

Administrator Performance Assessed from Leadership Behavior, Organizational Culture Open and Selection

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Abstract. To achieve the optimal performance of the administrator position is strongly influenced by various factors, including influenced by the placement and recruitment of administrator leaders through open selection. This study aims to determine the performance of the administrator's position in terms of leadership behavior, organizational culture and selection of open staff in staffing institutions in the Regional Government of South Tangerang City. The method used was a survey with a correlational study involving 60 samples. There are four instruments used to measure the performance of administrator positions, leadership behavior, organizational culture, and open selection of administrator leaders. Data has been analyzed by two-way ANOVA. The results show that there are positive and significant correlations between these variables, even though they are controlled by second-order correlations, still significant among them. Therefore, it can be concluded that if the performance of the administrator position will be improved, the behavior of the leader, organizational culture, and employee open selection must be considered.

Keywords: administrator position performance; leadership behavior; organizational culture; open selection

1. Introduction

Basically, bureaucratic reform is an effort to reform and make fundamental changes to the government system, especially those concerning the aspects of the institution (organization), management (business processes) and human resources. Bureaucratic reform is carried out to create a government system that is not only effective and efficient, but also becomes the backbone of bureaucratic reform in the life of changing the nation. The purpose of bureaucratic reform is to create a professional government bureaucracy with characteristics, integration, high performance, free and free from Collusion, Corruption Nepotism, able to serve the public, neutral, prosperous, dedicated, and upholds the basic values and code of ethics of the state apparatus.

Performance is a process that produces something, in this process the factors of physical, non-physical, moral and mental conditions, environment and place play an important role. Nelson (2006, p.191) states "performance is the one most often considered as task completion". Newstrom (2011, p.27), states that "performance: the result, or end result, is the quantity and quality of products and services; the level of customer service".

The issues surrounding employee productivity in this case are often questionable. Many mass media reports contain irregularities in work, the number of employees leaving the office during working hours for irresponsible reasons, shifting responsibilities, unfavorable work culture and others, are very counterproductive phenomena, but with governance problems that are both urged to increase productivity. The bureaucracy must position itself in a facilitating and enabling role (providing facilities and opportunities). Ensuring consistent and clear law enforcement and government policies. In addition, a trustworthy government must apply the conceptions of accountability, transparency, openness, participation, justice in the Rule of Law.

With this very important role, it can be implemented effectively, and the productivity of the bureaucracy can be optimal. Thus, it will produce or increase the work productivity of the bureaucratic organization maximally and with quality. Every organization wants to achieve the highest level of performance, because it always requires a balanced action of the variables affecting performance, it is impossible to focus solely on quality regardless of cost, productivity or production time. They must divide the effort between the performance factors so that the time required for each is optimal.

Performance measurement needs to be done to find out whether during implementation, there were deviations from the predetermined plan or whether performance could be carried out in accordance with the predetermined time schedule, or whether the performance results had been achieved as predetermined. Requirements. performance so a measure of performance is needed. Performance measurement can only be made at real and measurable performance.

Likewise with employee performance, so it is not wrong if the core management of human resources is like managing the performance of apparatus resources. Managing people in an organizational context means managing people to produce optimal performance for the organization. Therefore, the performance of these employees needs to be managed properly to achieve organizational goals, so that it becomes a concept of performance management.

Performance management is a management style in managing performance-oriented resources that carry out an open and sustainable communication process by creating a shared vision and strategic and integrated approach as a driving force to achieve organizational goals.

While the problem of performance is not a simple problem, because many things affect the achievement of high performance, including: the attitude of leaders and leadership, placement of employees according to their competence, high commitment, compensation according to workload, systems / procedures that are in accordance with organizational characteristics, motivation and employee recognition, good communication and more.

The results of field observations show that the sub-optimal performance achievement is influenced by various problems, including the placement of the chief administrator through an open position or an auction position. Because not all officials are placed in positions that are in accordance with their competence, this is indicated by the presence of officers who are down, less than optimal performance, education / expertise specifications that are not in accordance with the position held, for example the Head of the Sub-district is brought in by a Head of the Puskesmas, the official head who is a technical position but held by social scholars who have no specification in that position.

The culture of a group, as a pattern of a set of basic assumptions learned by the group to solve problems of external adaptation and internal integration, is taught to new members as the correct way to feel, think about, and get the right way in relation to existing problems. So organizational culture is the basic assumption and belief that exists among members of the organization.

According to Vecchio, "organizational culture is a philosophy that underlies organizational policies and as shared values and norms that exist in the organization and are taught to incoming employees." (Robert P. Vecchio, 2006, p. 342) .The implementation of an open position in the City Government of South Tangerang begins with an open selection of the positions of the Head of Sub-district and Head of Village, because this position is considered a strategic position that is directly related to the community, with the hope that it will improve the performance and image of the South Tangerang City Government. So far, the City Government is considered not to provide the best service to the community, which is then carried out in selecting positions for other positions, including Supervisor, Administrator and High Position in the City Government of South Tangerang, Banten.

Meanwhile, the objective of selecting an open position or position auction is expected to be able to form a competitive organization with the availability of personnel with the ability to respond to global challenges. Apparatus resources must have the competence, professionalism, commitment and high integrity necessary for the organization to exist and develop, so that the implementation of apparatus management resources since recruitment and selection must be oriented to the competency model. Job analysis is one of the bases for developing competency-based apparatus resources. Through proper job analysis, employees who have good competence will be placed according to their competences. The principle of "right people in the right place" as a philosophy and reference in efforts to improve organizational performance, is also a principle and reference for good job analysis. Job analysis is also the process of gathering information relating to the implementation and responsibilities of a particular position so that it refers to the selection and placement of an appropriate job.

2. Methodology

Data and Participants

The data for this study were collected using a survey questionnaire distributed to 60 administrators in the South Tangerang City Government which were distributed to the Regional Apparatus Organization (OPD), which is an employment agency in the South Tangerang City Government with 60 employees.

Instrument Design and Development

This research is used to test the performance of the administrator's position in terms of leadership behavior, organizational culture and open selection. It has tested the validity of the items by determining the correlation coefficient between the item score and the total score. The determination uses the product moment of the correlation formula. Meanwhile, to determine the instrument reliability coefficient is calculated using the Cronbach Alpha formula. The validity test was carried out at $\alpha = 0.05$ and at r table with $n = 30$ is 0.306. If $r_{\text{count}} > r_{\text{table}}$, then the item is declared valid. Likewise, on the other hand, if $r_{\text{count}} < r_{\text{table}}$, then the goods that are declared to be dropped are given to the official administrator of the Education and Training Personnel Agency (BKPP) of South Tangerang City.

Instrument Administrator job performance, Leadership Behavior, Organizational Culture and Open Selection uses five alternative answers, namely always = 5, often = 4, rarely = 3, sometimes = 2, never = 1 if you have a positive statement but if a negative statement then give a score on the answer which is always = 1, often = 2, rarely = 3, sometimes = 4, never = 5

Variables and Measurements

The research instrument consisted of 4 variables: administrator job performance, leadership behavior, organizational culture, and open selection. The process of developing the instrument begins with the preparation of the r question instrument with four answer options (options) which are arranged according to the conceptual definition which is then corrected by the experts as construct validity.

The instrument calibration process is then carried out by analyzing the results of experimental data to determine the validity of the instrument using Pearson Product Moment (PPM) and its reliability using the grain analysis test with Alpha Cronbach. Testing criteria is done by comparing r_{count} and r_{table} .

Data analysis

Variance analysis and correlational analysis techniques are statistical analysis techniques regarding the relationship between two variables.

3. Theory Framework

Job Position Administrator

Jobs or in jobs English is defined as a group of jobs (jobs) that are located or spread across several organizational units, which consist of several of the same tasks so that their implementation requires the same office requirements. (Simanjuntak, 2011: 39). Meanwhile, Law Number 8 Year 1974 article 17 paragraph 1 states that a position is a position which indicates the duties, responsibilities, powers and rights of civil servants in the position of a state organization. So the essence of the office idea concerns tasks. To carry out a task, of course, someone needs to be equipped with certain powers and given certain rights.

Meanwhile, the types of positions in the civil service environment consist of structural positions and functional positions. In this case the position referred to is a structural position within the Civil Servant environment, both in echelon I, echelon II and echelon III and IV. A structural position is a position that shows the duties and responsibilities, authorities and rights of a civil servant to lead a state organization (LAN, 2006: 188).

A structural position is also a strong position in the organizational structure. Career positions are structural and functional positions that can only be occupied by civil servants. There are two types of career positions, namely structural positions and functional positions. Structural position is a position that is explicitly stated in the level organizational structure in a structural position called an echelon which is arranged based on the weight of the duties, responsibilities, powers and rights of the office.

A structural position can only be occupied by one person and cannot be held by any other structural position. Meanwhile, a functional position is a position that is not stated explicitly in the organizational structure but from the point of view of the functions required by the organization. (Kepka BKN 13 of 2002 Provisions for the Implementation of Appointment of Civil Servants in Structural Positions).

In Law Number 5 of 2014 concerning State Civil Apparatus as referred to in office are as follows:

- a. High Leadership Position is a group of positions in government institutions, consisting of a major high position, an upper middle position, and a high pratama position.
- b. Administrative Position is a group of positions containing functions and duties related to public services and government administration and development.
- c. Functional Position is a group of positions that contain functions and tasks related to functional services based on certain skills and skills.

Based on the above definition, an Administrative Position is a group of positions containing functions and duties related to public services and administration and government development. The administrator position is an equivalent position to echelon III, which is responsible for leading the implementation of all public service activities as well as government administration and development.

Opinion Colquitt, LePine and Wesson (2009, p.37), job performance is "the value of a set of employee behaviors that contribute, either positively or negatively, to the achievement of organizational goals". Performance is influenced by four main factors: (1) organizational mechanisms, namely: (a) organizational culture, (b) organizational structure; (2) group mechanism, namely: (a) leadership, (b) team work process, (c) team characteristics; (3) individual characteristics, namely: (a) personality and cultural values, (b) abilities; (4) individual mechanisms, namely: (a) job satisfaction, (b) stress, (c) motivation, (d) trust,

justice, and ethics, (e) learning and decision making (Colquitt, LePine and Wesson , 2009, p.34)

The theoretical reference base used in explaining the variables that affect performance is shown in Figure 2.1 below:

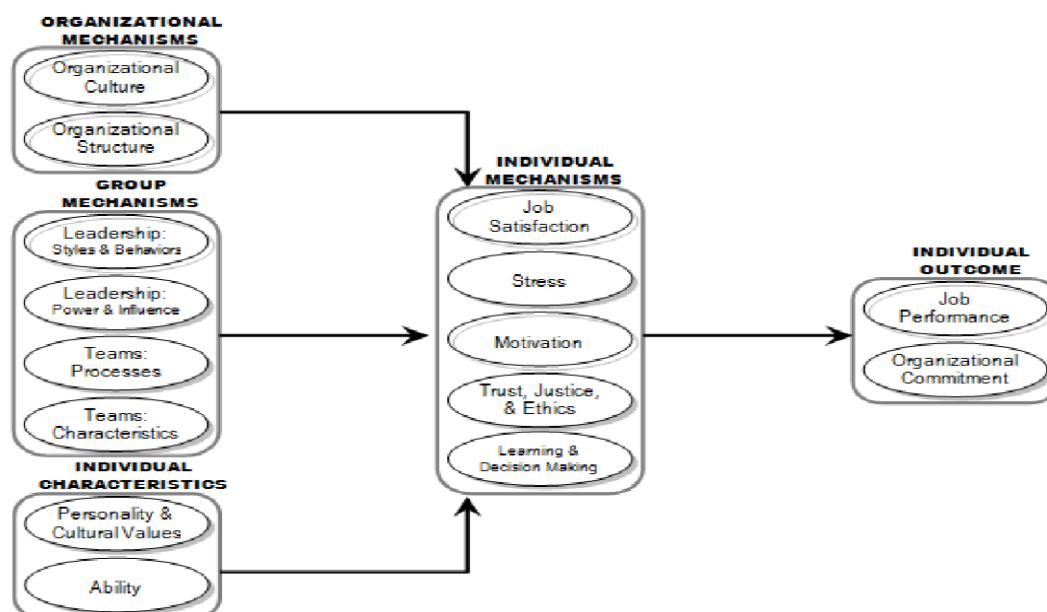


Figure 1. Integrative Model of Organizational Behavior

Source: Colquitt, Lepine and Wesson, *Organizational Behavior Improves Workplace Performance* (New York: McGraw-Hill, Inc. 2009), p. 34.

According to Curtis, "performance is a behavior that has been evaluated in terms of its contribution to organizational goals" (Curtis W. Cook and Phillip Lunsaker, 2001, p. 244). Furthermore, Griffin said: The essence of performance management is the actual measurement of performance and individual or group. (1) evaluating employee work behavior by measurement and comparison with predetermined standards, (2) documenting the results, and (3) communicating the results to employees (Ricky W. Griffin and Gregory Moorhead, 2014, p. 155).

Luthans says, "people generally have a desire to know what they are doing, they are in a feedback seeking behavior. Although it is generally accepted that feedback improves individual performance in behavioral management" (Fred Luthans, 2008, p. 389).

In addition, performance according to William M. Lindsay and Joseph A. Petrick (1997, p. 172), "Performance is the contribution of individuals and systems to the achievement of organizational goals". The same opinion was expressed by Robbins and Timothy A. Judge (2011, p.599) who explained that there are three main types of behavior that shape performance, namely:

- A task performance. Performing duties and services for administrative duties. This includes most of the tasks in conventional job descriptions.
- Citizenship. Actions that contribute to the organizational environment, such as helping others when not needed, supporting organizational goals, treating workers with respect, making constructive suggestions, and saying positive things about the workplace.
- Counterproductivity. Actions that actively damage the organization. These behaviors include stealing, damaging company property, behaving aggressively towards coworkers, and avoidable absences.

Meanwhile, according to John R. Schenkerhom, James G. Hunt and Richard N. Osborn (2010, p. 10). "Task performance is the quantity and quality provided by the work unit as a whole". Next is the opinion of Williams (2008, p.295) that "performance appraisal is the process of assessing how well employees do their job."

Performance in the opinion of Thomas S. Bateman (1999, p. 348) is "a measure of performance that falls into one of three basic categories: traits, behaviors, and outcomes". Gibson, Ivancevich, Donelly, and Konopaske (2012, p. 374), define that "job performance is the result of work related to organizational goals such as quality, efficiency, and other effectiveness criteria".

The benefit of performance appraisal according to Gibson "performance evaluation in the context of socialization, provides important feedback about how well individuals get along in the organization". (Gibson, Ivancevich, Donelly, and Konopaske, 2012, p. 46).

Types of performance include job performance and task performance. According to Colquitt, Lepine and Wesson, job performance is formally defined as the value of a series of employee behaviors that support, both positively and negatively, for the achievement of organizational goals. Meanwhile, the performance task is divided into two categories, namely performance appraisal and community behavior. both have a positive influence on the organization. The third category is bad behavior, this bad behavior has a negative influence on the organization. So performance is employee work behavior that contributes to the organization.

Leader Behavior

The concept of behavior according to Marin and Pear (1992, p. 2), basically behavior is "everything that a person does. A person's behavior is a characteristic inherent in a person. In general, behavior is equated with activities, actions, appearance, response, and behavior. reaction. So behavior is a characteristic of a person that distinguishes him from others. "A person's behavior can be maintained or maintained for a sufficiently long period of time" (Lawrence A. Pervin and John P. Oliver, 1997, p. 21) Sarwono (1993, p. 27) argues that, "a person's behavior is the result of all one's experiences and interactions with the environment. This is manifested in the form of knowledge, attitudes, and actions which are a response, or a person's reaction to stimuli that come from outside or from within. "Thus behavior comes from human experience and interactions with humans and humans with their environment. This is manifested in the form of knowledge, , attitudes, and actions.

As for Simon's opinion, "behavior includes the activity of choosing certain actions, whether consciously or not. Most of the behaviors are purpose-oriented and goal-oriented. The purpose of this integration produces patterns of behavior" (Herbert A. Simon, Administrative Behavior, adapted by St. Dianjung. , 1984, pp. 48-166). So the beginning of the formation of behavior is based on the selection of activities that have a purpose, so that behavior patterns are formed. Meanwhile, according to Robbins (1998, p. 25) that "behavior is interpreted as the result of a person's actions that are displayed continuously and tend to be sustainable because of the situation and conditions at hand". So behavior is the result of continuous action caused by situations and conditions.

A person's actions are influenced by factors in himself, so his behavior is closed. "Covert behavior is behavior that is not real and is not directly captured by the five senses" (Stanfeld Sargent, Robert C. Williamson, 1960, p. 8). So behavior is the actualization of intentions. The intention to behave is determined by two things:

- (1) attitude towards the behavior itself, and
- (2) subjective behavior norms.

The opinion Skinner about behavior, that "human behavior is largely a behavior that can be formed, behavior that is learned and developed. Human behavior can be shaped by:

- (1) conditioning or habits;
- (2) insight or understanding; and (3)
- (3) models" (Walgito, B., 2003, p. 13).

This means that a person's behavior can be shaped, studied and developed. Behavior oriented towards achieving certain goals.

Therefore, "behavior occurs because of motivation (motivation) or impulse (drive) or strength (energy) and habit (habit) and direction of action (direction)" (David C. Berliner and Robert C. Calfee, 1996, p. 67 -68). So the formation of behavior comes from a person's motivation, habits, and actions to achieve certain goals. Every individual has basic psychological needs and is motivated to meet those needs.

Thus, what Stapp put forward is in accordance with the attitude model developed by Bennett, namely awareness and knowledge, attitudes and values, and behavior (skills and participation). However, behavioral models related to the environment are largely determined by psychological aspects such as beliefs, attitudes, values and behavioral objects, namely the environment.

Leadership is always associated with the nature, behavior, influence, interaction patterns, role relationships, and transformational relationships between leaders and staff. In the organizational behavior integration model, according to (Colquit, et.al) leaders and employees as individuals can be assessed from individual results, namely job performance or behavior that contributes to good or bad and organizational performance, namely strong or weak individual desires in the organization. Mullins defines leadership as "a relationship through which one person influences the behavior or actions of another". The leadership process will depend on the activities of a group of people and the effectiveness of building a group of people. Leadership is always present in every group of people related to work. Leadership does not always mean command or control, but rather the concept of groups / groups, relationships with people, inspiring and building a vision where others can know. An institutional leader must focus on the movement of people and the advancement of the institution by developing staff competencies and teamwork to develop the institution (Laurie J. Mullins, 2010, p. 373). This shows the main effect of gender as given in the hypothesis

H1: There is a positive relationship between leader behavior and administrator performance.

Organizational culture

According to Vecchio (2006, p. 342), "organizational culture is a philosophy that underlies organizational policies and as shared values and norms that exist in the organization and which are taught to incoming employees". So company culture is a philosophy that underlines the policies and normative matters of the organization. Vecchio explains that organizational culture is the values and norms that are formulated in an organization and invested in all employees. Values and norms include shared feelings, behavioral regulation, and historical processes in developing these values and norms.

Vecchio (2006, p. 344) also explains that, "the origin, maintenance, and modification of organizational culture can be understood in terms of six main concepts". This means that organizational culture can be modified with six main concepts, namely: (1) critical decisions of the founders of the organization, (2) guiding ideas and missions, (3) social structures, (4)

norms and values, (5) memorable history and symbolism. , and (6) institutional arrangements. Schematically it can be described as follows:

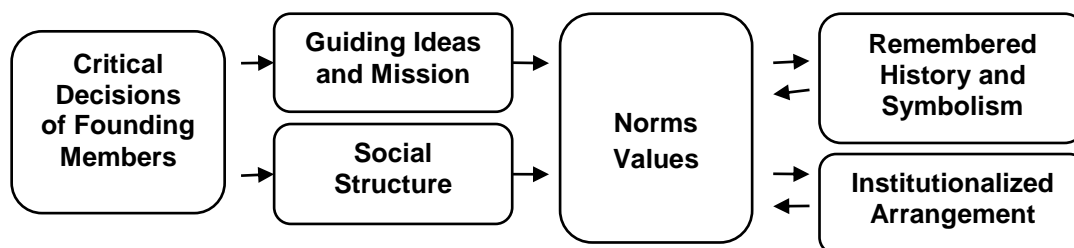


Figure 2. Framework for Analyzing Organizational Culture

Source: Robert P. Vecchio, Core Concepts of Organizational Behavior (Ohio: Thomson South-Western, 2006), p. 345.

Shane and Glinow (2008, pp. 466-467), said that with regard to the function of organizational culture, "a strong organizational culture has the potential to produce success by serving three important functions". This means that organizational culture has the potential to increase organizational success by serving three important functions, namely: (1) control system, organizational culture is a social control that influences employee decisions and behavior. Culture can direct employees in a way that is consistent with organizational expectations; (2) social glue, organizational culture is the "social glue" that binds people together and makes employees feel part of the organizational experience. Employees are motivated to internalize the dominant organizational culture because it helps fulfill employees' social identity needs. Social glue is increasingly important as a way to attract and retain the best performing new staff; (3) make understanding, organizational culture to make the process make sense. It helps employees understand what is happening and why things are happening in the organization.

In addition, organizational culture also makes it easier for employees to understand what is expected and to interact with other employees who know the culture and believe in it. Shane and Glinow (2008, p.467) explain that organizational culture will be able to improve the performance of an institution if the organizational culture is in accordance with environmental needs, has a strong, and adaptive culture, this can be seen in the table below:

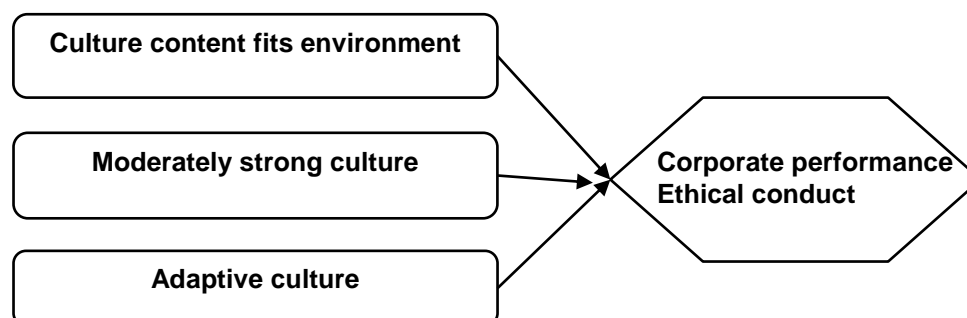


Figure 3. Organizational Culture and Performance

Source: Mc Shane and Von Glinow, Organizational Behavior: Emerging Reality for the Workplace Revolution, 4th Edition (New York: Mc Graw Hill, 2008), p. 467.

According to Griffin and Moorhead (2008, p. 484) said, "organizational culture is a set of values that helps employees understand the organization. It is considered which actions

are acceptable and roommates are not acceptable". The formation of organizational culture takes place in five stages, namely:

- a. Formulate strategic values, which are the basic beliefs of the organizational environment that shape the strategy.
- b. Developing cultural values, are the values that must be owned by members and carried out by the organization in carrying out the strategy.
- c. Creating a vision, is to create a picture of what the organization looks like in carrying out its strategy.
- d. Initiate an implementation strategy, one that builds values and takes action to achieve the vision.
- e. Strengthen cultural behavior, which reinforces the behavior of members who have demonstrated cultural values and implemented organizational strategies. Among them are giving awards, documenting in writing, and holding ceremonial events that strengthen the culture that has been done.

George and Jones (2005, p.535) say that, "organizational culture is a set of shared values, beliefs, and norms that influence the way employees think, feel, and behave towards one another and towards people outside the organization". So organizational culture is a set of shared values, beliefs and norms that influence how members think, feel and behave towards other members and people outside the organization.

George and Jones (2005, pp. 552-547) explain that organizational culture is formed by the interaction of four main factors, namely: (1) the characteristics of people in the organization; (2) Organizational ethics; (3) Employment relations, and (4) Organizational structure. " These factors work together to produce different cultures in different organizations and cause cultural changes over time, as shown in Figure 4 below.

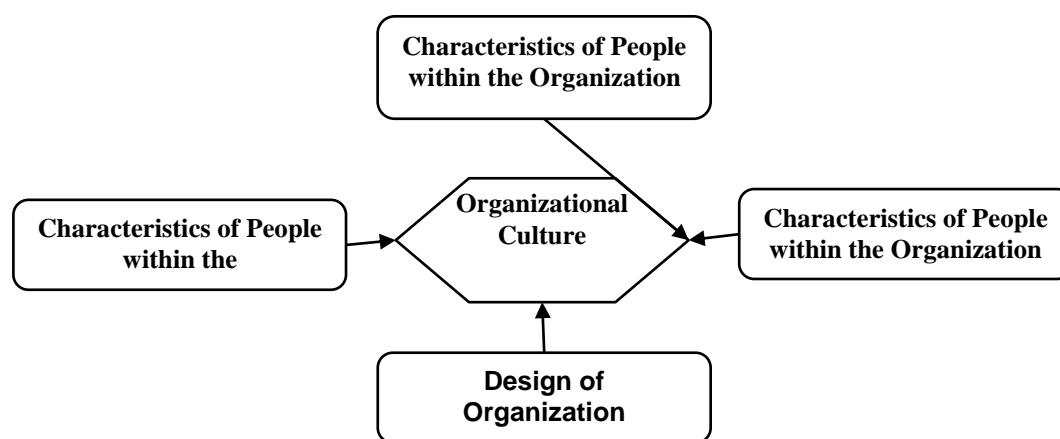


Figure 4. Where Organizational Culture Comes From

Source: Jennifer M. George and Gareth R. Jones, *Organizational Behavior* (New Jersey: Pearson Education, Inc., 2005), p. 542.

The explanation is as follows:

1. Characteristics of People in the Organization

The basic source of organizational culture is the person who founded the organization. The founder of the organization has a great influence on the initial culture of the organization because of his personal values and beliefs.

2. Organizational Ethics

An organization with the specific goal of developing some kind of cultural value to control the way its members behave. One of the things of organizational culture comes from organizational ethics, namely: moral values, beliefs, and rules that apply in a way that is right for the organization and their members to connect with fellow members and people outside the organization. Ethical values are based on an emphasis on treating each member fairly and equally. Organizational ethics is formed from the ethics of society, professionals, and individuals.

3. Employment Relations

Each member must work with the leadership to achieve organizational goals, in this case the leadership of the organization must respect its members. Leadership policies related to setting salary levels and an intensive system.

4. Organizational structure

Differences in structure create cultural differences. A leader must design an organizational structure to create a kind of culture. Organizational structure can enhance cultural values that help integrated coordination systems. This shows the main effect of gender as given in the hypothesis.

H2: There is a positive relationship between organizational culture and administrator job performance.

Open Selection

Open selection is also known as the term position auction. Leleng's position is a catalyst for the creation of good governance in government. Therefore, the government must continue to encourage the creation of a culture of position auction, both at the central and regional levels. This system will be one of the levers for the success of bureaucratic reform, which can prevent the politicization of the bureaucracy, or the attitude of leaders who elect officials like it and what they don't like.

For the South Tangerang City Government, the auction system that has been running so far must also be maintained and perfected. This is so that the South Tangerang City Government can always be a role model for the Indonesian bureaucracy, and become a portrait of civil servants who are loved by the public. The public stigma that civil servants are a comfort zone must be transformed into a competitive zone. And, the auction position is one of the triggers.

To understand the meaning of complete selection, we must first understand the meaning of recruitment. Because there is one unit between recruitment and selection.

The opinions expressed by Sinambela (2016: 119) are as follows:

- 1) Recruitment is the process of determining and attracting applicants who are able to work in an organization or recruitment can also be said to be a process to get a number of qualified human resources to occupy positions or jobs in the organization. (Rivai and Sagala, 2009);
- 2) Recruitment is an activity to get a number of employees from various sources according to the qualifications needed so that they can carry out the organization's mission to realize their vision and goals. (Yuniarsih and Suwatno, 2008);
- 3) Recruitment is the process of attracting qualified candidates to apply for vacant positions in an organization. Selection is the final stage of the recruitment process.
- 4) Recruitment is a series of processes carried out to find job applicants with the skills, expertise and knowledge needed by the organization to meet the HR needs planned by the organization.

In line with Priansa (2016: 92), he expressed his opinion that: "Recruitment is a system and process created to get employees who meet the requirements of the organization, the system's relationship with HR needs planning and HR management in the context of organizational development, while the process begins. from applications that enter the organization, the implementation of selection, and selection of employees in accordance with the needs of the organization ". And Notoadmodjo (2015: 105), argues that "recruitment (recruitment) is the process of finding and binding prospective workers (employees) who have the ability according to the planned needs of an organization". Likewise, the opinion expressed by Simamora (2015: 170) states that: "Recruitment is a series of activities to find and understand job applicants with the motivated abilities, skills, and knowledge needed to cover the deficiencies identified in staffing planning. Or it can be explained that the results recruitment is a group of job applicants who will be selected to become new employees ".

Meanwhile, Sedarmayanti (2016: 137) expressed his opinion about selection, which is the activity of determining and selecting workers who meet the criteria determined by the selection process depending on three important inputs, namely information on job analysis, human resource planning and recruitment. Meanwhile, the opinion expressed by Sinambela (2016: 140) regarding the definition of selection is as follows:

- a. Selection is the process of selecting prospective workers who best meet the requirements set by management to fill vacancies.
- b. Selection is the process of selecting the most qualified workers to fill job vacancies. (Yani, 2012).
- c. The selection process begins after the collection of eligible applicants is obtained through recruitment, which involves a series of stages that add complexity and time before HR recruitment is taken.
- d. The selection process is a series of steps used to decide whether an applicant is accepted or rejected.

Meanwhile, according to Simamora, (2015: 202), states that selection is "a selection process from a group of applicants, people or people who best meet the available selection criteria based on existing conditions carried out by the company".

Likewise, Priansa (2016: 106) stated that selection is an activity to determine and choose job peace that meets the specified criteria. Selection aims to decide whether an applicant is accepted to work or not.

Meanwhile, according to Matton M. Mandel, who stated that: "Careful selection and placement of employers to ensure that they are physically, mentally, and temperamentally fit for the job can reasonably be expected to develop into the desired employees, and that there will be a significant number of employees. minimum square pigs in round holes. "(Hasibuan, 2006: 47). This shows the main effect of gender as given in the following hypothesis:

H 3: There is a positive relationship between open selection and the performance of administrator positions.

H 4: There is a positive relationship between leader behavior, organizational culture, and open selection along with the performance of administrator positions.

4. Results and Discussion

Hypothesis testing

The data for this study were collected using a survey questionnaire which was distributed to 60 Administrator Officers in the South Tangerang City government, which were distributed to OPDs, namely the Civil Service Agency for Education and Training of South Tangerang, totaling 60 employees.

A preliminary test was conducted to confirm the validity of the data using correct item-total correlation. The test results show that the r-table value for n equal to 20 is 0.444. There are four instruments that measure Administrator Job Performance (rel. 906), leadership behavior (rel. 874), organizational culture (rel. 826), and open selection (rel. 911). Thus, the data is reliable and can be used further to test the hypothesis.

Descriptive Analysis

Table 1
Descriptive Statistics Descriptive Statistics

	N	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance
X1	60	20.00	42.00	1717.00	28,6167	4,33000	18,749
X2	60	15.00	32.00	1374.00	22,9000	4,07015	16,566
X3	60	20,00	45,00	1771,00	29,5167	4,58994	21,068
Y	60	15.00	32.00	1373.00	22,8833	4,08839	16,715
Valid N (listwise)	60						

For the performance instrument the administrator position (Y) obtained the lowest theoretical score was 15, and the highest theoretical score was 32. Based on the analysis results obtained an empirical average score of 22,833, standard deviation of 4.088; and a variance of 16,715. For the leader behavior instrument (X 1), the lowest theoretical score was 20, and the highest score was 42. Based on the results of the analysis, the empirical mean score was 28,617, the standard deviation was 4,330; and 18,749 variants. For the Organizational Culture (X 2) instrument, the lowest theoretical score was 15, and the highest theoretical score was 32. Based on the analysis, the empirical mean score was 22,900, the standard deviation was 4.070; and variants 16,566. The choice of instrument position (X 3) obtained the lowest theoretical score was 20, and the highest theoretical score was 45. Based on the results of the analysis, the empirical mean score was 29.517, the standard deviation was 4.590; and the variance of 21,068.

This study formulates four hypotheses to test: (i) There is a positive relationship between leader behavior and administrator job performance, (ii) There is a positive relationship between organizational culture and administrator position performance, (iii) There is a positive relationship between open selection and job performance. administrator, (iv) There is a positive relationship between leader behavior, organizational culture, and open selection along with administrator job performance.

Correlation test is conducted to determine the relationship between variables and variables and vice versa. A positive relationship between the variables X and Y means that if X increases then Y increases and if the negative relationship it means that if X increases then Y experiences a decrease in value. The results of the correlation analysis on the variables of leader behavior, organizational culture, and open selection along with administrator job performance can be seen in the following table:

Table 2
Correlations

		Y	X1	X2	X3
Pearson Correlation	Y	0.900	,352	0.900	,418
	X1	,352	1,000	,349	,576
	X2	0.900	,349	0.900	,416
	X3	,418	,576	,416	0.900
Sig. (One-tailed)	Y.			003,000	000
	X1,		003.		003,000
	X2		000,	003.	,000,
	X3		000,000		000.
N	Y	60	60	60	60
	X1	60	60	60	60
	X2	60	60	60	60
	X3	60	60	60	60

Based on the results above, it can be seen that the relationship between leader behavior and administrator performance is positive with a value of 0.352. This figure shows a strong relationship between leader behavior and administrator position performance because the r value is above 0.05, while the positive sign above indicates higher leader behavior, the higher the performance of the administrator position, then for the correlation value between organizational culture and administrator performance. positive value with ar value 0.900. This figure shows a strong relationship between organizational culture and the administrator's office performance because the r value is above 0.05, while the positive sign above shows that the higher the organizational culture, the higher the performance of the administrator's position. then for the correlation value between open selection and administrator job performance is positive with ar value 0.418. This figure shows a strong relationship between open selection and the administrator's office performance because the r value is above 0.05, while the positive sign above shows that the higher the open selection, the higher the performance of the administrator's position.

The coefficient of determination explains the variation in the effect of the independent variable on the dependent variable. Or it can also be said as the proportion of the influence of all independent variables on the dependent variable. The coefficient of determination can be measured by the value of Rsquare or Adjusted R-Square. R-Square is used when the independent variable is only 1 (commonly called Simple Linear Regression), while R-Square is adjusted when there is more than one independent variable. The results obtained from the output of SPSS 22.0 are as follows:

Table 3. Determination Model Summary^b

Model	R	R Square	Adjusted R Square	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
1,	860 ^A ,		740,740,	740	19237.039	3	56,	000

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

When viewed from the R-Square value of 0.740, it shows that the proportion of the relationship between leader behavior, organizational culture, and open selection for the Job Position Administrator variable is 74%. and the rest is influenced by other variables that are not in the linear regression model.

Table 4.
ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	985.227	3,	328.409	19237.039	000 ^b
	Residual	956	56,	017		
	Total	986.183	59			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

Probability value. F count (sig.) In the table above the value of 0.000 is smaller than the significance level of 0.05, so it can be concluded that the estimated linear regression model is used to explain the positive relationship between leader behavior, organizational culture, and open selection. along with the performance of the administrator's position.

Table 5
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant),		785,135		1,375,	175
	X1,		03,005,		003,526,	601
	X2,		072,005,	998		215.77
	X3		081,005,		002,288,	2,000,
						774

a. Dependent Variable: Y

Like the F test facilitated by the SPSS application, the t test can also be easily drawn to conclusions. If the value is prob. t count (the SPSS output shown in the sig column) is smaller than the error level (alpha) 0.05 (which has been determined), it can be said that the independent variable (from t count) has a significant effect on the dependent variable.

Based on the results of data analysis using SPSS 22.0 software, it was found that the regression equation for the research variables was:

$$Y = 78,5 + 0,03X1 + 0,072X2 + 0,081$$

5. Conclusion

Based on the results of the analysis described in the previous section, the following is explained based on the findings of the research results. The results of hypothesis testing show that (1) there is a positive relationship between leader behavior and administrator job performance, (2) there is a positive relationship between organizational culture and administrator position performance, (3) there is a positive relationship between open selection and administrator position performance, (4) There is a positive relationship between leader behavior, organizational culture, and open selection along with administrator job performance.

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