

What is Matter to Improve Employees' Performance? An Evaluation on State Civil Servant Officers at Environmental Services Within Deli Serdang Regency

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Abstract

Each company days by days always strives to achieve their best performance through their employees. There were many factors that affect employee performance such as motivation and workload in which has been researched overtime. Work motivation in government services could support human behavior so that they want to work hard and enthusiastically to achieve optimal results. Excessive workload however, cause an uncomfortable working atmosphere for workers. This research aimed to evaluate how optimize human performance within governmental organization. We conducted a quantitative approach by using census approach. The respondents of this study were 37 state civil servant officers in the Environmental Service of Deli Serdang Regency. Data obtained through interviews using a questionnaire. Consent was taken in this research. The data analysis technique uses validity, reliability, classical assumption test (normality, multicollinearity, heteroscedasticity and linear) and hypothesis testing (path analysis technique and Sobel test). The results showed that motivation and workload had a positive and significant effect on job satisfaction. Motivation and workload also have a positive and significant effect on employee performance. Job satisfaction has a positive and significant effect on employee performance. Motivation and workload have a positive effect on employee performance through job satisfaction on the employees of the Environmental Service Office of Deli Serdang Regency.

Keywords

job motivation; job performance; job satisfaction, workload



I. Introduction

Government and private organizations is always seeking to maximize their achievement related to increasing their job performance to achieve organizational goals. In the implementation of government politics in the regions, it is not possible to only prioritize one aspect (economics) but it is important to pay attention to other aspects, namely environmental sustainability so that the implementation of green government is very important in supporting environmental sustainability in the political process of government in the regions (Dama, 2021). The Government of the Republic of Indonesia was formed to protect the whole of the Indonesian people (Angelia, 2020). To that extend, one of the important elements to consider is Human Resources (HR). According to Simamora who stated that HR management is a process of utilizing raw materials and human resources to achieve the goals set (Simamora, 2011). Along with the development of time, all agencies are required to be able to compete to

provide the best service, including government organizations. The services provided by every government organization are strongly influenced by the presence of human resources or employees in an organization. With the effectiveness of the services provided by an agency, it will lead to job satisfaction. Job satisfaction is a person's feelings towards work, this means that this kind of job satisfaction concept sees job satisfaction as human interaction with the work environment. There are many factors that affect employee performance in addition to the work environment, including workload and motivation. Excessive workload can cause an uncomfortable working atmosphere for workers. Excess workload can trigger the onset of work stress more quickly. On the other hand, a lack of workload can cause losses for the organization/agencies.

Mangkunegara (2016) stated that employees' performance was the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. An optimum employees' performance often described by the quality human resources. As our research talked about Environmental Service of Deli Serdang Regency, their performance had been decreasing time over time. We might found in the quantity of employees who are still considered insufficient to support the completion of work tasks in accordance with the time set by the Environmental Service of Deli Serdang Regency. In addition, the low quality of employee work, among others, there are still some jobs that are considered less than optimal.

The importance of work motivation in an agency can support human behavior so that they want to work hard and enthusiastically to achieve optimal results. Conditions at the Environmental Service of Deli Serdang Regency related to motivation are the behavior or attitudes of employees at work have low motivation, this can be seen from many employees who still like to sit in the canteen, are often not in the workspace during working hours and like to chat. during working hours this reflects a low attitude of encouragement and motivation to complete work.

Among the many factors that determine the success of employees in carrying out their work, the employee's work environment factor is one factor that also needs attention. Employees who work in a good and healthy physical and non-physical work environment, directly or indirectly contribute to increasing their work motivation and will greatly affect the employee's job satisfaction.

II. Review of Literatures

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2016). Robert & John (2002) stated that Performance is basically what employees do or don't do. Employee performance is what influences how much they contribute to the organization which includes output quantity, output quality, output period, workplace attendance, and cooperative attitude.

Job satisfaction refers to the general attitude of an individual towards his job. A person with a high level of job satisfaction shows a positive attitude towards his job and vice versa if the employee is not satisfied with his job, the employee will show a negative attitude towards his job. Handoko (2012) showed that Job satisfaction is an emotional state that is pleasant or unpleasant for employees to view their work.

Motivation is a condition that has the effect of generating, directing and maintaining behavior related to the work environment. Sadili (2006) stated that motivation is a condition or energy that moves employees to be directed or focused on achieving the company's organizational goals. Thus, we could said that work motivation is a condition that encourages

or raises the morale of an employee to achieve company goals. Factors of work motivation was usually a complicated matter, because motivation involves individual factors and organizational factors. Those belonging to the factors that are individual in nature are needs, goals, attitudes, and abilities, while those belonging to factors originating from the organization include payment or salary, job security, fellow co-workers, supervisor or their supervision, praise and the work itself (Gomes, 2003)

Workload is a set or number of activities that must be completed by an organizational unit or position holder within a certain period of time. According to Munandar (2011), workloads are tasks given to the workforce or employees to be completed at a certain time by using the skills and potential of the workforce. Factors that affect workload, namely:

1. External factors, namely the burden that comes from outside the worker's body, such as physical tasks, work organization, and work environment
2. Internal factors, namely factors originating from within the body itself as a result of reactions to external workloads, including somatic factors (gender, age, body size, nutritional status, and health conditions) and psychological factors (motivation, perception, belief, desire and satisfaction).

This conceptual framework is obtained from a synthesis of various variables that can be used to formulate hypotheses. Based on the explanation of the theoretical basis above, a conceptual framework can be developed as follows:

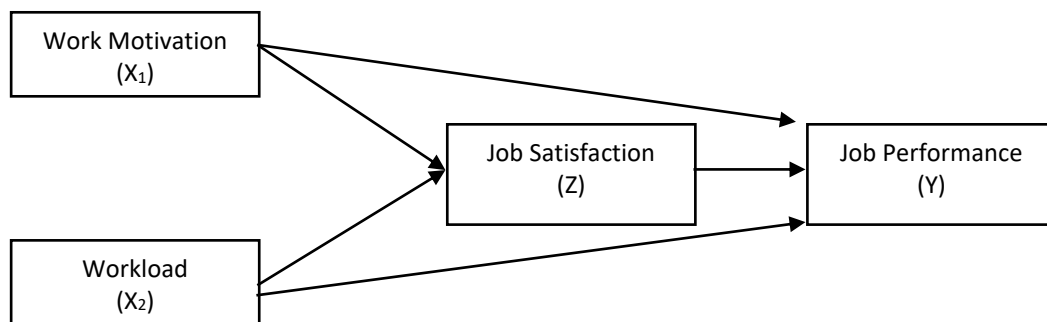


Figure 1. Conceptual Framework

Based on the theory that has been described, the hypotheses of this research are as follows:

- H1: Motivation has a positive effect on job satisfaction.
- H2: Workload has a positive effect on job satisfaction.
- H3: Motivation has a positive effect on employee performance.
- H4: Workload has a positive effect on employee performance.
- H5: Job satisfaction has a positive effect on employee performance.
- H6: Motivation has a positive effect on employee performance through job satisfaction as intervening variable
- H7: Workload has a positive effect on employee performance through job satisfaction as intervening variable

III. Research Methods

This research was conducted in 2020 from January to December 2020 as it was the suitable time to collect the data of employees' performance for the following year. This research used associative approach that was based on data that can be calculated in an assessment. The population in this study were all employees with the status of State Civil

Servant (ASN) and Non State Civil Servant (Non ASN) who worked at the Environmental Service of Deli Serdang Regency. We focused on state civil servant employees as the two category were much different from one to another. The number of state civil servant employees was 37 employees. As it was relatively low on population we used saturated sampling technique. Consent were taken in this study. Data were collected through questionnaire-based interview and will be analyzed with SPSS.

The interviewees of Inspektorat Jenderal were selected based on their experience who had carried out the PMPRB evaluation, risk management assistance, and SPIP maturity assessment to Direktorat Jenderal X. The interviewees of Direktorat Jenderal X were the team that received Inspektorat Jenderal's PMPRB evaluation, risk management assistance, and SPIP maturity assessment. At Direktorat Jenderal X, the team that handles risk management and SPIP is the same.

Interviews for the informants of Inspektorat Jenderal were conducted face-to-face, while interviews for the informants of Direktorat Jenderal X were conducted online via Zoom. The average interview lasted for one hour.

Furthermore, the researcher also analyzes documents using the report on the results of the PMPRB evaluation, SPIP maturity assessment, risk management assistance at Direktorat Jenderal X, and other documents relevant to the research. Inspektorat Jenderal provided the report document to the researcher.

Data analysis followed the path of Miles et al. (2014), namely data reduction, data presentation, and concluding/verification. The data analysis used descriptive narrative analysis and content analysis. Focusing on evaluating the value-added of an internal audit conducted by Inspektorat Jenderal to Direktorat Jenderal X. In the early stages, the questionnaire results were analyzed. They drew preliminary conclusions based on the initial stages of 15 (fifteen) statements in the questionnaire. The analysis of the results of this questionnaire is presented in the form of descriptive statistics.

Then, the researcher groups the answers from interviewees and does data reduction to sort out information that can be used and information that has appeared repeatedly. The data reduction results are presented in a narrative form and verified with the supervisory report document data collected previously.

IV. Discussion

4.1 Path Analysis

Path analysis is used to test the contribution indicated by the path coefficient on each path diagram of the causal relationship between variables X_1 , and X_2 to Z . Regression analysis was used as the basis for calculating path coefficients.

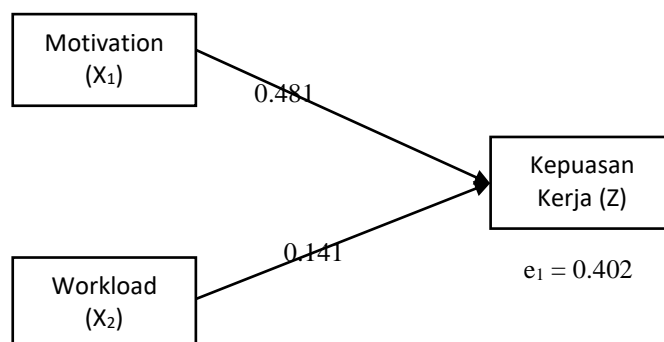


Figure 2. Sub-Struktur Model 1

Based on Figure 2 shows the results of the direct influence of motivation through job satisfaction = 0.481, workload through job satisfaction = 0.141 with multiple squared correlation of 0.598

The equation obtained for the structural sub-structure I is:

$$Z = 0.481X_1 + 0.141X_2$$



Figure 3. Full Path Model

To determine the effect of motivation (X1), workload (X2) and work environment (X3) on employee performance (Y) through job satisfaction (Z) as an intervening variable. The equations obtained for the structural sub-structure II are:

$$Y = 0.571X_1 + 0.129X_2 + 0.221Z$$

4.2 Total Effect

The total effect was the path coefficient of direct effects in addition with the indirect effects coefficient. The following was summarize total effect that were evaluated in this study.

Tabel 2. Total Effect

Path	Direct Effect	Indirect Effect	Total Effect
X1 → Y	0.571	$Y = 0.571 \times 0.221 = 0.126$	0.697
X2 → Y	0.129	$Y = 0.129 \times 0.221 = 0.029$	0.158

4.3 Sobel Test

The result showed that work motivation (X₁) can have a direct effect on employee performance (Y) and can also have an effect through Job Satisfaction variable (Z) as an intervening variable on employee performance variable (Y). This effect can be calculated using the Sobel test so that the tcount value is greater than the t_{table}, which is 9.261 > 1.689. This shows that there is an effect of job satisfaction variable in mediating the influence of motivation (X₁) on employee performance (Y), so it can be concluded that work motivation has a positive influence on employee performance through job satisfaction.

The results also show that the workload (X_2) can have a direct effect on employee performance (Y) and can also have a direct effect through the job satisfaction variable (Z) as an intervening variable on the employee performance variable (Y). This effect can be calculated using the Sobel test so that the tcount is greater than the t_{table} , which is $8.162 > 1.689$. This shows that workload (X_2) on employee performance (Y) through the variable job satisfaction (Z) has a positive and significant effect.

4.4 Work Motivation (X_1) to Job Satisfacton (Z) and Performance (Y)

Motivation variable (X_1) has a positive and significant effect on Job Satisfaction (Z), so H_1 is accepted. This is in line with research conducted by Juniari, Riana, & Subudi (2015) which proves that motivation has a positive and significant influence on job satisfaction. This means that the better the motivation given to employees, the job satisfaction of employees will increase. In this study, motivation is seen from five levels of needs, namely physiological, security, social, esteem, and self-actualization. Social needs, safety, and physiological needs are the highest measure of employee motivation, especially the family atmosphere at work, transportation facilities to work and the provision of attendance fees and performance allowances have an impact on employee job satisfaction.

The results also show that the motivation variable (X_1) has a positive and significant effect on employee performance (Y), so H_3 is accepted. This is in line with research conducted by Purwanto (2020), that work motivation has a positive and significant effect on employee performance. Thus, partially there is a positive and significant effect of work motivation on employee performance.

4.5 Workload (X_2) to Job Satisfacton (Z) and Performance (Y)

This study shows that workload (X_2) has a positive and significant effect on Job Satisfaction (Z). Therefore there is enough evidence to support hypothesis 2. H_2 is accepted. Based on research conducted by Pujotomo, Sasmoko, Bandur, & Setiadi (2020), workload do affect job satisfaction. This study also shows that there is a positive and significant effect of workload on employee performance. The workload variable (X_2) has a positive and significant effect on employee performance (Y), so H_4 is accepted. This was in accordance with research conducted by Rolos, Sambul, & Rumawas (2018) in which stated that the workload variable affects employee performance variables.

4.6 Job Satisfaction (Z) to Job Performance (Y)

Based on data analysis in this study, it can conclude that there is a positive and significant effect of job satisfaction on employee performance. Job satisfaction variable (Z) has a positive and significant effect on employee performance (Y), so H_7 is accepted. This is in line with research conducted by Sari & Susilo (2018), the results of the analysis reveal that job satisfaction has a positive and significant influence on employee performance.

4.7 Work Motivation (X_1) on Job Performance (Y) through Job Satisfaction (Z)

The results of the evaluation using Sobel's test that were previously carried out showed that there was an influence of Job Satisfaction variable in mediating the influence of Motivation (X_1) on employee performance (Y), so it can be concluded that work motivation has a positive influence on employee performance through job satisfaction. Based on the data analysis in this study, it can be seen that there is a positive influence of motivation on employee performance through job satisfaction as an intervening variable, so H_6 can be accepted, due to the significant value obtained <0.05 . It means that job satisfaction is a full mediating variable. This is in line with research conducted by (Lusri & Siagian, 2017)

4.8 Workload (X₁) on Job Performance (Y) through Job Satisfaction (Z)

The results of the evaluation using Sobel's test indicate that the value of t_{count} is greater than the value of t_{table} . This shows that workload (X₂) on employee performance (Y) through the variable job satisfaction (Z) has a positive and significant effect. Based on the data analysis in this study, it can be seen that there is a positive effect of workload on employee performance through job satisfaction as an intervening variable, so H₇ can be accepted, due to the significant value obtained <0.05 . It means that job satisfaction is a full mediating variable. This is in line with research conducted by Ela Yuanita Kusuma (2020), that job satisfaction is a full or absolute mediating variable which can be interpreted that firstly, job satisfaction independently has a significant effect on performance and secondly, job satisfaction as a mediating variable contributes an indirect influence.

V. Conclusion

Based on the results of the analysis that has been carried out through the stages of data collection, data processing, and data analysis regarding the effect of motivation, and workload on employee performance through job satisfaction as an intervening variable, the following conclusions can be drawn:

1. Work motivation has a positive and significant effect on job satisfaction for employees of the Environmental Service of Deli Serdang Regency, this shows that the employees of the Environmental Service of Deli Serdang Regency really need good motivation, especially regarding employee responsibilities in carrying out tasks with clear targets and the necessities of life and work needs. The better the motivation given, it will greatly affect job satisfaction.
2. Workload has a positive and significant effect on job satisfaction for employees of the Environmental Service of Deli Serdang Regency, this shows that the employees of the Environmental Service of Deli Serdang Regency really need a workload that is in accordance with their responsibilities in accordance with the time load, the workload mental effort load and psychological stress load given by the Environmental Service of Deli Serdang Regency. The better the provision of workloads to employees, it will greatly affect job satisfaction.
3. Work motivation has a positive and significant effect on employee performance at the Environmental Service of Deli Serdang Regency, this shows that the employees of the Environmental Service of Deli Serdang Regency really need good motivation, especially regarding employee responsibilities in carrying out tasks with clear targets and the necessities of life and welfare. work needs. The better the motivation given, it will greatly affect employee performance.
4. Workload has a positive and significant effect on employee performance at the Environmental Service of Deli Serdang Regency, this shows that the employees of the Environmental Service of Deli Serdang Regency really need a good workload, especially regarding their responsibilities. The better the workload given, it will greatly affect employee performance.
5. Job satisfaction has a positive and significant effect on the performance of the employees of the Environmental Service of Deli Serdang Regency, this shows that employee performance is said to be good, if the job satisfaction felt by employees is also getting better. In other words, good employee performance can be influenced by employee job satisfaction. Thus job satisfaction in a company is needed to boost employee performance.
6. Motivation has a positive effect on employee performance through job satisfaction for employees of the Environmental Service of Deli Serdang Regency, this shows that job

satisfaction is able to mediate the influence of motivation on employee performance, employees have also realized what their duties and responsibilities are so that they perform well

7. Workload has a positive effect on employee performance through job satisfaction for employees of the Environmental Service of Deli Serdang Regency, this shows that job satisfaction is able to mediate the effect of workload on employee performance, employees have also realized that giving a good workload at work will be easy. in order to achieve employee performance.

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