



UDC 331

THE INFLUENCE OF VARIOUS FACTORS ON EMPLOYEE PERFORMANCE

Dirna, Dwijatenaya Ida Bagus Made Agung*, Nur Jumaidi

University of Kutai Kartanegara Tenggara, Indonesia

*E-mail: dwijatenaya@yahoo.co.id

ABSTRACT

Optimal employee performance is always expected in serving the community. To get optimal performance, there are various factors that influence it. The aims of this study were: to partially analyze the effect of training, work environment, competence, leadership, work motivation, and work discipline on employee performance; as well as to analyze the effect of training, work environment, competency, leadership, work motivation, and work discipline simultaneously on employee performance. This research was conducted at the Penyinggahan Sub District Office of Kutai Barat Regency East Kalimantan Indonesia. The population of this study was all employees of the Penyinggahan Sub District Office, both with the status of Civil Servants and Contract Workers. The sample used was determined by the full sampling method with a total of 53 respondents. Work environment, competency, leadership, and work motivation have no significant impact on employee performance. The influences of education and training, work environment, competency, leadership, work motivation, and work discipline simultaneously have a significant effect on employee performance. Recommendations that can be conveyed to the leadership of the Penyinggahan Sub-District Head Office are always to pay attention to a representative work environment so that employee competencies can always be improved in line with technological advances, effective leadership is always sought, and so that employees are always encouraged to always improve their performance.

KEY WORDS

Training, work environment, competency, leadership, work motivation, work discipline.

Today, services to the public provided by the state apparatus are required to be optimal in line with the global era. In order to achieve national development goals, the performance of human resources to provide optimal service to the community is very important. The importance of the performance of human resources is inseparable from the awareness that their involvement is directly in the organization or agency. For this reason, agencies or organizations should pay optimal attention to employees, so that employees are encouraged to provide all their abilities according to organizational needs. Employee performance is the performance given by employees in serving the community. Performance can be said as the result of work, both in quality and quantity that is achieved by an employee in carrying out his duties and responsibilities. As stated (Hasibuan, 2012) that performance is the result of work achieved by someone in carrying out tasks. Employee performance is determined by various factors. Factors that affect performance include; education and training, work environment, competency, leadership, work motivation, and work discipline.

Performance management is a process that employers use to ensure employees work in line with organizational goals (Sedarmayanti, 2019). Furthermore, it is said that the performance improvement program is largely determined by the actions of the leadership whose essence is (1) motivating and building the group, (2) guiding or fostering, (3) recommending or implementing education and training and development programs, and (4) holding consultations. According to (Nitisemito, 1996) training is an activity that aims to improve and develop attitudes, behavior, skills, and knowledge of employees in accordance with the wishes of the organization. (Gomes, 2001) suggests that there are three main stages of training, namely; 1) determination of training needs, 2) design of training programs, and 3) evaluation of training programs. The results of the study (Rahman et al., 2022) show that training has a positive effect on employee performance. The results of the research are



the same as the results of research (Marjaya & Pasaribu, 2019), (Hendra, 2020), (Hidayat & Agustina, 2020), and (Husain et al., 2022). While the research results show that training has no significant effect on employee performance (Syahputra & Tanjung, 2020).

Work environment affects employee performance. Therefore, determining and creating a good work environment will greatly determine the success of achieving organizational goals. The work environment factor is very broad. (Nitisemito, 1996) explains the work environment factors that affect employee performance, namely: coloring, cleanliness, ventilation, lighting, music, security, and noise. The results of the study showing that the work environment has a positive and significant effect on employee performance are (Masitoh et al., 2019), (Sihaloho & Siregar, 2019), (Rofiliana & Rofiuddin, 2021), (Simanjuntak et al., 2021).

The success of an organization is determined by the competence possessed by its employees. Wyatt in (Hikmah et al., 2006) describes competence as a combination of skills, knowledge, and behavior. Competence has a positive and significant effect as well as results (Amar & Fikri, 2020), (Hikmah et al., 2020), (Siregar et al., 2020), (Adam et al., 2021) (Mardiana et al., 2021). Meanwhile, the effect of competence is not significant on the performance of research employees (Rahman et al., 2022).

Leadership determines the success or failure of organizational performance. According to (Sedarmayanti, 2019) leadership roles, include; role as character, role as leader, and role as liaison. In order for a leader to be obeyed and followed by his subordinates/followers, he must have authority. Factors that shape leadership authority are assertiveness, self-placement, self-image, and good communication habits. Leadership has a positive and significant effect on employee performance studied by (Sumarwinati & Ratnasari, 2019), (Rusli, 2021). Meanwhile, the results of the study (Husain et al., 2022) show that leadership has no significant effect on employee performance.

Performance if viewed as performance is an activity carried out by someone to achieve organizational goals. A person's performance will increase regardless of the needs that must be met. According to (Gomes, 2001) motivation is closely related to the success of a person, organization or society in achieving its goals. The results of the research that motivation significantly affects employee performance are examined by (Astuti & Suhendri, 2019), (Djamro & Aprizal, 2019), (Purwaningsih, 2019), (Asmawiyah et al., 2020), (Septiadi et al., 2020), (Hirarto & Sartika, 2021), (Rusli, 2021). While motivation has no significant effect is the result of research (Ekhsan, 2019).

Discipline enforcement is a must because it is hoped that work will be carried out effectively and efficiently. According to Veithzal Rivai in (Sinambela, 2019) work discipline is formed from several indicators, namely; attendance, adherence to work regulations, adherence to work standards, high level of vigilance, and work ethically. Work discipline has a positive and significant effect on employee performance according to research results; (Ahmad et al., 2019), (Daspar, 2020), (Suwanto, 2020), and (Husain et al., 2022). While discipline has no significant effect on employee performance is the result of research; (Purba et al., 2019) and (Sadat et al., 2020).

Based on theoretical and empirical studies, a conceptual framework is then developed which is explained as shown in Figure 1. The research hypothesis is proposed referring to the conceptual framework of Figure 1:

- H1: It is suspected that training has a positive and significant effect on employee performance;
- H2: It is suspected that the work environment has a positive and significant effect on employee performance;
- H3: It is suspected that competence has a positive and significant effect on employee performance;
- H4: It is suspected that leadership has a positive and significant effect on employee performance;
- H5: It is suspected that work motivation has a positive and significant effect on employee performance;



- H6: It is suspected that work discipline has a positive and significant effect on employee performance;
- H7: It is suspected that education and training, work environment, competency, leadership, and work discipline simultaneously have a positive and significant effect on employee performance.

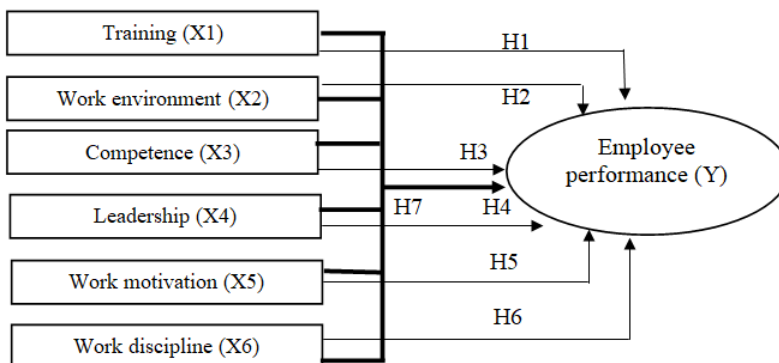


Figure 1 – Conceptual Research Framework

The real description of the factors that influence employee performance is the aim of this study. The research objectives in detail are (1) to analyze the effect of training, work environment, competency, leadership, work motivation, and work discipline partially on employee performance and (2) to analyze the effect of training, work environment, competence, leadership, work motivation, and work discipline simultaneously on employee performance.

METHODS OF RESEARCH

This study uses a quantitative research design, inferential statistical approach. The research was conducted at the Subdistrict Office of Penyinggahan Subdistrict, Kutai Barat Regency, East Kalimantan Province, Indonesia. The sample used was 53 employees with the status of civil servants and contract workers. Determination of the sample used full sampling method. This study examines the influence of various factors on employee performance, thus the data used are primary and secondary data. Data collection through observation, in-depth interviews, and literature study. Instrument items were tested for validity and reliability. The test criterion is if the r-count is greater than 0.30, then the instrument item is declared valid. Reliability test with criteria if Cronbach's Alpha value > 0.60 then the instrument has good reliability and otherwise (Sugiyono, 2012). Validity and reliability tests were carried out with the help of the SPSS version 20 computer program. The results of the instrument items were declared valid and reliable. Multiple linear regression analysis was performed in order to test the proposed hypothesis. The classical economic assumption requirements test has been carried out to find out whether the model meets the requirements. The result is that the regression model meets the requirements of the classical economic assumptions. The variables analyzed using multiple linear regression analysis consisted of the independent variable (X), including; training (X1), work environment (X2), competency (X3), leadership (X4), work motivation (X5), and work discipline (X6) as well as the dependent variable, namely employee performance (Y). The t test is performed to partially test the proposed hypothesis and the F test is performed to test the hypothesis simultaneously. The regression equation formula is arranged as follows (Supranto, 2001):

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + e \dots \dots (1)$$

Where: Y = employee performance; b₀ = constant; b_{1,2...6} = regression coefficient of each variable; X₁ = training; X₂ = work environment; X₃ = competency; X₄ = leadership; X₅ = work motivation; X₆ = work discipline; e = residual variable.



RESULTS AND DISCUSSION

The analysis used in this study is multiple linear regression analysis. With the help of the SPSS version 20 computer program, the results are summarized in Table 1.

Table 1 – Results of multiple regression analysis of the effect of the independent variable on the dependent variable, 2023

Variable	Coef. Beta	t count	Sig.	Result
Training (X1)	0,288	2,381	0,021	Significant
Work environment (X2)	-0,056	-0,490	0,627	Not significant
Competency (X3)	0,237	1,793	0,080	Not significant
Leadership (X4)	0,061	0,422	0,675	Not significant
work motivation (X5)	0,106	1,027	0,310	Not significant
work discipline (X6)	0,374	2,703	0,010	Significant
Constant = 3,464				t table = 1,678
R = 0,804				F table = 2,30
R Square = 0,647				Sig. F = 0,000
F count = 14, 063				

Source: Primary data processed by researchers.

Based on Table 1, the multiple regression equation is then compiled referring to formula (1), the following results are obtained.

$$Y = 3,464 + 0,288X1 - 0,056X2 + 0,237X3 + 0,061X4 + 0,106X5 + 0,374X6 \dots \dots (2)$$

Where: a constant of 3.464 means that if there is no change in the training factor (X1), work environment (X2), competence (X3), leadership (X4), work motivation (X5), and work discipline (X6), then the level of employee performance at The Penyinggahan subdistrict Office is 3,464 units.

The regression coefficient of the training variable (X1) has a positive value of 0.288. It implies that every increase of one unit of training factor will affect an increase in employee performance by 0.288 units and vice versa, if there is a decrease in the training factor by one unit, it will affect a decrease in employee performance by 0.288 assuming X2, X3, X4, X5, and X6 are constant.

The regression coefficient of the work environment variable (X2) has a negative value of 0.056. It implies that for every increase of one unit of work environment factor, it will result in a decrease in employee performance by 0.288 units and vice versa, if there is a decrease in the work environment factor from the original (currently) one unit, it will result in an increase in employee performance by 0.056 assuming X1, X3, X4, X5, and X6 constant.

The regression coefficient of the competence variable (X3) has a positive value of 0.237. It implies that every increase of one unit of competency factor will affect the increase in employee performance by 0.237 units, and conversely, if there is a decrease in the competency factor by one unit, it will affect a decrease in employee performance by 0.237 assuming X1, X2, X4, X5, and X6 are constant.

The regression coefficient of the leadership variable (X4) has a positive value of 0.061. It implies that every increase of one unit of leadership factor will affect an increase in employee performance by 0.061 units, and conversely, if there is a decrease in the leadership factor by one unit, it will affect a decrease in employee performance by 0.061 assuming X1, X2, X3, X5, and X6 are constant.

The regression coefficient of the work motivation variable (X5) has a positive value of 0.106. It implies that every increase of one unit of work motivation factor will affect the increase in employee performance by 0.106 units, and conversely, if there is a decrease in the work motivation factor by one unit, it will affect a decrease in employee performance by 0.106 assuming X1, X2, X3, X4, and X6 are constant.

The regression coefficient of work discipline variable (X6) has a positive value of 0.374. It implies that every increase of one unit of work discipline factor will affect the improvement



of employee performance by 0.374 units, and conversely, if there is a decrease in the work discipline factor by one unit, it will affect a decrease in employee performance by 0.374 assuming X1, X2, X3, X4, and X5 are constant.

Based on Table 1, it is also known that the value of standardized beta is the highest, namely the work discipline variable of 0.374. This implies that the variable of work discipline has the most dominant influence on the performance of employees in the Sub-District Office of Penyinggahan Sub District, Kutai Barat Regency. Furthermore, it is known that the value of R (correlation coefficient) is worth 0.804. This is the relationship between the dependent variable and the variables included in the very strong category. The coefficient of determination (R^2) is 0.647. Basically the coefficient of determination aims to measure how far the model's ability to explain the variation of the dependent variable. The value of R^2 which is close to one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable. The value of R^2 is 0.647 (64.7%), meaning that the performance of employees at the Subdistrict Office of Penyinggahan Subdistrict, West Kutai Regency is 64.7 percent influenced by training (X1), work environment (X2), competence (X3), leadership (X4), work motivation (X5), and work discipline (X6). While the remaining 35.3 percent is influenced by other factors outside this model.

Effect of training on employee performance. The results of the hypothesis test indicated that the training had a positive and significant effect on the performance of the employees of the Sub-District Office of Penyinggahan Sub-District, Kutai Barat Regency. This shows that training is real or meaningful to employee performance. It is understood that if the employee's training is increased, his performance will improve. As the results of the research show that the respondents' answers to training increased skills, the majority of respondents answered increasing skills. Likewise, respondents' answers tended to give a positive response of 86.8 percent. This research is in line with research (Marjaya & Pasaribu, 2019), (Hendra, 2020), (Hidayat & Agustina, 2020), and (Rusli, 2021), While the results of research that are different from the results of this study are the results of research (Syahputra & Tanjung, 2020). Basically training will improve skills, and then affect performance. As said by (Mathis & Jackson, 2001) that the success of human resource performance or employee performance is determined by the presence or absence of training. The training required by an employee will vary depending on the organization in which a person works. Likewise stated by (Nitisemito, 1996) training is an activity that aims to improve and develop attitudes, behavior, skills, and knowledge of employees. Based on empirical studies and several theories put forward, it can be concluded that training has a positive and significant effect on employee performance. For this reason, a consistent training program should be carried out by the Penyinggahan Sub-District Office of Kutai Barat Regency, through the policy of the sub-district head and the District Government.

The influence of the work environment on employee performance. The results showed that the effect of training on performance had a negative and insignificant effect ($0.627 > 0.05$) on employee performance at the Sub-District Office of Penyinggahan Sub-District, Kutai Barat Regency. One important factor in creating good employee performance is the work environment or working conditions. This is because the work environment has a direct effect on employees in completing their work, which in turn will improve organizational performance. A working environment condition is said to be good if employees can carry out activities optimally, healthy, safe and comfortable. Every employee will crave room conditions that are in accordance with the number of employees, good facilities to support employee performance, good air circulation and temperature so that the room is not stuffy, hot, and the like, good light settings, free from noise, and so forth. Based on the respondents' answers to the work environment at the Penyinggahan Sub-District Office, most answered enough. This means that the work environment has not significantly improved employee performance. According to research results, if the current employee environment is maintained even worse, then employee performance will not increase. The results of this study which show that the work environment has an not significant effect on employee performance is different from the results of research (Djamro & Apriza, 2019), (Masitoh et al., 2019), (Sihaloho &



Siregar, 2019), (Valendra et al., 2019) (Rofiliana & Rofiuddin, 2021), (Simanjuntak et al., 2021), and , (Rahman et al., 2022). Basically, a good and even very good employee work environment will have a significant effect on employee performance. As said (Nitisemito, 1996) that work environment factors affect employee performance.

The influence of competence on employee performance. The results showed that the effect of competence on employee performance had a positive but not significant ($0.080 > 0.05$) effect on employee performance. This research is different from research (Hikmah et al., 2020), (Amar & Fikri, 2020), (Rusli, 2021), and (Rahman et al., 2022) that competence has a positive and significant effect on performance. The results of the study indicate that competence is not significant to employee performance because most of the employees are still in the status of contract workers and most of them have high school education or equivalent. The existence of this condition is of course the relevance of competence to performance will cause no significant effect on performance. As is well known, employee competence is a reflection of the employee's technical ability to serve the community based on technology owned by the employee, knowledge in serving the community, employee experience in serving the community, employee motives for serving the community well, and behavior regarding jointly providing excellent service on an ongoing basis is an ideal condition that is always expected by an employee. Competence of a person against the organization is often a very important issue. So that several organizations do not include the element of competence as one of the requirements to hold a position. As stated by Richard E. Boyatzis in (Sudarmanto, 2009) competencies are characteristics related to superior and or effective performance at work.

The influence of leadership on employee performance. The results showed that the influence of leadership on employee performance had a positive but not significant ($0.675 > 0.05$) effect on employee performance at the Penyinggahan Sub-District Office, Kutai Barat Regency. This condition indicates that leadership has not made a real or significant contribution to performance. Although the majority of employees consider leadership to be positive and good, improvement is still needed. The results of this study are in line with the results of research (Husain et al., 2022). Meanwhile, the results are different (Rusli, 2021) and (Rofiliana & Rofiuddin, 2021), and (Hirarto & Sartika, 2021). Leadership is a basic characteristic of a person that allows employees to issue superior performance in their work. For this reason, the meaning of leadership contains a deep and inherent part of personality in a person with predictable behavior in various circumstances and work assignments. The prediction of who is performing well and who is not performing well can be measured from the criteria or standards used. As stated (Sedarmayanti, 2019) that leadership roles include; role as character, role as leader, and role as liaison. It was further said that in order for a leader to be obeyed and followed by his subordinates/followers, he must have authority. Factors that shape leadership authority are: assertiveness, self-placement, self-image, and good communication habits. Furthermore, it is said that the leadership duties include; as a counselor, as an instructor, leading meetings, making decisions, and delegating authority.

Effect of work motivation on employee performance. The results showed that the effect of work motivation on employee performance had a positive but not significant ($0.310 > 0.05$) effect on employee performance. Although the effect of work motivation is not significant on performance. However, work motivation still has a positive influence on performance. As the results of the study stated that they had a high interest in their work, had a sense of security, worked without being too directed, always wanted to accept greater responsibility, and had a happy attitude to work because the leadership policies were in accordance with their wishes, the tendency for respondents' answers was to give a positive response. A good state of motivation will have a positive impact on employees in improving employee performance. This is one way that can be taken so that employees can carry out their duties without experiencing interference, because motivation greatly influences employee performance. Motivation is a person's behavior to act in order to achieve the desired goal. Generally, leaders always give positive encouragement to their subordinates, because it aims to find the best way to get the job done. As stated (Mathis & Jackson, 2001) that motivation is a desire within a person that causes that person to take action. Furthermore, motivation according to



(Gibson et al., 1998) is the force that drives an employee that creates and directs behavior. This research is different from research (Rusli, 2021), (Djamro & Apriza, 2019), (Astuti & Suhendri, 2019), (Ekhsan, 2019), (Latifah et al., 2019), (Rizal, 2019) and (Septiadi et al., 2020).

Effect of work discipline on employee performance. The results showed that the effect of work discipline on employee performance had a positive and significant effect ($0.010 < 0.05$) on employee performance. The positive influence of work discipline on employee performance can also be seen from the statements of employees, the majority of which give positive tending answers to the statements; employee obedience to applicable regulations, employees always work in accordance with applicable procedures/regulations, and employees always adhere to office hours, employees always carry out orders from superiors, sanctions are always proportional if employees violate rules or other regulations. This research is in line with the results of research (Ahmad et al., 2019), (Purba et al., 2019), and (Sadat et al., 2020), and (Suwanto, 2020). Organizational growth will be largely determined by the work discipline of its employees. Often discipline is used to motivate employees to work better. As stated (Sinambela, 2019) that there are various theories which explain that there is a significant relationship between work discipline and performance. It is further said that the higher a person's work discipline, the higher the person's performance will also be. Based on theoretical studies and the results of empirical studies, it can be said that work discipline has a very vital role in an organization. It can also be said that work discipline has a positive and significant effect on employee performance.

The effect of the independent variables simultaneously on the dependent variable. The results showed that the independent variables training (X1), work environment (X2), competence (X3), leadership (X4), work motivation (X5), and work discipline (X6) had a significant effect on employee performance (Y), because F count is greater than F table ($14.063 > 2.30$) and the significance value is 0.000. Although there are partial research results showing not significant results, if taken together the independent variables have a significant effect on the dependent variable (employee performance). This research is in line with the results of research (Rusli, 2021), and (Rahman et al., 2022), and (Husain et al., 2022). Based on the results of this study, it can be said that if good management is carried out on training factors, work environment, competence, leadership, work motivation, and work discipline, it will have an impact on optimal (good) employee performance. For this reason, so that stakeholders who manage the sub-district head office can be even more optimal.

CONCLUSION

Variables that partially have a positive and significant effect on employee performance are training and work discipline. The influence of work environment variables, competence, leadership, and motivation partially has no significant effect on employee performance. The influence of training, work environment, competency, leadership, work motivation, and work discipline variables simultaneously have a positive and significant effect on employee performance. For the head of the Sub-District Office it is recommended; to always pay attention to a representative work environment, so that the competence of employees can always be improved in line with advances in technology, to always strive for effective leadership, and to always provide encouragement to employees to always improve their performance.

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