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Determinants of the Employee's Performance

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ABSTRACT

The success of this government institution cannot be separated from the role of its employees, namely employee performance. This research was conducted to demonstrate the effects of motivation, work stress, and organizational culture on the performance of workers at Rembang Regency's Office of the Ministry of Religious Affairs. In this study, 55 employees of the Rembang Religious Office were involved. Sample: This study used a saturated sample, totaling 55 respondents. Multiple linear regression analysis was employed to analyze the data. The study has findings: the motivation variable has an insignificant influence on employee performance; the work stress variable has an insignificant influence on employee performance; and the organizational culture variable has a significant influence on employee performance. Determining variability in the dependent variable, employee performance can be partially explained by the independent variables, namely motivation, job stress, and organizational culture. Additional independent variables not explained in this study account for 53.8%. These results suggest that the performance of the employees is quite good, but needs to be improved. This finding is expected to be a consideration for related parties in organizing internal management so that it can attain the goals that are set.

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1. INTRODUCTION

Public services are provided by government agencies while continuously improving employee performance. One of the government agencies responsible for paying attention to state ethics and incorporating religious life into the structure of national life is the Ministry of Religious Affairs. The Ministry of Religious Affairs conducts continuous structuring and guidance to realize a peaceful, dynamic, and Pancasila-based society. Due to the diversity of Indonesian society, the Ministry of Religious Affairs is very important. The Ministry of Religious Affairs carries out many government tasks and functions in the field of religion. Employee performance is very important in carrying out these tasks and functions.

Performance is the level at which an employee achieves their tasks effectively and efficiently (Anggraini et al., 2020). Every leader conducts a performance appraisal of each employee to ensure that the work has been done correctly. Performance appraisals should include the conditions set and instilled in each employee to meet organizational goals. Motivation, workplace stress, and business culture are among the elements that influence employee performance in this study.

This study focuses on the Rembang Ministry of Religious Affairs Office. The Ministry of Religious Issues is in charge of organizing religious issues in order to assist the President in running the country's administration. Rembang Regency's Ministry of Religious Affairs Office employs 55 people, 45 of whom are ASN employees and 10 who are not. The absence rate of employees of the Office of the Ministry of Religious Affairs Rembang Regency in April 2024 was very high, with a percentage of 6.25 percent compared to the previous month in

March 2024, which was 0.5 percent. This provides an assumption for researchers that employees have not fully provided good performance. Unlike the outcomes of interviews carried out with some employees, where employees have a high sense of satisfaction related to their work. Satisfaction shows that employees are able to work well; besides that, employees also get motivation through appreciation from superiors, and salaries and performance allowances are smooth. Employees also have a drive from within themselves, namely serving the community wholeheartedly, practicing the knowledge gained, learning new things, performing duties as outlined in the job description, and realizing a better order. Some employees admit to feeling unburdened by the responsibilities given by superiors, so in this case, the level of stress shown by employees has not been fully shown in this interview; even though employees feel stressed, it can be covered up because the tasks carried out are a responsibility that must be carried out. The Office of the Ministry of Religious Affairs of Rembang Regency has an organizational culture as a reference used to improve employee performance, namely a culture of kinship, accountability, trustworthiness, humanism, and exemplary leadership.

Motivation is the desire to do something. In the workplace, we must influence employees to align their motivation with the organization's needs because various forces can motivate people. Employee morale, discipline, work productivity, and loyalty can be improved with high motivation. This can affect employee performance. High motivation will result in high performance. Job stress is a condition caused by a person's subjective appreciation and work environment that can threaten and put pressure on the psychological, physiological, and individual nature. This is defined as work stress (Worang et al., 2022). Job stress can affect a worker's mindset, which can impair their performance. As a result, if there is high occupational stress, the level of worker performance will decrease (Aruperes et al., 2022).

The process of forming behavior forms organizational culture, according to Hidayah et al. (2022) and is influenced by the concepts and structural models applied. Patterns of basic assumptions that a particular group builds, discovers, or develops while adjusting to problems and internal integration. These patterns are considered valuable, have functioned effectively and are regarded worthwhile, and are consequently instructed by new members as the proper approach to recognize, think, and feel about the scenario with the problem (Hidayah et al., 2022). Work culture determines how people behave in the workplace, so the better the work culture, the better the employees.

The outcomes of this study serve as the foundation for previous studies. Damopolii & Taroreh (2021) observed that motivation has a positive but insignificant effect on employee performance, but Sembiring et al. (2021) discovered that employee performance is positively and significantly impacted by motivation. The findings of the study by Mujahidin et al. (2023) show that motivation has a positive but insignificant effect. On the organizational culture variable, research conducted by Satato et al. (2022) discovered that employee performance is significantly and favorably affected by workplace culture. On the other hand, research by Darmawan et al., (2021) found that organizational culture has no substantial impact on worker performance. So, further research is needed on the relationship between motivation, job stress, and organizational culture with employee performance.

Based on the description that has been explained related to the theory related to employee performance, as well as different research results, it is necessary to conduct research again to confirm the theory with goal setting theory as a connecting theory, as well as the phenomena that occur in the scope related to motivation, work stress and organizational culture in the Office of the Ministry of Religion of Rembang Regency. The problem formulations in this study are:

1. How does motivation affect employee performance?
2. How does work stress affect employee performance?
3. How does organizational culture affect performance?

From the formulation of the problems that have been described, the objectives of this study are:

1. To prove the effect of motivation on performance.
2. To prove the effect of work stress on employee performance.
3. To prove the effect of organizational culture on employee performance.

2. RESEARCH METHOD

This survey included 55 personnel from Rembang Regency's Ministry of Religious Affairs. It took a quantitative approach and used a questionnaire as a survey tool. The study utilized a saturated sample (probability sample) from an unknown population. Independent variables include motivation, work stress, and company culture, and dependent variables such as employee performance.

Table 1. Definition of Variables Operationally

Variable	Definition	Indicator
Performance	Defines performance as the caliber and amount of work a worker completes according to his obligations (Mangkunegara, 2017).	1. Quality 2. Quantity 3. Task execution 4. Responsibility
Motivation	According to (Hasibuan, 2016) motivation is defined as a force that encourages a person to collaborate, work well, and be integrated with all things in his efforts to achieve satisfaction.	1. Physical needs 2. The need for security and safety 3. Needs in society 4. The necessity of self-worth 5. Needs for self-realization
Work Stress	Dewi et al. (2021) say stress is a state of pressure that affects a person's emotions, cognitive function, and mental health.	1. Behavior 2. Psychology 3. Physiology 4. Cognitive
Organizational Culture	According to Indraningrat et al. (2022), organizational culture is a group of value systems recognized and built by every organization member. These values distinguish different companies from each other.	1. Norma 2. Dominant Value 3. Rules 4. Organizational Climate

This subject's data is derived from primary data sources and is collected, evaluated, and analyzed to ascertain the link between using multiple linear regression analysis, one dependent variable, and several independent factors. The research model is as follows:

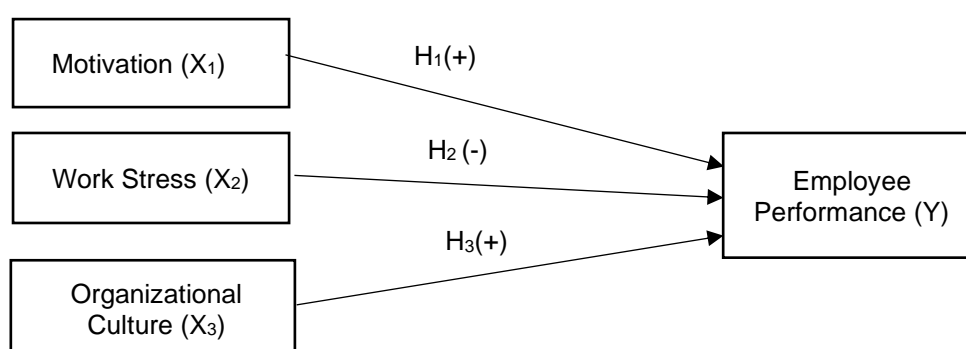


Figure 1. Research Model

3. RESULTS AND DISCUSSIONS

Validity Test. The validity test is used to test the validity of the statement items used in the questionnaire. The statement item is declared valid by comparing the significant value <0.05 (Ghozali, 2018). All statement items in the survey were valid, and each had a significance value below 0.05, as shown in Table 2.

Table 2. Result of the Validity Test

Variable	Indicator	Significance Value	Standard (< 0,05)	Conclusion
Employee Performance	EP1	0,000	< 0,05	Valid
	EP2	0,000		
	EP3	0,000		
	EP4	0,000		
	EP5	0,000		
	EP6	0,000		
	EP7	0,038		
	EP8	0,000		
	EP9	0,000		
Motivation	M1	0,004	< 0,05	Valid
	M2	0,011		
	M3	0,014		
	M4	0,005		
	M5	0,000		
	M6	0,000		
	M7	0,000		
	M8	0,000		
	M9	0,020		
Work Stress	WS1	0,000	< 0,05	Valid
	WS2	0,000		
	WS3	0,000		
	WS4	0,000		
	WS5	0,000		
	WS6	0,001		
	WS7	0,000		
	WS8	0,000		
	WS9	0,000		
Organizational Culture	OC1	0,000	< 0,05	Valid
	OC2	0,001		
	OC3	0,000		
	OC4	0,000		
	OC5	0,000		
	OC6	0,000		
	OC7	0,000		
	OC8	0,000		
	OC9	0,000		

Reliability Test. The reliability test demonstrates the questionnaire's reliability. According to Ghozali (2018), the instrument is considered reliable, or reliable, if the Cronbach Alpha value is greater than 0.70. Since all variables possess a Cronbach's alpha coefficient of more than 0.70, the questionnaire can be trusted as a data source, as shown in Table 3.

Table 3. Reliability Test Results

Variable	Cronbach Alpha Value	Standard (> 0.70)	Description
Employee Performance	0,864	> 0,70	Reliable
Motivation	0,724		
Work Stress	0,787		
Organizational Culture	0,865		

Regression Analysis. The regression test results show the equation between the Independent and dependent components (Ghozali, 2018). The results are as follows:

Table 4. Regression Test Results

Variable	Beta Coefficient (β)
Constanta	14,281
Motivation (M)	0,093
Work Stress (WS)	-0,109
Organizational Culture (OC)	0,585

Table 4 shows the following equation:

$$EP = 14,281 + 0,093 M - 0,109 WS + 0,858 OC$$

Note:

- EP : Employee Performance
 M : Motivation
 WS : Work Stress
 OC : Organizational Culture

This equation can be interpreted as the three variables are considered constant, and performance will have a value of 14,281. The regression coefficient value of the motivation variable is 0.093, so every increase will increase performance by that value, in contrast to the work stress variable, where each increase will reduce performance by 0.109. Organizational culture has a positive relationship, where each increase will increase performance by 0.585. From this explanation, the factor with the most significant impact is organizational culture because the coefficient value is the highest compared to other factors discussed in this study.

Hypothesis Test. Hypothesis testing indicates acceptance or denial of a hypothesis in the research model. The beta coefficient value and less than 0.05 for the significance comparison value indicate the direction of the hypothesis acceptance decision (Ghozali, 2018). H0 indicates that there is no positive connection between the relationship between the variables that are independent and dependent; It indicates that there is a positive connection between the relationship between the independent and dependent variables.

Table 5. Hypothesis Test Results

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	14,281	5,945		2,402	0,020
	M	0,093	0,108	0,097	0,861	0,393
	WS	-0,109	0,109	-0,111	-1,002	0,321
	OC	0,585	0,111	0,603	5,281	0,000

Table 5 shows that the work stress variable has a negative regression coefficient, meaning that Ha is rejected and H0 is accepted. The motivation variable has a positive regression coefficient of 0.093, meaning that Ha is accepted and H0 is rejected. The significance value of the work stress variable is 0.321, which is higher than 0.05. Therefore, it may be said that employee performance is only marginally improved by the incentive component. Additionally, a positive regression coefficient value of 0.585 shows that Employee performance is greatly affected by the organizational culture variable, supporting the rejection of H0 and acceptance of Ha. Furthermore, the noteworthy worth of the business culture variable is 0.000, which is less than 0.05.

Determination Test. The determination test is a statistical method used to determine how much the independent variable can explain the dependent variable in a regression model (Ghozali, 2018). This test is calculated using the coefficient of determination, whose value ranges from 0 to 1 or 0 percent to 100 percent. Table 6 shows that the study's dependent variable can only explain employee performance by 46.2 percent of the independent variables—motivation, work stress, and organizational culture. 53.8 percent of the total dependent variable is provided by additional elements that this study did not examine.

Table 6. Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,701 ^a	0,492	0,462	2,547

Motivation's Impact on Worker Performance. Employee performance is positively and marginally impacted by motivation, according to the test results of hypothesis one. This means that increasing motivation has minimal effect on improving the performance of the Rembang Regency Ministry of Religion Office employees. Highly motivated people will feel compelled to complete tasks that improve organizational performance

(Naimah & Nurhidayati, 2023). This study's results have a direction based on goal-setting theory, which is related to motivation to performance even though the effect is minimal. Motivation at work is essential to have to get good results. However, high motivation without seeing individual abilities in job standards will impact the process of success of the job itself, such as facing a new field of work that has never been done before, which in the implementation of the job must require experience. High motivation is undoubtedly good for improving employee performance, but one must have the ability and experience to support this motivation; this is what causes motivation to have a positive and insignificant effect on employee performance. The findings of this investigation are consistent with the research of Damopolii & Taroreh (2021). It demonstrates that employee performance is positively and negligibly impacted by motivation.

Job Stress's Impact on Employee Performance. According to the results of the second hypothesis test, employee performance is negatively and negligibly impacted by job stress. This means that an increase in work stress has minimal effect on reducing the performance of employees of the Office of the Ministry of Religion of Rembang Regency. When they cannot do it then, they experience stress (Sari et al., 2022) A higher level of employee stress indicates that employee performance will decrease, which can affect the organization in achieving the expected goals. The high level of job stress can make employees feel pressure in carrying out their performance so that the level of concentration of employees cannot be maximized, and the resulting performance will also decrease, but the results of this study show insignificant results regarding job stress with performance. The results of this study have a negative direction under goal setting theory regarding the relationship between job stress and employee performance; even though the effect is minimal, namely a higher level of employee stress can cause a decrease in employee enthusiasm so that the effectiveness of employee performance will also decrease even though it is tiny. Employees of the Office of the Ministry of Religion of Rembang Regency experience high work stress but can be suppressed and controlled by the support of superiors and coworkers; a comfortable environment and welfare facilities can help the psychological state of employees to prevent a significant decrease in employee performance. These results are following the results of research from Agustina and Sukwika (2021), Ardianto et al. (2021), Ariansy & Kurnia (2022), and Korompot et al. (2023), which claim that work stress negatively and negligibly impacts employee performance.

Organizational Culture's Impact on Employee Performance. The test results of hypothesis three show that organizational culture has a significant positive effect on the performance of employees. This means that an increase in organizational culture has a significant influence on improving the performance of employees. Organizational culture is a collection of values, beliefs, and standards that have been accepted and adhered to by company or organization members to direct behavior and solve problems (Naimah & Nurhidayati, 2023). Organizational culture animates every member because its values are spread and internalized. Organizational culture is the soul of the organization and the soul members (Hanifah, 2019). A better organizational culture created in the organizational environment will increase the level of employee performance; in a good organizational culture, employees will feel comfortable carrying out their work every day, so the expected goals will be easier to achieve. The results of this study are under goal setting theory related to organizational culture with performance where clear goals can form a culture and be guided by that culture so that work can be controlled and appropriately structured per applicable norms. The better the organizational culture applied in a work environment or organization, the more employees feel comfortable with every situation in the work environment, which will improve the performance of these employees. These results are in line with the research of (Daud et al., 2021) which shows that organizational culture positively and significantly affects employee performance.

4. CONCLUSION

This research aims to provide results where motivation has an insignificant impact on performance, work stress has an insignificant negative impact on performance, and organizational culture has a positive impact on performance. These findings show that motivation and work stress are not the main factors influencing performance. These findings create recommendations for relevant parties regarding employee welfare, particularly in task allocation or other matters that can maintain employee work productivity to achieve target results.

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