning Office (KPPKB) of Mandailing Natal Regency is influenced by five main factors: competence, motivation, job satisfaction, work environment, and management support. From the results of multiple linear regression analysis, it can be seen that all of these factors have a significant influence on the effectiveness of ASN's work, both partially and simultaneously. Management support emerged as the most dominant factor affecting the effectiveness of

ASN's work, followed by the work environment. This shows that the success of ASN in carrying out its duties is highly dependent on the support provided by the management, such as clear direction, the provision of adequate resources, and the motivation and moral encouragement that continue to be provided by the leadership. ASN competencies, which include technical knowledge and skills, have also been proven to have a significant effect on work effectiveness. ASN who have high competence are better able to carry out their duties well and more effectively in supporting population control and family planning programs. Motivation and job satisfaction also have an important role in increasing work effectiveness. Civil servants who are motivated and satisfied with their work tend to have better performance, which ultimately has a positive impact on their work effectiveness. Overall, this study shows that the effectiveness of ASN work in KPPKB Mandailing Natal Regency is the result of a combination of various individual and situational factors. Strong management support and a conducive work environment strengthen the impact of competence, motivation, and job satisfaction in creating effective and productive ASN. This result can be a reference for KPPKB in developing a strategy to improve ASN performance, especially through efforts to strengthen management support and create a supportive work environment. Recommendations for increasing the effectiveness of ASN work can be focused on improving competence through training, creating a positive work environment, and improving the support and reward system from management.

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