



## Influence Work Ethics, Digital Leadership and Culture Organization to Magetan Civil Servant Performance

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### ABSTRACT

This research aims to analyze the influence of work ethics, digital leadership, and organizational culture on the performance of the State Civil Apparatus (ASN) at the Regional Secretariat of Magetan Regency. This research uses quantitative methods with primary data obtained through questionnaires and secondary data from various literature sources. The number of samples taken was 91 respondents, calculated using the Slovin formula, with an examination method using the multiple direct relapse method. Based on the research results, it shows that the organizational culture variable has the most dominant influence on ASN performance, with a lower significance value than other variables. The digital leadership variable also shows a significant influence on ASN performance, while work ethics does not have a significant influence. Work ethics, digital leadership, and organizational culture simultaneously influence ASN performance. This research emphasizes the importance of implementing a strong organizational culture and effective digital leadership in an effort to improve ASN performance and provide better public services in Magetan Regency. The author provides suggestions for the Regional Secretariat of Magetan Regency to pay attention to other factors apart from work ethics, digital leadership and organizational culture so that ASN performance improves as well as strengthening organizational culture, increasing digital leadership, developing work ethics and optimizing ASN performance.

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## 1. INTRODUCTION

The era of globalization, characterized by rapid advancements in information technology, has led organizations across various countries to undergo significant transformations in their methods of operation and leadership. Digitalization, as a phenomenon impacting multiple sectors, including government, has become a global trend, prompting fundamental changes in organizational paradigms. This shift highlights the importance of transitioning from conventional methods to the application of digital technology in leadership and organizational management practices (Fogelström & Johansson, 2022; Rifai et al., 2023). Human resources, as a source of power within an organization, play a crucial role in managing and utilizing other organizational resources to help achieve organizational goals. Consequently, human resources are inseparable from the success of any institution in reaching its objectives. Associations and institutions must have highly capable and competent human resources to carry out the tasks delegated to them.

Organizational performance is supported by the performance of the employees directly involved in it. For the Secretariat of the Republic of Indonesia in Magetan Regency, organizational performance can be seen from performance achievements through the 2023 Community Satisfaction Survey, conducted using questionnaires with civil servants (ASN) in the local government as respondents. The performance achievements of the Secretariat of the Republic of Indonesia in Magetan, as measured through the Community Satisfaction Survey (SKM), reveal that the average SKM Index value for the Magetan Secretariat is 3.41, with a rating of "Good." Of the 12 aspects assessed, only three have scores above 3.51, earning a "Very Good" rating. Nine other aspects of organizational performance, evaluated from the perspective of service user satisfaction (in this case through the SKM), still need improvement.

Organizational performance is inherently supported by employee performance within the organization. At least three key indicators can enhance employee performance to support improvements in organizational performance, particularly within the Secretariat of the Republic of Indonesia in Magetan. These indicators are work ethic (an internal employee factor), organizational culture (an external factor related to the work environment), and digital leadership (an external factor originating from the crucial role of leadership within the workplace). Ideally, implementing a strong work ethic, effective digital leadership, and a positive organizational culture can significantly and positively impact the performance of civil servants (ASN).

This approach aligns with regional government efforts to improve efficiency, effectiveness, and responsiveness to the needs of the community (Ahmadi et al., 2023; Kirana Dewi & Priantara, 2022; Munandar et al., 2023). A strong work ethic instills high motivation in employees, enabling them to continuously adapt, innovate, dedicate themselves, and work diligently (Simamora & Bangun, 2023). Meanwhile, effective digital leadership leverages information technology to enhance management and decision-making processes, encouraging and supporting employee performance to achieve even higher levels. Similarly, a positive organizational culture fosters supportive norms and values, promoting collaboration, innovation, and the achievement of shared objectives in an ideal work environment. The synergy of these three elements creates an optimal foundation for improving the quality of regional government services and increasing community satisfaction (Rifai et al., 2023; Sitanggang et al., 2019; Sumarni et al., 2023). Therefore, a deep understanding of how to implement and integrate these three elements can be the key to

improving ASN performance and delivering a positive impact on public services at the regional level.

At the local level, the ASN District Regional Secretariat of Magetan, as a government entity, faces significant challenges in improving the performance of the State Civil Apparatus (ASN). The main issues that arise involve the work ethic of ASN, the implementation of digital leadership, and the dynamics of organizational culture (Apriyanto & Djante, 2023; Sitanggang et al., 2019). Investigating the interaction between these three factors is highly relevant, given the crucial role played by ASN in achieving regional government goals and policies. Understanding how individual work ethic, digital leadership implementation, and organizational culture interact can provide deep insights into workplace dynamics at the regional level, particularly in Magetan Regency. This study is expected to assist the local government in designing more effective strategies to improve ASN performance and contribute both theoretically and practically to the understanding of human resource management in the government sector.

Ideally, the implementation of a strong work ethic, effective digital leadership, and a positive organizational culture within an organization can have a significant positive impact on ASN performance. This aligns with local government efforts to improve efficiency, effectiveness, and responsiveness to societal needs (Ahmadi et al., 2023; Kirana Dewi & Prianthara, 2022; Munandar et al., 2023). A solid work ethic fosters an environment where every ASN member is inspired to be dedicated and work diligently, while effective digital leadership utilizes information technology to enhance management and decision-making processes.

At the same time, a positive organizational culture supports norms and values of collaboration, innovation, and the achievement of common goals. All three are integrated into a synergy that creates an optimal foundation for improving the quality of local government services and increasing community satisfaction (Rifai et al., 2023; Sitanggang et al., 2019; Sumarni et al., 2023). Therefore, a deep understanding of how to implement and integrate these three elements can be key to successfully enhancing ASN performance and delivering a positive impact on public services at the local level.

However, in reality, the implementation of work ethic, digital leadership, and organizational culture may face various complex obstacles and challenges. Identifying these factors is crucial for providing a deep understanding of organizational dynamics at the local level, as is the case in Magetan Regency. These challenges may include employee resistance to change, limited resources, a lack of awareness of the benefits of digital technology, or even differences in values and norms within the organizational culture. Accurately understanding these obstacles is very important for designing more effective implementation strategies and overcoming potential barriers (Ahmadi et al., 2023; Kirana Dewi & Prianthara, 2022; Rifai et al., 2023; Sitanggang et al., 2019; Sumarni et al., 2023; Sumarsi & Rizal, 2021). Thus, research that identifies and analyzes obstacles at the local level not only contributes to academic understanding but also provides practical guidance for the Magetan local government in facing real challenges to achieving positive change.

The importance of work ethic, digital leadership, and organizational culture stands out in the context of enhancing the performance of ASN at the Magetan Regency Regional Secretariat. A strong work ethic forms the foundation for ASN dedication and discipline, creating an environment where every individual is motivated to make their maximum contribution. Meanwhile, effective digital leadership plays a crucial role in utilizing information technology to improve operational efficiency, accelerate decision-making, and enhance the quality of public services. Digital leadership also encourages innovation and

continuous adaptation to technological changes, becoming a key aspect of increasing competitiveness and relevance in the digital era.

In addition, a positive organizational culture supports norms of collaboration, open communication, and the achievement of common goals (Apriyanto & Djante, 2023; Rifai et al., 2023; Sitanggang et al., 2019). The presence of a positive work culture creates an environment where innovation is encouraged, diversity is valued, and organizational goals are internalized by each ASN member. By combining these three elements, the Magetan district government can establish an optimal foundation for improving ASN performance, strengthening public service capacity, and responding more effectively to public needs in the context of ongoing societal changes.

Currently, there is a noticeable gap in the literature regarding research that investigates the holistic impact of work ethic, digital leadership, and organizational culture on the performance of State Civil Apparatus (ASN) at the local level, particularly in the context of regional governments in Indonesia. This research gap forms a significant basis for formulating relevant and intriguing research questions. Existing research has mostly focused on one or two aspects of these three factors, leaving room for a deeper and more comprehensive understanding. Thus, addressing this gap will not only contribute substantially to the understanding of the work environment dynamics in local government agencies but also provide direction for future research.

Understanding the complex interaction between work ethic, digital leadership, and organizational culture at the local level can be key to designing effective strategies to improve ASN performance (Kirana Dewi & Prianthara, 2022; Munandar et al., 2023; Sumarsi & Rizal, 2021). In line with the demands for progress in local governments in the digital era, this research is expected to provide a more holistic and contextual view of the factors influencing ASN performance at the regional government level in Indonesia.

This study is expected to make a valuable contribution by deepening the understanding of the impact of work ethic, digital leadership, and organizational culture on ASN performance at the local government level. Through a holistic approach, this research aims to provide a more comprehensive understanding of organizational dynamics in the digital era. An in-depth analysis of the complex interactions between a strong work ethic, effective digital leadership, and a positive organizational culture is expected to reveal their relationships and impacts on ASN performance. By gaining this deeper understanding, the research will not only offer insights at the local level, especially within regional governments, but also has the potential to provide practical guidelines for policy and implementation at the national level (Ahmadi et al., 2023; Fogelström & Johansson, 2022; Sumarni et al., 2023). Additionally, this research is expected to bridge the knowledge gap that still exists in academic literature related to human resource management in the public sector during the digital era. As such, this study will make an important contribution to both theory and practice in this field.

With the widespread digital transformation and the push for improved performance in local governments, an in-depth understanding of the factors influencing ASN performance becomes increasingly important. This study is expected to provide significant insights into the impact of work ethic, digital leadership, and organizational culture on ASN performance in the Regency of Magetan. The results of this study are anticipated to offer valuable guidance for the Magetan Local Government in designing more effective policies and programs. By gaining a deeper understanding of how these factors interact, the local government can design appropriate strategies to enhance ASN performance, improve public services, and optimize the use of resources. Therefore, this research not only contributes to theoretical

understanding in the field of human resource management in the public sector but also has practical relevance for the governance of local governments amidst the technological changes and the demand for improved service quality (Apriyanto & Djante, 2023; Development, 2021; Sumarsi & Rizal, 2021; Sitanggang et al., 2019).

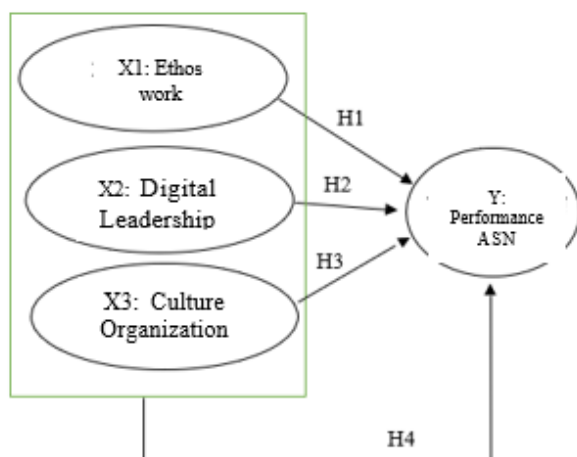
This study is expected to make a valuable contribution by deepening the understanding of the impact of work ethic, digital leadership, and organizational culture on the performance of State Civil Apparatus (ASN) at the local government level. Through a holistic approach, this research aims to provide a more comprehensive understanding of organizational dynamics in the digital era. An in-depth analysis of the complex interactions between a strong work ethic, effective digital leadership, and a positive organizational culture is expected to reveal their relationships and impacts on ASN performance. The results of this research are anticipated to bring significant positive implications for improving ASN performance within the Regional Secretariat of Magetan.

Through a deeper understanding of the impact of work ethic, digital leadership, and organizational culture, this research is expected to provide more detailed insights into how these factors interact and influence overall ASN performance, particularly within the context of local government. The positive implications anticipated from this research could serve as a foundation for the Magetan Local Government to design more targeted policies and develop more effective human resource development programs. By gaining this deeper understanding, the research not only offers valuable insights at the local level, especially within regional governments, but also has the potential to provide practical guidelines for policy and implementation at the national level (Ahmadi et al., 2023; Fogelström & Johansson, 2022; Sumarni et al., 2023).

In addition to offering practical benefits for local government entities, the findings of this study are also expected to make a substantial contribution to the literature on human resource management, digital leadership, and organizational culture, particularly in the context of local government. As such, this research is expected to not only impact the local level but also provide insights and inspiration for research and practice in similar governmental contexts.

## 2. METHODS

This research will employ a quantitative research approach aimed at understanding the relationships between factors through a system of thought, which is then expressed in the form of hypotheses (Creswell, 2019). This study will generally explain, measure, and control the problem quantitatively. The conceptual framework for this research is as follows:



**Figure 1. Research Framework**

Source: Researchers, 2024

The population used in this study consists of ASNs at the Regional Secretariat of Magetan Regency, totaling 118 ASNs. Based on calculations using the Slovin formula, the minimum number of samples required for this research is 91. Data collection will be carried out through a questionnaire using a Likert scale. This study will be conducted by analyzing the data, which will then be grouped according to the predetermined variables. The data from each focused factor will be presented, allowing the calculations to be completed to test the hypotheses. The data processing for this study will be conducted using SPSS software tools to obtain the results of the data analysis.

### 3. RESULTS AND DISCUSSION

#### a. Validity Test Results

The validity test was conducted to determine whether each variable is valid. Based on the results of the validity test, all statement items in the questionnaire are considered valid if the calculated r-value (r count) is greater than the r-table value (n=91). The r-table value can be found using the formula  $df = n - 2$ , so  $91 - 2 = 89$ . Therefore, the r-table value is 0.1735.

**Table 1. Validity Results**

variable	statement	Coefficient correlation	R table	Conclusion
Work Ethics	X1.1	0.830	0.1735	Valid
	X1.2	0.727	0.1735	valid
	X1.3	0.825	0.1735	valid
	X1.4	0.713	0.1735	valid
	X1.5	0.758	0.1735	valid
	X1.6	0.840	0.1735	valid
	X1.7	0.630	0.1735	valid
	X1.8	0.811	0.1735	valid
	X1.9	0.825	0.1735	valid
	X1.10	0.713	0.1735	valid
	X1.11	0.758	0.1735	valid

	X1.12	0.840	0.1735	valid
	X1.13	0.630	0.1735	valid
Digital Leadership	X2.1	0.567	0.1735	valid
	X2.2	0.603	0.1735	valid
	X2.3	0.616	0.1735	valid
	X2.4	0.644	0.1735	valid
	X2.5	0.412	0.1735	valid
	X2.6	0.398	0.1735	valid
	X2.7	0.537	0.1735	valid
	X2.8	0.465	0.1735	valid
	X2.9	0.616	0.1735	valid
	X2.10	0.644	0.1735	valid
Culture Organization	X3.1	0.831	0.1735	valid
	X3.2	0.849	0.1735	valid
	X3.3	0.717	0.1735	valid
	X3.4	0.713	0.1735	valid
	X3.5	0.868	0.1735	valid
	X3.6	0.867	0.1735	valid
	X3.7	0.736	0.1735	valid
	X3.8	0.784	0.1735	valid
	X3.9	0.742	0.1735	valid
	X3.10	0.717	0.1735	valid
	X3.11	0.713	0.1735	valid
	X3.12	0.868	0.1735	valid
	X3.13	0.867	0.1735	valid
	X3.14	0.736	0.1735	valid
	X3.15	0.784	0.1735	valid
	X3.16	0.742	0.1735	valid
PerformanceASN	Y1	0.771	0.1735	valid
	Y2	0.672	0.1735	valid
	Y3	0.779	0.1735	valid
	Y4	0.747	0.1735	valid

Based on table above show that Nvaluate more correlation big from r table show that all over variable valid research , because from results testing validity indicator all instrument items shows valid.

#### b. Reliability Test Results

Reliability refers to the extent to which an instrument can be consistently relied upon as a tool for collecting information, as a good instrument should be (Arikunto, 2010). Cronbach's Alpha greater than 0.6 indicates that all questions used as instruments for the study variables are reliable. An instrument is considered reliable if Cronbach's Alpha exceeds 0.6, showing that it can be used repeatedly over time with a high level of consistency. The criteria for reliability can also be measured.

**Table 2. Reliability test results**

Variable	Alpha	Conclusion
Work ethic	0.898	Reliable
Digital Leadership	0.642	Reliable
Culture Organization	0.922	Reliable
ASN performance	0.905	Reliable

It can be seen that the Work Ethic variable (X1) has an alpha value of 0.898, indicating it is reliable. The Digital Leadership variable (X2) has an alpha value of 0.642, which is also considered reliable. The Organizational Culture variable (X3) has an alpha value of 0.922, confirming it is reliable as well. Lastly, the performance of State Civil Apparatus (ASN) variable (Y) has an alpha value of 0.905, indicating it is highly reliable.

c. Test Assumptions Classic

One of the necessary conditions to fulfill when using regression analysis tools is the classic assumption test. The classic assumption tests are essential to achieve ideal conditions in econometrics.

1. Normality

Observe pattern on factors remainder can used For testing normality. Assumption factor interference, also known as term interference, usually state that factor disturbance spread in a way random around line regression population. Regression model fulfil assumption normality if the data is spread around diagonal

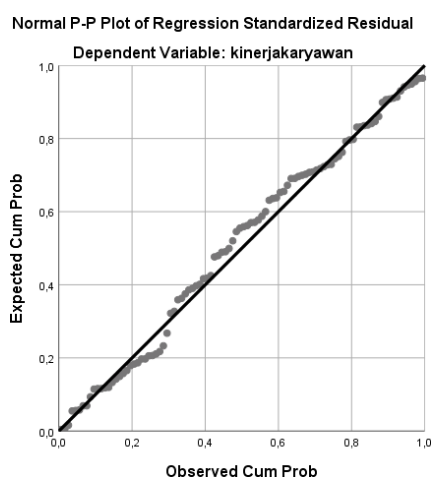


Figure 2. Normality test

Seen equality regression in research this is normal if seen from results depiction the plot shows linear pattern and magnitude follow direction diagonal line.

2. Multicollinearity

Variance Inflation Factor (VIF) coefficient used to test the model occurs multicollinearity or No between the variables, seen in the coefficients table listed in the attachment, from table the seen that VIF value of all independent variable smaller than 10. this means problem multicorrelation between all independent variables can tolerated or no multicollinearity.

Table 3. Multicollinearity Test Results

Variable	VIF	Information
Work ethic	2,244	Non Multicolony
Digital Leadership	1,109	Non Multicolony
Organizational culture	2,194	Non Muticolonier

3. Heteroscedasticity

Heteroscedasticity testing is conducted to determine whether there is an inequality of variance in the residuals from one observation to another in a regression model. If the variances of the residuals across observations remain constant, it is referred to as



homoscedasticity; if they differ, it is called heteroscedasticity. A good regression model should not exhibit heteroscedasticity.

To detect symptoms of heteroscedasticity, one can examine the residual plot against the regression line on a scatter plot diagram. The assumption of heteroscedasticity is considered fulfilled if the distribution of the residuals in the plot does not show a specific pattern and appears to be spread evenly.

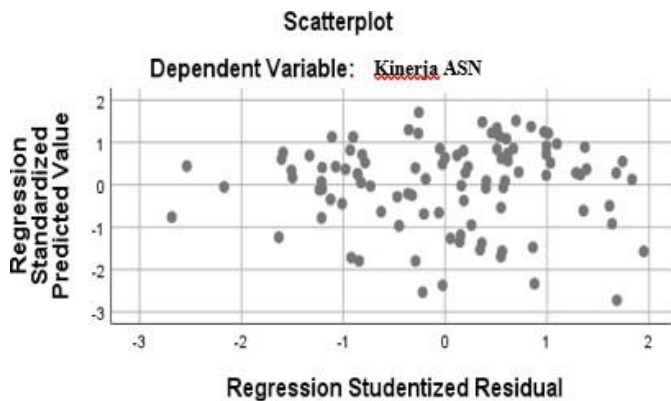


Figure 3. Scatter plot

From the diagram can seen that the residual plot occurs and the equation line the regression on the scatter plot diagram is fulfilled or No form pattern certain or spread .

#### C. Analysis Multiple Linear Regression

Tool analysis used in study This is a multiple liner regression model For know influence variable independent to variable dependent . Equality regression used in study This is use formula as following :

$$Y = a + b_1.X_1 + b_2.X_2 + b_3.X_3 + e_i$$

Where :

Y: ASN performance a: Constant

b<sub>1</sub> to db 4: Coefficient Searched regression

b<sub>1</sub> : Work ethic

b<sub>2</sub>: Digital Leadership

b<sub>3</sub> : Culture Organization

Result of regression with assistance from the SPSS'25 program which has been provided held can seen in a way short in table as following :

**Table 4. Regression results**

Model		Unstandardized Coefficients		Standardized	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.488	3,743		.130	.897		
	etos kerja	.224	.125	.182	1,760	.082	.446	2,244
	digital leadership	.389	.124	.227	3,124	.002	.902	1,109
	budaya organisasi	.527	.110	.489	4,775	.000	.456	2,194

Based on the processing of the above data, the multiple linear regression analysis model between the independent variable (X) and the dependent variable (Y) can be transformed into the following equation:

$$Y = a + b_1.X_1 + b_2.X_2 + b_3$$

$$Y = 0.488 + 0.224 + 0.389 + 0.527 + e_i$$

From the results of this multiple linear regression analysis, the influence of each independent variable on ASN performance can be interpreted as follows:

1.1 The constant is 0.488. This means that if the coefficients of all other variables are zero (0), the value of ASN performance (Y) will be 0.488.

1.2 The regression coefficient for work ethic (X1) is positive and significant at 0.224. This indicates that if work ethic increases by 1 unit, ASN performance (Y) will increase by 0.224. The t-value for variable X1 is 2.890, with a significance value of 0.042 (> 0.05), indicating that variable X1 has a significant effect on variable Y. In other words, work ethic has a significant partial influence on ASN performance, leading to the rejection of Ho and acceptance of Ha, meaning the independent variable has a significant influence on the dependent variable.

1.3 The regression coefficient for digital leadership (X2) is positive and significant at 0.389, indicating that if digital leadership increases by 1 unit, ASN performance (Y) will increase by 0.389. The t-value for variable X2 is 3.124, with a significance value of 0.002 (< 0.05), which means that variable X2 has a significant effect on variable Y. Thus, Ho is rejected, and Ha is accepted, signifying that digital leadership has a significant partial influence on ASN performance.

1.4 The regression coefficient for organizational culture (X3) is positive and significant at 0.527. This implies that if organizational culture increases by 1 unit, ASN performance (Y) will increase by 0.527. The t-value for variable X3 is 4.775, with a significance value of 0.000 (< 0.05), indicating that variable X3 has a significant effect on variable Y. Therefore, Ho is rejected, and Ha is accepted, confirming that organizational culture has a significant partial influence on ASN performance.

#### a. Hypothesis Testing Simultaneously (F Test)

The purpose of the F test is to determine the extent to which the independent variables collectively (simultaneously) influence the dependent variable. If the p-value in the significance column is smaller than the significance level or if Fcount is greater than Ftable, it indicates a significant combined influence.

**Table 5. F-test results**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3502,283	3	1167,428	37,710	,000 <sup>b</sup>
	Residual	2971,957	96	30,958		
	Total	6474,240	99			

a. Dependent Variable: kinerjaASN

b. Predictors: (Constant), budayaorganisasi, digital leadership, etos kerja

Based on the F test that has been done done , then can taken conclusion that variable work ethic , digital leadership, and culture organization influential in a way simultaneous to ASN performance because has more F count big from the F table (3.94) and the p- value more small from the level of significance where the calculated f = 37.710 and the p value is 0.000. Based on evaluation respond In examining the results of all indicator variables in this research, it is evident that a significant number of respondents provided a positive assessment. The model testing results (causal relationship) indicate that the model has a sufficient level of suitability, making it appropriate for hypothesis testing.

#### 1. Influence of Work Ethic on ASN Performance

The relationship between work ethic and ASN performance revealed a calculated t-value of 1.760 and a significance value of 0.082 ( $P > 0.05$ ), indicating that the hypothesis is not statistically significant. This study shows that work ethic does not significantly influence the performance of the State Civil Service (ASN) at the Magetan Regency Regional Secretariat. Although the ASN employees demonstrate a good work ethic—performing their duties honestly and providing precise and prompt service—other dominant factors may more significantly affect ASN performance. These factors could include the performance evaluation system in use, job satisfaction, or a supportive work environment. Despite demonstrating a strong work ethic, these factors may not be sufficient to enhance performance comprehensively. Additionally, aspects such as ongoing training, rewards, recognition, and leadership support should be considered in influencing ASN performance.

Therefore, this finding recommends a further review of other potential factors that may play a role in influencing ASN performance at the Magetan Regency Regional Secretariat, including the work environment, management policies, and organizational support.

#### 2. Influence of Digital Leadership on ASN Performance

The relationship between digital leadership and ASN performance yielded a calculated t-value of 3.124 and a significance value of 0.002 ( $P < 0.05$ ), confirming that digital leadership has a statistically significant impact on ASN performance. This research indicates that digital leadership significantly influences the performance of the State Civil Service (ASN) at the Magetan Regency Regional Secretariat. The conditions in the field demonstrate that leaders who are receptive and enthusiastic about technological development, as well as actively engage in learning and discussions about new technologies, succeed in creating a more adaptive and innovative work environment. Leaders with strong digital leadership capabilities can inspire and motivate ASN employees to enhance their digital skills, thereby increasing their efficiency and effectiveness in completing tasks. With robust support and guidance from leaders in utilizing technology, ASN employees are better able to integrate technology into their daily work, positively impacting their performance. This approach not only accelerates work processes but also improves the quality of service to the public. Thus, digital leadership is proven to be a key factor in driving digital transformation and enhancing ASN performance at the Magetan Regency Regional Secretariat. Proactive leaders who implement digital

technology and foster a supportive work environment for digital transformation can achieve higher performance and provide better public service.

### 3. Influence of Organizational Culture on ASN Performance

The relationship between organizational culture and ASN performance showed a calculated t-value of 4.775 and a significance value of 0.000 ( $P < 0.05$ ), confirming that organizational culture significantly influences ASN performance. This research finds that organizational culture has a substantial impact on the performance of the State Civil Service (ASN) at the Magetan Regency Regional Secretariat. The field conditions indicate that employees are consistently given confidence and support to develop their abilities in the workplace. A positive and inclusive organizational culture, which encourages innovation, collaboration, and personal development, creates a conducive environment for ASN to achieve optimal performance. Employees who feel appreciated and supported are more motivated to work hard and contribute positively to the organization. This is evidenced by the enhancement of service quality and work efficiency at the Magetan Regency Regional Secretariat. Furthermore, a strong and positive organizational culture fosters employee loyalty and commitment, ultimately reducing turnover rates and increasing organizational stability. Therefore, a supportive and empowering organizational culture significantly contributes to enhancing ASN performance at the Magetan Regency Regional Secretariat.

### 4. Influence of Work Ethic, Digital Leadership, and Organizational Culture on ASN Performance

Based on the calculations, the significance mark for F-count is 37.710 and the significance value is  $0.000 < 0.05$ , leading to the rejection of  $H_0$  and acceptance of  $H_1$ . This indicates that the independent variables—work ethic, digital leadership, and organizational culture—simultaneously have a significant influence on ASN performance. According to the F-test results, the hypothesis that work ethic, digital leadership, and organizational culture influence ASN performance simultaneously is proven. This study shows that these three factors significantly influence the performance of the State Civil Service (ASN) at the Magetan Regency Regional Secretariat. In practice, ASN at the Regional Secretariat demonstrate a strong work ethic, performing their duties honestly, precisely, and promptly in serving the public. Leaders who apply digital leadership and actively embrace technological development create an innovative and adaptive environment, allowing ASN to integrate technology into their work and improve their efficiency and effectiveness. Additionally, an organizational culture that encourages employee development and provides support creates a positive and inclusive work environment, motivating employees to continuously enhance their performance. The synergy of a strong work ethic, inspiring digital leadership, and a supportive organizational culture has significantly improved ASN performance at the Magetan Regency Regional Secretariat. Leaders in the organization must focus on developing these three aspects to achieve optimal performance and deliver quality public services.

### 5. Most Dominant Variable

From the results of testing using the SPSS 25 program, both the T-test and F-test demonstrate that the organizational culture variable has a significant influence on ASN performance. This study finds that among the various variables tested using the SPSS 25 program, organizational culture proves to be the most dominant influence on the performance of the State Civil Service (ASN) at the Magetan Regency Regional Secretariat. This result is obtained through regression analysis, which includes the T-test and F-test. The T-test shows that the significance value of organizational culture is higher than that of other variables, indicating that its influence on ASN performance is the strongest and most consistent. Meanwhile, the

F-test confirms that overall, the model involving organizational culture as a predictor of performance is the most significant. Furthermore, this research notes that a strong organizational culture can help overcome various challenges and changes, particularly in the current digital era. Thus, these study results emphasize the importance of developing and maintaining a positive organizational culture to enhance ASN performance. Leaders at the Magetan Regency Regional Secretariat should focus on fostering a collaborative culture, promoting innovation, and appreciating employee contributions to achieve optimal performance. The future progress of ASN performance will depend on the organizational culture, which will influence the effectiveness of human resources in government. Organizational culture is a crucial behavioral dimension that can be utilized to enhance ASN performance as organizational members. Therefore, a strong organizational culture serves as a catalyst, stimulating ASN's willingness to work and enhancing their overall performance.

#### 4. CONCLUSION

Based on the discussion results from the previous chapter and the proposed hypotheses, the following conclusions can be drawn:

1. Partial tests indicate that work ethic (X1), digital leadership (X2), and organizational culture (X3) significantly influence the performance of the State Civil Apparatus (ASN) at the District Regional Secretariat of Magetan.
2. Hypothesis testing shows that the digital leadership variable (X2) has a partial influence on the performance of ASN at the District Regional Secretariat of Magetan, leading to the acceptance of the proposed hypothesis in this study.
3. Hypothesis testing reveals that the organizational culture variable (X3) has a dominant influence on the performance of ASN at the District Regional Secretariat of Magetan, which also leads to the acceptance of the proposed hypothesis in this study.
4. The results indicate that work ethic, digital leadership, and organizational culture collectively (simultaneously) influence the performance of ASN at the District Regional Secretariat of Magetan, resulting in the acceptance of the proposed hypothesis in this study.

#### 5. BIBLIOGRAPHY

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