

## **Public Policy Network and Employee Performance: Exploring the Relationship Between Organizational Culture and Education at the Probolinggo Regency Regional Inspectorate**

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### **Abstract**

This study aims to analyze the relationship between organizational culture, education and training, as well as public policy networks as intervening variables on employee performance in the Probolinggo Regency Regional Inspectorate. This study uses a quantitative approach with the SmartPLS-based Structural Equation Modeling (SEM) method. Data was collected through a questionnaire distributed to 59 employees at the Probolinggo Regency Regional Inspectorate. The results of the study show that organizational culture has a positive and significant influence on public policy networks and employee performance. The public policy network also has a positive effect on employee performance. Education and training have been shown to have a positive influence on employee performance, although they do not show a significant influence on public policy networks. In addition, organizational culture has an indirect effect on employee performance through public policy networks, while education and training do not show a significant mediating influence on employee performance. The findings of this study are expected to contribute to better policy making within the Probolinggo Regency Regional Inspectorate and enrich the literature on the influence of organizational culture, education, and public policy on the performance of employees in the government sector.

Keywords: Organizational Culture, Education and Training, Public Policy Network, Employee Performance.

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## **INTRODUCTION**

Public policy networks have an important role in connecting various stakeholders to achieve common goals in the public sector. In the context of the Probolinggo Regency Regional Inspectorate, this role is becoming increasingly important in improving the quality of the Government's Internal Control System (SPIP). According to the 2023 Regional Apparatus Performance Report (LKj-PD), the Regional Inspectorate has a strategic goal to increase the maturity of SPIP to Level 3, based on an evaluation by the Financial and Development Supervisory Agency (BPKP).

The era of digital disruption requires public organizations to optimize the effectiveness of policy networks to improve the efficiency of coordination and collaboration between

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Received: March 21, 2025; Revised: April 17, 2025; Accepted: April 18, 2025

institutions. In the supervision of local governments, a strong policy network is needed to ensure transparency, accountability, and improved performance of Regional Inspectorate employees. The process of implementing public policies is a crucial stage in the policy cycle. According to Rulinawaty, (2013). Policy implementation includes the implementation of political decisions into concrete actions aimed at achieving the goals that have been set. The success of implementation is influenced by various factors, such as the political and administrative context, the availability of resources, the effectiveness of communication, and the attitudes and perceptions of policy implementers. Klijn and Koppenjan (2020) affirm that public policy networks are increasingly important in addressing the complexity of contemporary policy issues as they enable cross-border collaboration and enhance collective problem-solving capabilities. Public policy networks have an important role in connecting various stakeholders to achieve common goals in the public sector. In the context of the Probolinggo Regency Regional Inspectorate, this role is becoming increasingly important in improving the quality of the Government's Internal Control System (SPIP). According to the 2023 Regional Apparatus Performance Report (LKj-PD), the Regional Inspectorate has a strategic goal to increase the maturity of SPIP to Level 3, based on an evaluation by the Financial and Development Supervisory Agency (BPKP).

The era of digital disruption requires public organizations to optimize the effectiveness of policy networks to improve the efficiency of coordination and collaboration between institutions. In the supervision of local governments, a strong policy network is needed to ensure transparency, accountability, and improved performance of Regional Inspectorate employees. The process of implementing public policies is a crucial stage in the policy cycle. According to Rulinawaty, (2013). Policy implementation includes the implementation of political decisions into concrete actions aimed at achieving the goals that have been set. The success of implementation is influenced by various factors, such as the political and administrative context, the availability of resources, the effectiveness of communication, and the attitudes and perceptions of policy implementers. Klijn and Koppenjan (2020) affirm that public policy networks are increasingly important in addressing the complexity of contemporary policy issues as they enable cross-border collaboration and enhance collective problem-solving capabilities.

Employee performance is an important factor in the success of an organization. Lesmana and Damanik (2022) stated that employee performance can be measured through various indicators, such as the quantity of work, the quality of work results, the timeliness of task completion, and the ability to cooperate between employees. In the Regional Inspectorate, every employee must work according to the operational standards that have been set to maintain the quality of supervision and accountability of the local government.

Public network policies are one of the factors that affect the effectiveness of employee performance in local government. A well-coordinated policy network allows for more effective collaboration between institutions, both at the regional and national levels. In the context of the Probolinggo Regency Regional Inspectorate, it is important to analyze the relationship between public network policies, organizational culture, and employee training in improving the effectiveness of government supervision. The results of Sari et al.'s research (2024) show that the Probolinggo Regency Regional Inspectorate has good performance in carrying out coaching and supervision, with the achievement of the Government Agency Performance Accountability System (SAKIP) of 81 in 2023 and SPIP Maturity which reached Level 3 with a score of 3,110.

According to Sukma (2024), the Inspectorate has an important role in the internal supervision of local governments to realize good and clean governance. Strong support and commitment from the Regional Government are needed to achieve this goal. The Regional Inspectorate is expected to be a quality guarantor to ensure compliance with regulations, policies, procedures, and standards that have been set, so that the internal control system can run effectively and efficiently.

In addition to public policy networks, organizational culture also plays a role in shaping employee performance. Wijaya (2022) stated that a positive organizational culture can motivate employees to work better and support the achievement of organizational goals. In the context of the Regional Inspectorate, a strong culture can be the foundation for improving employee performance and forming a more effective public policy network.

Theoretically, the relationship between organizational culture, education, training, and employee performance influence each other in supporting the achievement of organizational goals. Hasan and Astuti (2020) explain that organizational culture affects organizational behavior and employee performance. A culture that supports learning, innovation, and

collaboration creates an environment conducive to improved performance. Education and training are a means to improve the knowledge and skills of employees so that they can carry out their duties more effectively. Noe (2010) emphasizes that a strong organizational culture is the foundation for the success of the training program, while effective training strengthens the values of the organizational culture. In government organizations, a public service-based work culture and training programs such as administrative digitalization allow employees to meet dynamic work demands and increase service effectiveness.

However, there are challenges in the implementation of public policy networks. Muhtadin and Frianto (2020) found that obstacles in coordination and collaboration can affect policy effectiveness and have an impact on employee performance. At the Probolinggo Regency Regional Inspectorate, coordination and communication in the public policy network still face obstacles, which affect the effectiveness of supervision. In addition, organizational culture that has not fully supported collaboration, innovation, and professionalism is a factor that hinders the improvement of employee performance. Another influencing factor is the lack of relevant education and training. Existing training programs have not been fully adapted to the needs of employees in improving their technical competence, especially in the field of supervision.

This problem needs to be further researched to find the right solution in improving the quality of employee performance to match the predetermined work achievement indicators. To improve employee performance, the Probolinggo Regency Regional Inspectorate has implemented various training and development programs. However, challenges such as resource constraints, regulatory changes, and technological developments demand continuous evaluation of the effectiveness of public network policies, organizational culture, and existing education and training programs. This evaluation is important to ensure that the strategies implemented remain relevant and effective in improving employee performance and achieving organizational goals.

The urgency of this study lies in the empirical gap that shows that although the Probolinggo Regency Regional Inspectorate has shown positive developments in several performance indicators such as SAKIP Value and SPIP Maturity, there is still a gap between the actual achievements and the targets set in the 2018-2023 Strategic Plan, especially in terms of

APIP Capabilities. Although there has been an increase from year to year, the realization of APIP Capability indicators has not reached the final target set.

Based on the problems encountered at the Probolinggo Regency Regional Inspectorate and supported by a comparative study of the previous findings, this study aims to analyze the influence of public network policies, organizational culture, and education and training programs on employee performance. The results of this study are expected to provide strategic recommendations to improve employee performance and organizational effectiveness in carrying out the supervisory function of local government, so that it can contribute to improving accountability and quality of public services.

This research is based on HR management theory which emphasizes the importance of motivation, training, organizational support, work-life balance, and employee involvement in improving performance. Using a quantitative approach and SmartPLS-based Structural Equation Modeling (SEM) method, this study will collect data from employees of the Probolinggo Regency Regional Inspectorate to measure the influence of competency variables on employee performance. The results of this study are expected to provide valuable insights in improving HR management policies in the Regional Inspectorate and contribute to the development of academic literature related to improving the quality of human resources in the public sector (Wibowo, 2017).

This study uses a survey-based quantitative approach by collecting data through questionnaires distributed to employees of the Probolinggo Regency Regional Inspectorate. This study focuses on the analysis of the direct and indirect influences of organizational culture and education & training on employee performance, with public policy networks as the intervening variables.

To guide this research, the hypotheses formulated are as follows:

1. H0: There is no significant influence of organizational culture, education & training, and public policy networks on employee performance.
2. H1: Organizational culture has a positive effect on employee performance.
3. H2: Education and training have a positive effect on employee performance.
4. H3: Public policy networks have a positive effect on employee performance.
5. H4: Organizational culture has a positive effect on public policy networks.
6. H5: Education and training have a positive effect on public policy networks.

7. H6: Organizational culture affects employee performance through public policy networks.
8. H7: Education and training affect employee performance through public policy networks.

Through this research, it is hoped that strategic recommendations can be obtained that can be used to improve employee performance and organizational effectiveness in carrying out the supervisory function of local government, thereby contributing to increasing accountability and quality of public services

## **RESEARCH METHODS**

This study adopts a quantitative approach using a survey method to collect primary data from respondents through questionnaires as the main research instrument (Singarimbun, 2011). The research aims to analyze the influence of organizational culture and education and training on employee performance, with public policy networks serving as a mediating variable. The study was conducted at the Regional Inspectorate of Probolinggo Regency from September 2024 to January 2025. The population consists of all employees of the inspectorate, totaling 69 individuals, with a sample size of 59 respondents determined using the Slovin formula.

The study involves three main types of variables: independent variables (organizational culture and education and training), a mediating variable (public policy networks), and a dependent variable (employee performance). Each variable is measured using a set of indicators developed into 42 questionnaire items. Indicators of organizational culture include values, norms, attitudes, and behavior. Indicators of education and training cover knowledge, skills, and post-training attitudes. Public policy network indicators include coordination, collaboration, communication, and policy implementation. Employee performance is measured through indicators such as work quality, quantity, timeliness, efficiency, and effectiveness.

Before conducting the main analysis, the instrument underwent validity testing using the Item Total Correlation method and reliability testing using Cronbach's Alpha (Arikunto, 2013), both of which confirmed the validity and reliability of all items. Data analysis was performed using Structural Equation Modeling (SEM) based on Partial Least Squares (SmartPLS), which is

suitable for analyzing complex relationships and smaller sample sizes. The analysis involved multiple regression and path analysis to identify both direct and indirect effects among the variables. This approach is expected to provide empirical insights and strategic recommendations to enhance employee performance through strengthening organizational culture, improving training effectiveness, and optimizing adaptive public policy networks.

## **RESULTS AND DISCUSSION**

### **Instrumental Validity Analysis**

The analysis of the validity of the instruments in this study aims to measure the extent to which the instruments used are able to measure the variables that should be measured. Validity is an important indicator in ensuring that each question item in the questionnaire truly reflects the concept being researched. To test the validity of the instrument, this study used convergent validity and discriminant validity methods with the help of SmartPLS software.

Based on the results of the convergent validity test using loading factor, all indicators in the four variables (Organizational Culture, Public Policy Network, Employee Performance, and Education and Training) have a loading factor value above 0.7, which indicates that each indicator is valid in representing its latent variable. With a high load factor, it can be ensured that the Average Variance Extracted (AVE) value for each variable is more than 0.5, which means that the latent variable is able to explain more than 50% of the variance of the indicators. In addition, the Composite Reliability (CR) value for all variables was confirmed to be more than 0.7, indicating a strong internal consistency between the indicators in a single variable. These results show that the model has excellent convergent validity, so the indicators used are effective in measuring their respective latent variables.

Based on the discriminant validity test with the Fornell-Larcker Criterion, each latent variable in the model has good discriminant validity. This is shown by the square root values of AVE (Average Variance Extracted) on the diagonal of the table, such as Organizational Culture (0.773), Public Policy Network (0.751), Employee Performance (0.804), and Education and Training (0.825), which is greater than the correlation between other latent variables. For example, Organizational Culture is more correlated with its own indicators (0.773) than with other variables such as Public Policy Network (0.652), Employee Performance (0.726), or

Education and Training (0.705). The same is true for other variables, where the diagonal value is always greater than the correlation value between latent variables. This shows that each latent variable in the model is more representative of its own indicators than the other latent variables, so that this model has adequate discriminant validity.

With the results of this validity, it can be concluded that the research instrument has met the requirements for convergent and discriminant validity, so that it can be used for the further data analysis stage described in table 1 and table 2 below:

**Table 1. Loading Faktor**

	<b>Organizational culture</b>	<b>Public policy network</b>	<b>Employee performance</b>	<b>Education and training</b>
BO1	0.805			
BO10	0.716			
BO2	0.816			
BO3	0.739			
BO4	0.808			
BO5	0.742			
BO6	0.734			
BO7	0.805			
BO8	0.790			
BO9	0.768			
JKB1		0.719		
JKB10		0.757		
JKB11		0.796		
JKB12		0.714		
JKB2		0.795		
JKB3		0.769		
JKB4		0.747		
JKB5		0.710		
JKB6		0.754		
JKB7		0.790		
JKB8		0.715		
JKB9		0.741		
KP1			0.737	
KP10			0.748	
KP2			0.841	
KP3			0.758	
KP4			0.885	
KP5			0.842	
KP6			0.850	
KP7			0.824	
KP8			0.813	
KP9			0.719	
PP1				0.785
PP10				0.747
PP2				0.773
PP3				0.800
PP4				0.840
PP5				0.863
PP6				0.795
PP7				0.861
PP8				0.872
PP9				0.904

Source: SmartPLS data processing, 2024



**Table 2. Discriminant Validity Fornell-Larcker Criterion**

	<b>Organizational culture</b>	<b>Public policy network</b>	<b>Employee performance</b>	<b>Education and training</b>
Organizational culture	0.773			
Public policy network	0.652	0.751		
Employee performance	0.726	0.665	0.804	
Education and training	0.705	0.551	0.830	0.825

Source: SmartPLS data processing, 2024

**Reliability and validity of constructs**

Construct reliability and validity refer to the extent to which a measurement is consistent in measuring the construct in question (reliability) and the extent to which the measurement actually measures the construct that is supposed to be measured (validity). Reliability is generally assessed by looking at the internal consistency of the indicators that measure a construct, which can be measured using Cronbach's Alpha and Composite Reliability (CR). A value above 0.7 is considered sufficient to indicate good internal consistency. Meanwhile, the validity of the construct is assessed based on convergent validity and discriminant validity. Convergent validity is measured by Average Variance Extracted (AVE), where a value above 0.5 indicates that the indicators in a construct are well correlated with each other. The validity of the discriminant was tested by comparing the square root of AVE with the correlation between constructs.

Based on the results of the reliability and validity tests of the construct, all variables in the model met the required criteria. Cronbach's Alpha values for each variable, such as Organizational Culture (0.925), Public Policy Network (0.930), Employee Performance (0.939), and Education & Training (0.948), are all greater than 0.7, indicating good internal consistency among the indicators that measure each variable. In addition, a high Composite Reliability (rho\_c) value, above 0.7 for all variables, indicates that the indicators in each variable have a strong level of reliability.

Furthermore, the Average Variance Extracted (AVE) value for all variables has exceeded the minimum limit of 0.5. AVE scores for Organizational Culture (0.598), Public Policy Network (0.564), Employee Performance (0.646), and Education & Training (0.681) indicate that latent

variables are able to explain more than 50% of the variance of the indicators that measure them. This confirms that the model has good convergent validity.

Thus, the results of this analysis show that the model used in this study has excellent reliability and validity, so that it can be used in the further analysis stage to test the relationship between variables. The results of the reliability and validity test of the construct are as follows: table 3.

**Table 3. Costruct Reliability and Validity**

	<b>Cronbach's alpha</b>	<b>Composite reliability (rho_a)</b>	<b>Composite reliability (rho_c)</b>	<b>Average variance extracted (AVE)</b>
Organizational culture	0.925	0.926	0.937	0.598
Public policy network	0.930	0.933	0.939	0.564
Employee performance	0.939	0.944	0.948	0.646
Education and training	0.948	0.955	0.955	0.681

Source: SmartPLS data processing, 2024

### **Hypothesis Analysis**

This research method uses an explanatory research approach with the Partial Least Squares (PLS) technique to test the hypothesis through t-statistical values and probabilities. At an alpha significance level of 5%, the t-statistical value used is 1.96, and an alternative hypothesis ( $H_a$ ) is accepted if the t-statistic  $> 1.96$  and the p-value  $< 0.05$ . In addition, indirect influence testing was carried out using the bootstrapping method using SmartPLS version 4. This analysis aims to assess whether intervening variables can mediate the influence of exogenous (independent) variables on endogenous (dependent) variables based on t-statistical values greater than t-tables and p-values smaller than 0.05.

Based on the results of the hypothesis test, there are several relationships between the variables tested. Organizational Culture is proven to have a positive and significant influence on the Public Policy Network, with an original sample (O) value of 0.524, t-statistic of 3.808 ( $> 1.96$ ), and p-value of 0.000 ( $< 0.05$ ). This shows that the better the Organizational Culture, the stronger the Public Policy Network that is formed. Furthermore, Organizational Culture also has a positive effect on Employee Performance, with an O value of 0.281, t-statistic of 1.988 ( $> 1.96$ ), and p-value of 0.047 ( $< 0.05$ ), which indicates that strengthening Organizational Culture will improve Employee Performance.

In addition, the results of the analysis showed that the Public Policy Network had a positive influence on Employee Performance, with an O value of 0.239, t-statistic of 2.362 ( $>1.96$ ), and a p-value of 0.018 ( $<0.05$ ). This indicates that the development of an effective Public Policy Network can improve Employee Performance. However, the relationship between Education and Training to Public Policy Networks was not significant, with an O value of 0.181, a t-value of 1.303 ( $<1.96$ ), and a p-value of 0.193 ( $>0.05$ ). This shows that Education and Training does not directly affect the Public Policy Network.

Meanwhile, Education and Training has a significant influence on Employee Performance, with an O value of 0.632, t-statistic of 5.364 ( $>1.96$ ), and a p-value of 0.000 ( $<0.05$ ). This indicates that the implementation of good Education and Training can significantly improve Employee Performance.

In testing the indirect influence using specific indirect effects, it was found that Organizational Culture had a significant influence on Employee Performance through the Public Policy Network, with an O value of 0.125, a t-statistic of 1.991 ( $>1.96$ ), and a p-value of 0.047 ( $<0.05$ ). These results indicate that Public Policy Networks play a mediator role in the relationship between Organizational Culture and Employee Performance. However, the influence of Education and Training on Employee Performance through the Public Policy Network was not significant, with an O value of 0.043, a t-statistic of 1.034 ( $<1.96$ ), and a p-value of 0.301 ( $>0.05$ ). This means that the Public Policy Network cannot significantly mediate the relationship between Education and Training and Employee Performance.

The results of this analysis provide in-depth insight into the relationship between the variables studied. These findings confirm that Organizational Culture and Education & Training have an important role in improving Employee Performance. In addition, the Public Policy Network functions as a mediator that strengthens the influence of Organizational Culture on Employee Performance. However, the results also show that Education and Training does not directly form the Public Policy Network, and its role as a mediator in relation to Employee Performance is insignificant. Therefore, the implications of this study can be used as a reference in developing strategies to improve employee performance through strengthening Organizational Culture and optimizing Education and Training programs are as follows: Table 4 and Table 5:

**Table 4. Total Effect**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Organizational culture -> public policy network	0.524	0.526	0.138	3.808	0
Organizational Culture - > Employee Performance	0.281	0.266	0.141	1.988	0.047
Public policy network -> employee performance	0.239	0.237	0.101	2.362	0.018
Education and training -> public policy network	0.181	0.19	0.139	1.303	0.193
Education and training -> employee performance	0.632	0.649	0.118	5.364	0

Source: SmartPLS data processing, 2024

**Table 5. Specific indirect effects**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Organizational culture -> public policy network -> employee performance	0.125	0.123	0.063	1.991	0.047
Education and training -> public policy network -> employee performance	0.043	0.047	0.042	1.034	0.301

Source: SmartPLS data processing, 2024

## DISCUSSION

### The Influence of Organizational Culture on Public Policy Networks

The results of the study show that organizational culture has a positive influence on public policy networks. The results show that organizational culture plays an important role in strengthening public policy networks by encouraging coordination and collaboration between stakeholders, thereby increasing the effectiveness of resource exchange in policy networks. An organizational culture that supports openness, communication, and innovation can accelerate cross-sectoral policy integration and improve access to policy information and more responsive decision-making. In line with the view of Rulinawaty (2020), an effective policy network is formed through the exchange of resources influenced by organizational dynamics and inter-stakeholder interactions. This is also supported by research by Ongaro & Thiel (2018), who showed that organizations with innovative cultures tend to have more effective policy networks, as well as Lecy et al. (2014), who asserted that openness in organizational culture can accelerate policy integration and strengthen public policy networks. Therefore, understanding and managing policy networks strategically is key in increasing the

effectiveness of public policy formulations that are more inclusive and adaptive to social change.

From the results of the analysis, it can be concluded that organizational culture has a positive and significant effect on public policy networks. Thus, the H1 hypothesis is accepted and H0 is rejected, which confirms that a strong organizational culture can improve the effectiveness of public policy networks through better coordination and communication. The implications for the management of the Inspectorate are the importance of building a strong organizational culture by emphasizing the values of transparency, collaboration, and innovation. A positive organizational culture has been proven to increase the effectiveness of public policy networks by strengthening coordination between stakeholders. Therefore, there needs to be an internal policy that encourages open communication and cross-unit cooperation so that public policies are easier to implement.

Therefore, it is recommended that policymakers within the Probolinggo Regency Regional Inspectorate focus on cultivating and reinforcing an adaptive organizational culture. This can be achieved through collaborative leadership training, the implementation of an innovation-based incentive system, and the promotion of regular cross-unit dialogues. Such strategies are expected to enhance the responsiveness of the State Civil Apparatus within dynamic public policy networks.

### **The Influence of Organizational Culture on Employee Performance**

The results of the study show that organizational culture has a positive influence on employee performance. Employees who work in an organizational environment with a strong culture tend to perform better than those in organizations with a weak culture. A positive organizational culture creates a supportive work environment, increases motivation, and encourages employees to work more productively. These findings are in line with research by Widayastuti & Ismail (2024), which confirms that a value-based and open-ended work environment can increase employee motivation, which ultimately has a positive impact on their performance.

These findings confirm that a strong organizational culture can improve employee performance by creating a positive and supportive work environment. Thus, the H2 hypothesis is accepted and H0 is rejected, which means that organizational culture has a positive and

significant influence on employee performance. The implications for the Management of the Inspectorate must pay more attention to aspects of the performance-oriented work culture, such as accountability, responsibility, and commitment to duties. The results of the study show that a strong organizational culture has a positive impact on employee performance. Therefore, there needs to be a strengthening of organizational values through work culture internalization programs, such as soft skills training, mentoring, and rewards and punishments based on organizational culture.

In light of the findings, it is crucial for policymakers to develop internal policies that foster a performance-oriented organizational culture. This can be accomplished through the internalization of organizational values, the character development of the State Civil Apparatus, and the establishment of an integrated reward system aligned with performance metrics based on the organizational culture's core values.

### **The Influence of Public Policy Networks on Employee Performance**

The results of the study show that public policy networks have a positive influence on employee performance. An effective policy network facilitates the exchange of information and resources, so that employees can complete tasks more efficiently and accurately. A good network also allows for smoother coordination between stakeholders, which ultimately contributes to improved employee performance. These findings are reinforced by research by Majumdar & Datta (2021), which asserts that an effective public policy network can improve employee performance by facilitating the coordination and distribution of tasks within organizations.

The results of this study support the hypothesis that public policy networks have a positive and significant influence on employee performance. Thus, the H3 hypothesis is accepted and H0 is rejected, which means that the more effective the public policy network in an organization, the higher the performance of employees. The effectiveness of public policy networks has a great influence on employee performance, so the management of the Inspectorate needs to improve coordination with other agencies. One strategy that can be applied is to form a forum or cross-sector working group to improve communication between work units. In addition, the use of information technology to accelerate the flow of information in public policy networks is also a practical solution that can be applied.

As a follow-up, local governments should strengthen inter-agency policy networks by establishing cross-departmental forums, adopting integrated performance management information systems, and enhancing the capacity of the State Civil Apparatus in cross-sectoral communication and coordination. These initiatives are expected to contribute to improved employee performance within public policy networks.

### **The Influence of Education and Training on Public Policy Networks**

The results show that education and training do not have a significant influence on public policy networks. This indicates that the training that employees receive does not directly increase their involvement in the policy network. In other words, while training can improve individual competence, it does not necessarily have a direct impact on the effectiveness of a policy network involving various stakeholders.

These findings contradict the research of Majumdar & Datta (2021), which states that collaboration-based training can increase employee engagement in public policy networks. In their research, training designed with a participatory and cooperation-based approach was proven to strengthen relationships between employees and improve coordination in the implementation of public policies.

The results of this study do not support the hypothesis that education and training have a significant influence on public policy networks. Therefore, the H4 hypothesis is rejected and H0 is accepted, which means that while training can improve individual competence, it does not necessarily strengthen the public policy network within the organization. This indicates that the training provided to employees needs to be more directed towards collaboration and cross-sector coordination. Therefore, the Education and Training policy must focus more on strengthening communication skills, teamwork, and understanding of the public policy system so that employees can be more active in the policy network.

Given that the results of this study indicate a limited impact of training on policy networks, it is recommended that policymakers design training programs that emphasize collaboration and policy simulation. These training sessions should facilitate cross-sector interactions and foster a comprehensive understanding of policy processes among the State Civil Apparatus, thus improving their engagement in policy networks.

### **The Influence of Education and Training on Employee Performance**

The results of the study show that education and training have a significant influence on employee performance. Training designed according to the needs of employees has been proven to be able to improve individual competencies, which ultimately has a positive impact on their work effectiveness. With improved skills and a better understanding of their duties, employees can work more efficiently and productively.

These findings are in line with research conducted by Amaliah et al. (2024), which stated that employees who received training relevant to their job tended to show better performance compared to those who did not take training. Effective training not only improves employees' technical skills but also strengthens their understanding of their duties and responsibilities, thus having an impact on improving the quality of work.

The results of this study support the hypothesis that education and training have a positive influence on employee performance. Thus, the H5 hypothesis is accepted and H0 is rejected, which means that the better the education and training programs provided, the higher the level of employee performance in the organization. The implication for the training policy is the need for training programs that are more relevant to the duties and responsibilities of employees. The management of the Inspectorate must ensure that the training program is really in accordance with the needs of employees and not just a formality. In addition, the effectiveness of training should be evaluated periodically to ensure that the skills acquired can be implemented in daily work.

To optimize the impact of training on employee performance, policymakers should design curricula that are tailored to the dynamic requirements of various job roles, with particular attention to technological advancements and the digital transformation of the bureaucracy. Additionally, regular evaluations of training programs should be conducted to assess their impact on the work outcomes of the State Civil Apparatus.

### **Indirect Influence of Organizational Culture through Public Policy Networks on Employee Performance**

The results of the study show that organizational culture has an indirect influence on employee performance through public policy networks. This means that a strong organizational culture not only affects employee performance directly, but also strengthens



the effectiveness of public policy networks, which ultimately has a positive impact on employee performance. With a good work culture, communication and coordination in the public policy network become more effective, so that employees can work more optimally.

This research is in line with the theory that a positive organizational culture can increase the effectiveness of public policies. This is also supported by the findings of Ongaro & Thiel (2018), which assert that organizations with innovative and open work cultures tend to have more effective public policy networks. A good network allows for smoother information exchange, speeds up the decision-making process, and increases synergy between employees in carrying out their duties.

The results of this study support the hypothesis that organizational culture affects employee performance through public policy networks. Thus, the H6 hypothesis is accepted and H0 is rejected, which means that a positive organizational culture can strengthen the public policy network and ultimately improve employee performance in the organization. A positive organizational culture will strengthen the public policy network, which ultimately improves employee performance. Therefore, the management of the Inspectorate needs to encourage the formation of a work culture that supports the active involvement of employees in public policy networks. This can be done through policies that encourage employee participation in policy formulation and implementation, as well as increasing their capacity to understand the public policy process.

Based on the findings, it is suggested that internal policies prioritize the strengthening of a participatory and collaborative work culture. This can be achieved by involving the State Civil Apparatus in policy formulation, creating cross-functional teams, and enhancing public policy literacy to foster a more active role for the State Civil Apparatus in policy networks.

### **Indirect Influence of Education and Training through Public Policy Networks on Employee Performance**

The results of the study show that education and training do not have a significant influence on employee performance through public policy networks. Although training can improve the competence of individual employees, this study shows that its impact on public policy networks is not strong enough to affect overall employee performance. This indicates

that although employees have better skills and knowledge after training, they are not necessarily more active or effective in public policy networks.

These findings lead to the conclusion that education and training programs need to be more focused on aspects of collaboration and interaction between employees and stakeholders in public policy. Without a more integrative approach, the benefits of education and training in strengthening public policy networks are limited. This is in line with research by Berman & Wang (2018), which found that formal education does not always correlate directly with increased effectiveness of public policy networks. In other words, improving technical skills alone is not enough to strengthen policy networks; More communication-oriented, coordination, and involvement in the policy process is needed.

The results of this study do not support the hypothesis that education and training have a significant influence on employee performance through public policy networks. Thus, the H7 hypothesis is rejected and H0 is accepted, which means that education and training have no indirect influence on employee performance through public policy networks. so the management of the Inspectorate and the policy makers of Education and Training need to adjust the training strategy. Training should include aspects of interpersonal skills, negotiation, and cross-sector coordination so that employees are better able to contribute to public policy networks

Consequently, it is essential to adopt a training strategy that is integrated with the development of policy networks. Local governments should focus on developing training programs based on policy case studies, collaborative leadership training, and creating forums for the State Civil Apparatus to exchange best practices across sectors.

## **CONCLUSION**

Based on the research findings and calculations, the study shows that Organizational Culture has a positive and significant impact on both Public Policy Networks and Employee Performance, both directly and indirectly through the policy network. Additionally, Public Policy Networks have been found to contribute positively to Employee Performance, indicating that a strong network can enhance individual performance.

In contrast, while Education and Training have a positive and significant effect on Employee Performance, they do not have a significant influence on Public Policy Networks, nor

do they exert an indirect impact on performance through the network. These findings emphasize that Organizational Culture plays a crucial role in shaping effective policy networks and improving employee performance, while Education and Training have a more direct effect on individual performance.

Furthermore, these results suggest that in order to improve employee performance and strengthen policy networks, it is essential to implement structured efforts to foster an adaptive and collaborative organizational culture. While Education and Training significantly affect individual performance, their role in enhancing public policy networks should be more specifically designed, with a focus on collaboration and a comprehensive understanding of policy processes.

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