



Determinant Of Mental And Administrative Reforms In Public Sector

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Abstract

For the world of government practice today, good mental attitude and administrative were most important to apply. Therefore, this paper was dedicated to the greater purpose of how to realize a good mental attitude and administrative among civil servants as the main target in bureaucratic reform policies in Indonesia; focusing on exploring the quality level of the mental attitude and administrative aspects of civil servants in various government agencies and identifying various factors that influence mental attitudes. This paper also investigated how much influence of these various variables on the mental attitude and administrative aspects of the civil servant. The study was conducted with an associative descriptive and analytical approach. Data was collected through questionnaires. In total, 266 responses were analyzed for all hypotheses using SPSS 26.0; imploring frequency and percentage, mean, t test, anova, and multiple regression. The study found that work ethic was indeed positively related to apparatus mental attitudes. In the meantime, work discipline and work cooperation were also linked with mental attitudes of the apparatus. However, demographic aspects were not too correlated to mental attitudes. This study employed a unique approach and provides exclusive findings regarding Indonesian public sector reform.

Keywords: Public sector; public servant; mental attitude; mental and administrative reform

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Introduction

This study aims to describe the quality level of the mental attitude of civil servants in various government agencies; to identify various factors that influence mental attitudes; and to prove how much influence these various variables have on the mental attitude of the civil servant. This research is motivated by various conditions that indicate a lack of quality of services provided by civil servants as a result of the low quality of their mental attitude in providing services to the public. Even though the mental reform of the apparatus is one of the main targets and the most fundamental issues to be addressed in the context of creating quality public services and implementing bureaucratic reform as stated in the Presidential Regulation of the Republic of Indonesia Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010 – 2025.

Presidential Regulation of the Republic of Indonesia Number 81 of 2010 on the Grand Design of Bureaucratic Reform 2010-2025 has affirmed that by 2025 a professional government bureaucracy with high integrity will be realized. However, in reality, Indonesia's bureaucratic reform still seems to be running in place and there is no progress (Thoah, 2014), political reform is not followed simultaneously with bureaucratic reform (Ramses, 2014), bureaucratic work productivity is still low (Prasojo and Rudita (2014), and bureaucratic performance improvement

has not given good results and has not touched the bureaucratic mentality which is the source of all problems (Wiranata (2015). This condition is still ongoing in most government agencies in Indonesia, including in Padang City. Whereas bureaucratic reform has a vision to realize a world-class government supported by a professional and high-integrity government that is able to provide excellent service to the community.

One of the programs planned in the bureaucratic reform is the mental development of HR apparatus to have integrity and high performance. This apparatus HR mental development program is actually quite complete and clearly regulated in various regulations, such as those contained in Permenpan and RB No. 60 of 2020 concerning ASN Employee Integrity Development, which, among others, outlines guidelines on various efforts to develop apparatus integrity. However, in its implementation, this provision does not seem to have been followed by a strong commitment and seriousness from the leaders of the bureaucracy.

Through this research, alternative efforts or models of mental development of human resources apparatus that are considered more qualified and appropriate to create apparatus with high mentality and integrity so that their performance will also be higher and reliable to accelerate the achievement of the ideals of bureaucratic reform in Indonesia are studied. One model or strategy that can be offered is through a mystery shopping model in order to find and select truly qualified employees who need to be maintained as employees or at least placed in strategic positions of public services that are in direct contact with the community. In addition, it is also necessary to reformulate the model or system of recruitment and selection of employees that prioritizes aspects of mental attitude rather than only prioritizing intellectual aspects.

Based on the background of the problem as stated in the previous background of the problem, this research will explore and reveal: 1) What is the description of the quality of the mental attitude of the human resources of the apparatus or ASN in various government agencies in Padang City? 2) What factors may affect the low mental attitude of the human resources apparatus? 3) What is the influence of these variables on the formation of the mental attitude of the HR apparatus and how much is the influence of the mental attitude aspects of the HR apparatus on the performance or quality of public services? and 4) What method or model is appropriate to use in fostering the mental attitude of the HR apparatus?

Literature Review

According to theory, in an effort to realize quality public services, one of the most important things to do is to foster and realize employees who have a good mental attitude, integrity, professional abilities, and have responsibility, motivation, discipline, and high morale. The development and development of ASNs who have a good mental attitude should have started since the recruitment and selection process by improving and reforming the employee recruitment and selection system to fostering the integrity of the apparatus when they are already employees.

In the Presidential Regulation of the Republic of Indonesia Number 81 of 2010 on the Grand Design of Bureaucratic Reform 2010 - 2025 in Indonesia, it is emphasized and outlined that in 2011 all ministries and institutions (K/L) and local governments (*Pemda*) are targeted to have a commitment to implementing the bureaucratic reform process. Then in 2014 gradually and sustainably M/I and local governments are expected to have the strength to start the process, so that by 2025 a professional and high integrity government bureaucracy can be realized. However, according to Thoha (2014) Indonesia's bureaucratic reform still seems to be running in place, there is no progress and no professionalism. Meanwhile, according to Ramses (2014), reform in Indonesia has indeed changed the profile of state administration to become more democratic, transparent, accountable, decentralized, and participatory; however, the trend of political reform is not followed simultaneously with bureaucratic reform. Prasojo and Rudita (2014) also signaled that the lack of discipline, integrity, loyalty, capability, and competence of civil servants in their work has led to low work productivity. Likewise, Wiranata (2015) argues that efforts to improve bureaucratic performance made by the government so far have not given good results, and have not touched the mental model of the bureaucracy which is the source of all problems.

This condition clearly reflects that there are still problems in governance, such as the mental quality of the bureaucracy, public services, and the competence of government officials. In fact, the Grand Design of Bureaucratic Reform 2010-2025 has outlined that in 2014 it is expected to have succeeded in achieving strengthening in good governance, clean, free of corruption, collusion, and nepotism; as well as the capacity and accountability of bureaucratic performance. In 2019, among other things, it is expected that the human resources of the apparatus will be more professional, and the mind-set and cultureset that reflect integrity and performance will be higher. Furthermore, in 2025, it is expected, among others, to have realized good governance with a government bureaucracy that is professional, has high integrity, and becomes a public servant and servant of the state.

In addition to human resource problems in the form of low quality employee performance, another problem faced is the issue of mind-set and work culture (culture-set) bureaucrats have not fully supported an efficient, effective and productive, and professional bureaucracy; and have not really had a mindset that serves the community, has not achieved better performance (better performance), and has not been oriented to results (outcomes). This condition is still ongoing in most government agencies in Indonesia, including in Padang City. Whereas bureaucratic reform has a vision to realize a world-class government supported by a professional and high-integrity government that is able to provide excellent service to the community; and this of course requires human resources that are reliable and have a good mental attitude in governance.

One of the programs planned in the bureaucratic reform is the development of human resources to have integrity and high performance. Many programs have been carried out to develop the integrity and mentality of the apparatus for high performance, but so far the various programs have not shown satisfactory results. The mental development of the human resources of this apparatus has actually been quite complete and clearly regulated in various regulations, both at the central and regional levels, as stated in Permenpan and RB No. 60 of 2020 concerning Integrity Development of State Civil Apparatus Employees, which among others outlines guidelines on various efforts to develop apparatus integrity through: 1) integrity campaigns, establishment of knowledge sharing platforms, strengthening leadership, strengthening individual abilities and capabilities, and monitoring and evaluation. However, in its implementation, this provision does not seem to be followed by a strong commitment and seriousness from the leaders of the bureaucracy.

The profile and performance of the bureaucracy in Indonesia at the present time is indeed very concerning. The bureaucracy is often accused of being a source of bottlenecks in the country's performance in achieving various development goals and various community expectations (Maksum, 2014). Even in a very ironic language, former President Megawati once likened the bureaucracy in Indonesia to a waste basket bureaucracy (Nugroho, 2006). According to Darto (2012) and Hayat (2014) the poor quality of public service organizations in Indonesia is also influenced by the quality of leadership that is not credible, does not have high personal integrity, and does not have a vision of the organization it leads. Meanwhile, according to Eko Prasajo (2006), the root causes of the poor quality of bureaucracy and public services in Indonesia principally consist of two important things, 1) internal problems of the civil service system itself; and 2) external problems that affect the function and professionalism of the civil service.

The implementation of the Bureaucratic Reform program has become a national priority since the issuance of the Grand Design of Bureaucratic Reform in 2010. However, after almost a decade of running, in general, Bureaucratic Reform still faces many obstacles and challenges, both from internal and external government. In the second Bureaucratic Reform Roadmap it is explained that one of the sources of bureaucratic problems is the negative behavior shown and practiced by bureaucrats. Behavior that has become a mental model of bureaucracy that is seen as slow, convoluted, uninnovative, insensitive, inconsistent, lazy, feudal, and others is still an obstacle. Therefore, the focus of bureaucratic reform changes is aimed at changing the mentality of the apparatus. Changes in the mentality/behavior of the apparatus are expected to encourage the creation of a positive work culture conducive to the creation of a clean and accountable, effective and efficient bureaucracy that is able to provide quality services.

Furthermore, the third Bureaucratic Reform Roadmap also explains that the challenges of bureaucratic reform in this period include political intervention. The biggest challenge from the

political environment is political intervention from political appointees into the bureaucracy. The negative impact of political intervention into the bureaucracy and the non-neutrality of ASN in state administration has increased in terms of policy corruption, budget misallocation that is not in accordance with the purpose of its initial allocation, to discriminatory services. Another challenge is the problem of ASN incapability and silo mentality. The low competence of ASN complicates the implementation of Bureaucratic Reform, even some are resistant and do not understand the essence of Bureaucratic Reform. Likewise, the problem of a closed bureaucracy has led to weak public control and participation in the bureaucracy. As a result, the bureaucracy has become unresponsive to various community needs. To become a world-class bureaucracy, it should be able to collaborate with various actors and sectors in various policy-making processes and public services.

According to Dwiyanto (2014) one of the actions that need to be taken to get bureaucratic reform back on track is by preventing corruption and corruption prevention will be successful if bureaucratic reform is linked to the development of integrity systems in each ministry/agency. Meanwhile, according to Gustafsson and Svensson (in Hamdi and Khairi, 2014), bureaucratic reform must be carried out systematically and gradually; and one of the most important stages is changing the culture, attitudes, and behavior of the bureaucracy, including bureaucratic integrity, which is carried out continuously and involves all elements of the bureaucracy. In addition, it is also necessary to find other alternatives (models) in overcoming various problems and efforts in improving the quality of public services, such as through the mystery shopping model and reformulating the recruitment and selection system for public employees which prioritizes aspects of mental attitude rather than only concerned with intellectual aspects.

Method

This study used an associative quantitative approach. The population in this study were all civil servants in various government agencies in Padang City, especially in sub-district agencies. The sample in this study was determined using proportionate random sampling technique. In this study there were three types of variables: 1) one independent variable, namely factors that influence the mental attitude of the apparatus (among others: work motivation leadership, demographics, work environment, and so on); 2) one intermediate variable, namely the mental attitude of the apparatus (measured by indicators: work ethics, work discipline, and work cooperation); and 3) one dependent variable, namely public services (measured by indicators: tangibles, reliability, responsiveness, assurance, and empathy).

The data in this study were collected from respondents through a questionnaire by setting four alternative closed answers using a Likert scale, ranging from scores 1 to 4 for negative statements and scores 4 to 1 for positive statements. To test the validity of the data, a validity test was carried out using the Pearson correlation formula. Processing and analysis of quantitative data in this study was carried out using descriptive statistical analysis in the form of frequency and percentage, mean, t test, anova, and multiple regression.

Results and Discussion

Overview of mental attitude among civil servants in various government agencies in Padang City

The first problem to be answered through this research is how the quality of mental attitudes among civil servants in various government agencies in Padang City, West Sumatra Province, especially in sub-district agencies, is described. In general, the results of the study show that the average score of the quality of mental attitude among civil servants in Padang City, West Sumatra Province, especially in this research location, is summarized in Table 1. Based on Table 1, it could be understood that the average score of the quality of mental attitude among civil servants is indicated to be "good" only (not yet "very good"), because the average level of quality of their mental attitude is at the level of 3.82 in the score range of 1 - 5 with a AAR (Average Achievement Rate) of 76.49. In addition, it can also be seen that in each aspect (sub-variable) of work ethic, mutual cooperation, and work discipline, the score of the quality of mental attitude

of civil servants partially is also in the "good" category, and has not yet reached the "very good" category.

Table 1. Average score of mental attitude of civil servants in sub-district government agencies in Padang City

Variabel/Sub Variabel	Mean	AAR	Categori	Low (%)	High (%)
Mental attitude	3,82	76,49	Good	183 (68,79)	83 (31,21)
Work ethic	3,79	75,77	Good	204 (76,69)	62 (23,31)
Work cooperation	3,88	77,61	Good	104 (39,10)	162 (60,90)
Work discipline	3,80	76,10	Good	141 (53,01)	125 (46,99)

Socio-demographic factors that influence (relate to) mental attitudes among civil servants

The second problem to be addressed through this research is what factors might influence (relate to) the development of mental attitudes among civil servants in various government agencies in Padang City, West Sumatra Province, especially in sub-district agencies. These possible influential factors were identified based on a preliminary study/survey of several civil servants and also based on relevant studies that have been conducted by previous researchers, or opinions (theories) from experts (theorists) who are experts in their fields. In general, the relationship / influence between these various factors on the integrity of civil servants in these government agencies can be described as in Table 2 below.

Table 2. T and ANOVA Test Results for the Influence (Relationship Between) Various Socio-Demographic Factors on Mental Attitudes among Civil Servants in Padang City Government Agencies

Socio-Demographic Factors	Mean	T-Test	Anova	Sig.
Age (Years old)			1.407	0.232
1. 20 – 30	3.87			
2. 31 – 40	3.85			
3. 41 – 50	3.82			
4. 51 – 60	3.73			
5. 61 – 70	4.12			
Sex		-0.547		0.585
1. Men	3.81			
2. Women	3.84			
Marital Status			1.428	0.242
1. Married	3.80			
2. Not Married	3.87			
3. Widowed	3.98			
Educational Level			1.637	0.181
1. Secondary	3.82			
2. Diploma/Academy	3.73			
3. Under-graduate	3.86			
4. Post-graduate	3.83			
Grades			4.605	0.011
1. IV and III	3.66			
2. II	3.81			
3. I	3.88			
Tenure			1.194	0.314
1. < 5 years	3.85			
2. 6 – 10 years	3.92			
3. 11 – 15 years	3.81			
4. 16 – 20 years	3.80			
5. > 21 years	3.75			

* p < 0.05)

Based on Table 2 above, only the factor (aspect) of civil service class has a significant relationship with the quality of mental attitude of civil servants in government agencies in Padang City. This means that differences in age, gender, marital status, education level and length of service among civil servants in sub-district agencies in Padang City, although resulting in differences in the quality of their mental attitudes, are not significant. In other words, differences in age, gender, marital status, education level and length of service among civil servants in sub-district agencies in Padang City do not significantly determine whether or not they will have a high quality of mental attitude in carrying out their profession and role as civil servants.

However, the civil service class factor appears to have a relationship with the quality of their mental attitude in carrying out their profession and role as civil servants. This means that differences in the civil service class (rank) among civil servants can determine the level of quality of their mental attitude in carrying out their profession and role as civil servants in sub-district agencies in Padang City. Based on the data obtained, as shown in Table 11, it can be seen that the group of civil servants belonging to or in the category of group I has a higher average quality of mental attitude than the others, followed in sequence by groups of civil servants in the category of group II, and groups III and IV. This means that there is a tendency that the higher the level of a civil servant's civil service class (rank), the lower (lower) the level of quality of their mental attitude in carrying out their profession and role as civil servants.

Influence of various variables (factors) on the Mental Attitude of the Apparatus in Padang City

The third problem to be answered through this research is how various variables (factors), in addition to the socio-demographic factors previously described, influence the quality of the mental attitude of the apparatus or civil servants within the Sub-district Government in Padang City. Factors affecting the integrity of civil servants in this study were also identified based on a preliminary study/survey of several civil servants and also based on relevant studies that have been conducted by previous researchers, or opinions from experts. Factors estimated to affect the quality of the apparatus' mental attitude include factors: leadership style, integrity, work motivation, competence, job satisfaction, and work environment. In general, the results of regression tests on the influence of these various factors on their mental attitude in carrying out their profession and role as ASN in sub-district government agencies in Padang City can be described as in Table 3. However, before the regression test was conducted, the regression assumption test was conducted and the test results met the regression test requirements.

The results of the regression test that has been made can be seen in several Tables 3. The test results include finding that the significance stage of the relationship between the independent variables (leadership style, integrity, work motivation, competence, job satisfaction, and work environment) on the level of mental attitude quality is 0.000 with R Square (R²) is 0.247 and Adjusted R² is 0.229.

Table 3. Simultaneous Regression Test Results for the Effect of Leadership Style, Integrity, Work Motivation, Competence, Job Satisfaction, and Work Environment on the Quality of Mental Attitude of Civil Servants

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.497 ^a	.247	.229	.35472	1.485

a. Predictors: (Constant), Work Environment, Leadership, Work Satisfaction, Competence, Work Motivation, Integrity

b. Dependent Variable: Mental Attitude

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.677	6	1.779	14.142	.000 ^a
	Residual	32.589	259	.126		
	Total	43.266	265			

a. Predictors: (Constant), Work Environment, Leadership, Work Satisfaction, Competence, Work Motivation, Integrity

b. Dependent Variable: Mental Attitude

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.780	.294		9.441	.000		
	Leadership	.289	.068	.331	4.269	.000	.483	2.071
	Integrity	.067	.067	.082	.993	.322	.431	2.319
	Work Motivation	.095	.061	.126	1.564	.119	.449	2.229
	Competence	-.034	.067	-.039	-.502	.616	.475	2.106
	Work Satisfaction	-.097	.049	-.112	-1.986	.048	.916	1.092
	Work Environment	-.073	.046	-.087	-1.602	.110	.984	1.016

a. Dependent Variable: Work Attitude

The R score of 0.497 in the Model Summary Table shows that the correlation between the integrity variable and the variables of leadership style, integrity, work motivation, competence, job satisfaction, and work environment is quite strong because the figure is at a level close to 0.5. While the R² (R Square) score is 0.247 and the Adjusted R² score is 0.229. This means that 22.9% of the variation in the level (level) of the quality of the mental attitude of civil servants can be explained by these independent variables, namely leadership style, integrity, work motivation, competence, job satisfaction, and work environment. In other words, there is a 22.9% contribution of the independent variables, namely leadership style, integrity, work motivation, competence, job satisfaction, and work environment to the dependent variable, namely the quality of the mental attitude of civil servants. While the rest is explained by other variables.

Meanwhile, from the Anova test or F test, the result of F with df 6/259 is 14,142 with a significance level of 0.000a. This means that it can be trusted up to 99%, and can even be trusted up to 100%. Because the probability (0.000) is smaller than 0.05, the regression model can be used to predict the quality of the mental attitude of civil servants. This means that the variables of leadership style, integrity, work motivation, competence, job satisfaction, and work environment do affect the level of the quality of the mental attitude of civil servants in carrying out their profession and role as civil servants in various government agencies in Padang City, West Sumatra Province, at least in the government agencies that were sampled in this study.

Furthermore, the t-test results as shown in the Coefficients Table above also show the significance of the constant and independent variables. From the t-test results, it is concluded that: If the probability > 0.05 then Ho is accepted, and if the probability < 0.05 then Ho is rejected. From the table, it can be seen that the probability number <0.05, which is 0.000. Thus it can be concluded that the independent variables, namely leadership style, integrity, work motivation, competence, job satisfaction, and work environment together (simultaneously), affect the level (level) of the quality of the mental attitude of civil servants in carrying out their profession and role as ASN in various government agencies in Padang City, West Sumatra Province.

Furthermore, when viewed partially, the influence of the various independent variables (leadership style, integrity, work motivation, competence, job satisfaction, and work environment) on the dependent variable (the quality of the mental attitude of civil servants) can also be summarized in Table 4 below.

Table 4. Regression Test Results Individually for the Effect of Leadership, Integrity, Work Motivation, Competence, Job Satisfaction, and Work Environment on the Mental Attitude of Civil Servants

Independent Variable	R	R Square	Adjusted R Square	Sig.
Leadership	.458 ^a	.210	.207	.000 ^a
Integrity	.346 ^a	.120	.116	.000 ^a
Work motivation	.377 ^a	.142	.139	.000 ^a
Competence	.272 ^a	.074	.071	.000 ^a
Work satisfaction	.193 ^a	.037	.033	.002 ^a
Work environment	.098 ^a	.010	.006	.109 ^a

* p < 0.05)

Based on Table 4 above, it turns out that of all (six) independent variables, only the work environment variable does not have a significant influence on the level of quality of the mental attitude of civil servants in carrying out their profession and role as civil servants in various government agencies in Padang City. While the other five variables, namely leadership style, integrity, work motivation, competence, and job satisfaction have an influence with various variations in their respective contributions as shown in the Adjusted R Square column. This means that these variables significantly determine whether they will have a high level of mental attitude quality or not in carrying out their profession and role as civil servants in various government agencies in Padang City, West Sumatra Province, especially in sub-district agencies.

The Effect of Apparatus Mental Attitude on the Performance of Civil Servants

The next problem to be answered through this research is how the quality of mental attitude affects the performance or quality of service of civil servants at various government agencies in Padang City, West Sumatra Province. In general, the results of the regression test on the effect of mental attitude on civil servant performance can be described as in Table 5. However, before the regression test was carried out, the regression assumption test was first carried out and the results met the regression assumption requirements.

The results of the regression tests that have been made can be seen in some Table 5. The test results, among others, found that the significance stage of the relationship between the independent variables (the quality of mental attitude with its three sub-variables, namely: work ethic, gotong royong, and work discipline) to the performance of civil servants is 0.000 with R Square (R²) is 0.144 and Adjusted R² is 0.134.

Table 5. Simultaneous Regression Test Results for the Effect of Mental Attitude Quality on Civil Servant Performance at Government Agencies in Padang City

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.379 ^a	.144	.134	.45652	1.850

a. Predictors: (Constant), Work Discipline, Work Cooperation, Work Ethic

b. Dependent Variable: Work Performance

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.164	3	3.055	14.657	.000 ^a
	Residual	54.604	262	.208		
	Total	63.768	265			

- a. Predictors: (Constant), Work Discipline, Work Cooperation, Work Ethic
- b. Dependent Variable: Work Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.287	.272		8.413	.000		
	Work Ethic	.288	.198	.258	1.455	.147	.104	9.639
	Work Cooperation	-.019	.083	-.019	-.229	.819	.492	2.033
	Work Discipline	.148	.163	.139	.911	.363	.139	7.178

- a. Dependent Variable: Work Performance

The R score of 0.379 in the Model Summary Table shows that the correlation between the mental attitude quality variable and the performance variable is not so strong because the figure is only at the level of 0.379, quite far from approaching 0.5. Meanwhile, the R² (R Square) score is only 0.144 and the Adjusted R² score is 0.134. This means that only 13.4% of the variation in civil servant performance can be explained by the variable quality of the civil servant's mental attitude. In other words, there is a 13.4% contribution of the independent variable, namely the quality of mental attitude to the dependent variable, namely the performance of civil servants. While the rest is explained by other variables.

Meanwhile, from the Anova test or F test, the result of F with df 3/262 is 14.657 with a significance level of 0.000a. This means that it can be trusted up to 99%, and can even be trusted up to 100%. Because the probability (0.000) is smaller than 0.05, the regression model can be used to predict the performance of civil servants. This means that the variable quality of mental attitude does affect the level of performance of civil servants in carrying out their profession and role as civil servants in various government agencies in Padang City, West Sumatra Province, at least in the government agencies sampled in this study.

The t-test results as shown in the Coefficients Table above also show the significance of the constant and independent variables. It can be concluded that the independent variable, namely the quality of mental attitude with its three sub-variables together (simultaneously), affects the quality of civil servants' performance in carrying out their profession and role as ASN in various government agencies in Padang City.

Furthermore, when viewed partially (individually), the effect of the independent variables with their various sub-variables on the dependent variable (civil servant performance) can also be summarized in Table 6 below.

Table 6: Results of Regression Test Partially for the Effect of Mental Attitude with Work Ethic, Mutual Cooperation, and Work Discipline Sub-Variables on Civil Servant Performance

Independent Variables	R	R Square	Adjusted R Square	Sig.
Work Ethic	.373a	.139	.136	.000a
Work Cooperation	.206a	.042	.039	.001a
Work Discipline	.367a	.134	.131	.000a

Based on Table 6 above, it turns out that all (three) independent sub-variables have a significant influence on the quality of civil servants' performance in carrying out their profession and role as civil servants in various government agencies in Padang City with various variations in their respective contributions as shown in the Adjusted R Square column. This means that these variables significantly determine whether they will have a high quality of performance or not in carrying out their profession and role as civil servants in various government agencies in Padang City, West Sumatra Province.

Discussion

As explained in the research data findings section, the score of the quality of the mental attitude of civil servants in various government agencies in Padang City, West Sumatra Province, especially in sub-district agencies, is in the "good" category (not yet in the "very good" category), which is in the average score of 3.82 in the score range of 1 - 5, with a TCR (Average Achievement Rate) of 76.49. In addition, it can also be seen that in the aspects (sub-variables) of work ethic, mutual cooperation, and work discipline, the mental attitude quality score is in the "good" category, with mean scores of 3.79, 3.88, and 3.80 respectively in the score range of 1 - 5, with a TCR (Average Achievement Rate) of 75.77, 77.61, and 76.10 respectively. This means that the mental attitude of civil servants still needs coaching, in order to improve to "very good".

In addition, the results of this study also show that socio-demographic factors will also determine the high or low level of quality of mental attitude among civil servants in Padang City, West Sumatra Province, especially in sub-district agencies. In other words, the results of this study also indicate that there are several factors that are assumed to have a relationship or influence on the quality of the mental attitude of the state civil apparatus (ASN) or civil servants within government agencies in Padang City in carrying out their roles and functions as state civil apparatus or civil servants, such as age, gender, marital status, education level, civil service class, and length of service. In addition, there are also several factors that influence the success of civil servants in carrying out their functions and roles, such as leadership style, integrity, work motivation, competence, job satisfaction, and work environment. This is in line with various studies that have been conducted by previous researchers. Several previous similar studies have shown that there is a significant influence of these factors on the quality of mental attitude. Therefore, the existence and contribution of these variables need to be considered in developing a model of mental attitude development among civil servants in carrying out their roles and functions as public servants or civil servants in Padang City for the future.

In the previous section, it was also explained that the level of quality of mental attitude among civil servants in various government agencies in Padang City, West Sumatra, especially sub-district agencies, is already in the "good" category, and not yet in the "very good" category. In addition, in terms of the effect of the level of quality of mental attitude on the performance of civil servants, it can also be seen that the R number of 0.379 in the Model Summary Table shows that the correlation between the civil servant performance variable (job performance) and the mental attitude quality variable is quite strong because this figure is at a level close to 0.5. Meanwhile, the R² (R Square) number is 0.144 and the Adjusted R² number is 0.134. This means that about 13.4% of the variation in civil servant performance can be explained by the independent variable, namely the quality of mental attitude. In other words, there is a 13.4% contribution of the independent variable, namely the quality of mental attitude to the dependent variable, namely performance, and the rest is explained by other variables. This means that performance among civil servants in government agencies in the city, especially in subdistrict agencies, does have something to do with the issue of the quality of mental attitudes possessed by civil servants, although the contribution is not so great. Likewise, other aspects of performance are also largely determined by the variable quality of this mental attitude.

If this is connected to the existing theory then of course this is in line with what is expressed in several theorists about the link between the quality of mental attitudes and employee performance. According to Darto (2012) and Hayat (2014), the poor performance of public service organizations in Indonesia is also influenced by the quality of leadership that is not credible, does not have a high mental attitude or personal integrity, and does not have a vision of the organization it leads. Meanwhile, according to Eko Prasojito (2006), the root causes of poor bureaucratic quality and public service performance in Indonesia principally consist of two

important things, 1) the internal problems of the civil service system itself; including the problem of low mental attitude, and 2) external problems that affect the function and professionalism of the civil service.

On the other hand, according to Dwiyanto (2014), one of the actions that need to be taken to get bureaucratic reform back on track is by preventing corruption and corruption prevention will be successful if bureaucratic reform is linked to the development of integrity systems in each ministry/agency, including the issue of improving the mental attitude of bureaucratic apparatus. Meanwhile, according to Gustafsson and Svensson (in Hamdi and Khairi, 2014), bureaucratic reform must be carried out systematically and gradually; and one of the most important stages is changing the culture and behavior of the bureaucracy, including the mental attitude of the bureaucratic apparatus, which is carried out continuously and involves all elements of the bureaucracy. Likewise, the results of this study are in line with various research results that have been conducted by various researchers.

The first year of this research series found that the level of quality of mental attitude of civil servants in various government agencies in Padang City, West Sumatra, especially in sub-district agencies, is still in the "good" category, and not yet in the "very good" category. The high or good level of the quality of mental attitudes of civil servants in various government agencies in Padang City is thought to be related to (influenced by) various socio-demographic background factors of civil servants.

In addition, it was found that the quality of mental attitude is also influenced by various factors (variables), namely leadership style, integrity, work motivation, competence, job satisfaction, and work environment. In addition, integrity also affects the performance of civil servants in various government agencies in Padang City, West Sumatra Province. In connection with the results and conclusions of the study, the research in the second year aims to find the right model or method to improve the quality of the mental attitude of civil servants so that ultimately their performance also increases and will ultimately have an impact on improving the quality of public services in various government agencies in Padang City.

Conclusion

Based on the description that has been stated previously, it can be concluded, among others:

1. The level of quality of mental attitude and the quality of performance of civil servants in several government agencies in Padang City, West Sumatra, especially in sub-district agencies, is already in the "good" category but still needs to be improved to reach the "very good" category. In addition, even though they are categorized as good, when examined again, more than half of them (around 68.79%) have a quality of mental attitude below the average quality of the mental attitude of civil servants as a whole.
2. The low level of quality of mental attitude among civil servants is thought to be closely related to several factors, including socio-demographic factors of civil servants, such as age, gender, education level, civil service class, length of service, and so on, although not so significant. In addition, there are also indications that the level of quality of the mental attitude of civil servants is also determined by leadership style, integrity, work motivation, competence, job satisfaction, and work environment.
3. The results of this study also reveal that the level of quality of mental attitude does affect performance and various other aspects of performance among civil servants in various government agencies in Padang City, West Sumatra Province. In other words, the low quality of civil servants' performance and various other performance aspects is likely to be caused by the low level of quality of their mental attitude in providing services to the community.
4. There are several variables that need to be considered in developing or improving the quality of mental attitudes among civil servants in government agencies in Padang City in the implementation of their functions and roles as civil servants or public servants for the future, because these variables significantly determine whether they will have a good mental attitude or not in the implementation of their functions and roles as public servants, such as socio-demographic factors, leadership style, integrity, work motivation, competence, job satisfaction, and work environment.

Based on the research results and conclusions that have been stated previously, through this research several suggestions can be made, among others:

1. In order to improve the quality of performance or the quality of public services among civil servants in government agencies in general, and in West Sumatra in particular, it is necessary to make several efforts and create several methods to improve the quality of mental attitudes among civil servants so that ultimately the quality of their performance or public services also increases in providing excellent service to the community.
2. Civil servant recruitment policies need to consider aspects of mental attitude assessment more accurately and responsibly in the process of recruiting civil servant candidates. This means that the recruitment process for prospective civil servants, which has so far been characterized by collusion, corruption and nepotism, needs to be addressed by implementing a more responsible recruitment system and process and considering certain aspects that a prospective public employee should have. This aspect of the quality of mental attitude is very important to consider because the good mental attitude of prospective civil servants will greatly determine the quality of their performance when they become civil servants later.
3. In the context of fostering or improving the quality of the mental attitude of civil servants in government agencies in Padang City in carrying out their functions and roles as civil servants, especially in this research location, it is necessary to make several efforts and create several methods to improve the quality of their mental attitude as civil servants, so that in the end it is hoped that this will have a positive impact on improving the quality of performance or public services.
4. The involvement of various elements and the use of various methods are needed in order to strengthen or foster mental attitudes, such as elements of universities, parties assisting in improving the quality of mental attitudes, community organizations, religion, and others, who care about improving the quality of mental attitudes of employees in providing public services.

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