



# Analysis of factors affecting employee performance at the government bureau of the regional secretariat of East Nusa Tenggara province

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## ABSTRACT

The urgency of the research is that there is a problem of employee competence at the Government Bureau of the Regional Secretariat of NTT Province, which based on the results of the assessment is stated to be lacking, so that the purpose of this study is to determine the description of employee performance, employee competence, work design, employee personality, work motivation, leadership, organizational culture, work environment, employee loyalty, employee commitment and work discipline at the Government Bureau of the Regional Secretariat of NTT Province in order to support the achievement of targets and work objectives that have been set. As well as analyzing the significance of variables that affect employee performance. This research uses quantitative methods. The research sample was employees at the Government Bureau of the Regional Secretariat of NTT Province, totaling 53 people. Data was collected by distributing questionnaires and analyzed using descriptive and inferential statistics using the SPSS application. Based on the results of this study, it can be contributed to the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province to improve employee competence, work design, employee personality, work motivation, leadership, organizational culture, work environment, employee loyalty, employee commitment and work discipline in order to support the improvement of employee performance to a very good level.

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## INTRODUCTION

Performance is a very important and interesting part because it proves very important benefits. An institution wants employees to work seriously according to their abilities to achieve good work

results. Without good performance from all employees, success in achieving goals will be difficult to achieve (Edison et al., 2018; Rony, 2020; Samsuddin, 2018). An employee will feel that he has his own pride and satisfaction with the achievements achieved based on the performance he provides for the company. Good performance is a desirable situation in the world of work. An employee will get a good work performance if his performance is in accordance with the standards, both quality and quantity.

One of the organizations that also requires good and optimal performance from its employees is the Government Bureau of the Regional Secretariat of the Province of NTT. As a local government institution that supports the wheels of government of the East Nusa Tenggara Provincial Government, the Government Bureau of the Regional Secretariat of the Province of NTT requires good employee performance in order to support the achievement of targets and work objectives that have been set..

Based on the achievement data of the Strategic Target Performance of the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province in 2021 it is known that the achievement of Strategic Target 1 (one) with 4 (four) indicators, namely the Government and Regional Autonomy Program achieved 70%, Strategic Target achievement 2 (two) with The People's Welfare Program reached 70%. This data shows that the achievement of the strategic goals for 2021 that have been set have not reached the target. This indicates the existence of employee performance that is less than optimal so that organizational performance achievements are also not as expected.

In several previous studies by (Andriani et al., 2022; Kasmir, 2016; Roza et al., 2022b; Sadikin, Andriana, et al., 2023) states that the factors that affect performance include: competence, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, performance benefits, work discipline. (Afandi, 2018; Rony, 2017; Sadikin, Yodiansyah, et al., 2023; Simanjuntak, 2011)states that the performance of employees in an organization is influenced by 3 (three) factors, namely individual competence, organizational support and management support. Other research by (Hidayatunnafiq, 2021; Roza & Supriyati, 2022) shows compensation and leadership perceptions affect employee performance, further research (Daulay et al., 2019) examine the performance of employees in regional companies and research(Akbar, 2018; Asana et al., 2020; Roza et al., 2022a) explaining the recruitment process and motivating employees can have an impact on employee performance. The difference between the current and previous research is in the factors studied. In this study, the factors to be examined are opinions(Kasmir, 2016).

Problems with the competence of employees at the Government Bureau of the Regional Secretariat of the Province of NTT can be seen from the results of the competency test obtained by each employee, where out of 44 employees who took the managerial and social cultural competency test, the majority of employees were declared unqualified, namely 21 people (48%). The second factor is work design. Based on the results of interviews with 5 (five) employees on November 28 2022, an overview of the work design problem was obtained that in the NTT Provincial Regional Secretariat Government Bureau employees did not know in detail the work program, both the semester and annual work programs. The work program is only known by the leadership, whereas according to employees it is better if the work program is conveyed to each employee so that employees know what targets must be achieved in the short term or long term. The third factor is personality. Based on the results of observations on November 28, 2022, researchers found that there were employees who were unable to distinguish between personal and work matters. For example, if there are problems outside of work matters, it will affect the emotions and attitudes of employees at work. In addition, if there is a lot of workload or piles up, employees tend to be under pressure, so if asked to discuss it, they will answer in an angry tone or an expression of dislike. The fourth factor is work motivation. The researcher found that there were employees who were unable to distinguish between personal and work matters. For example, if there are problems outside of work matters, it will affect the emotions and attitudes of employees at work. In addition, if there is a lot of workload

or piles up, employees tend to be under pressure, so if asked to discuss it, they will answer in an angry tone or an expression of dislike. The fourth factor is work motivation. The researcher found that there were employees who were unable to distinguish between personal and work matters. For example, if there are problems outside of work matters, it will affect the emotions and attitudes of employees at work. In addition, if there is a lot of workload or piles up, employees tend to be under pressure, so if asked to discuss it, they will answer in an angry tone or an expression of dislike. The fourth factor is work motivation. so that if invited to a discussion they will answer in an angry tone or an expression of dislike. The fourth factor is work motivation. so that if invited to a discussion they will answer in an angry tone or an expression of dislike. The fourth factor is work motivation. Work motivation can be shown by the willingness of employees to work diligently. Based on interviews with 4 staff on November 28, 2022, they stated that if the leadership did not supervise them, they would be more relaxed at work. In addition, if the leader is not in the office, they can get permission during working hours so that the work that should be completed is delayed and will be completed if asked or requested by the leader. The fifth factor is leadership. Based on interviews with 4 (four) staff on November 29, 2022, it was found that the leadership often gives assignments to staff who are close to the leadership so that other staff feel they are not trusted by the leadership. The sixth factor is organizational culture. Based on observations on November 29-30 2022, researchers found that there were employees who were not friendly at work, due to family or personal problems. The seventh factor is the work environment. Based on inventory data, the available facilities are 112 units, so there is still a shortage of 37 units. This has an impact on the implementation of work on Administration Bureau of the Regional Secretariat of the Province of NTT. The eighth factor is loyalty. Based on the results of interviews with 4 (four) staff on November 28, 2022, information was obtained that there were Heads of Sub-Divisions who received assignments but were not carried out. The ninth factor is commitment. Based on the results of interviews with 4 employees on November 29, 2022, information was obtained that there was an employee's desire to change workplaces if they had the opportunity to change work units. The consideration used as the reason for moving work units is to obtain a better working atmosphere. The tenth factor is work discipline. Based on the results of observations during November 28-29 2022, employees did not comply with working hours. Hours for work are 07.15, where employees will record fingerprint attendance, but during working hours employees leave for various personal reasons and there are employees who leave early.

Based on the problems described in the 10 factors above, this study aims to contribute to the Bureau of Government of the Regional Secretariat of East Nusa Tenggara Province in (1) knowing the description of employee performance, competence, work design, personality, work motivation, leadership, organizational culture, work environment, loyalty, commitment and work discipline at the Bureau of Government of the Regional Secretariat of East Nusa Tenggara Province. (2) To determine the significance of the influence of the variables of competence, work design, personality, work motivation, leadership, organizational culture, work environment, loyalty, commitment and work discipline simultaneously on employee performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province. And (3) determine the significance of the influence of the variables of competence, work design, personality, work motivation, leadership, organizational culture, work environment, loyalty, commitment and work discipline partially on employee performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province.

## RESEARCH METHOD

### Types of research

This research is a type of quantitative research where researchers first develop hypotheses based on a frame of mind. The next step is tested quantitatively until finally arriving at the final findings in the form of a tested hypothesis (Ibrahim et al., 2023).

### Place and time of research

Research conducted in Administration Bureau of the Regional Secretariat of the Province of NTT. The research time is October-December 2022.

### Description of Research Locations

The Main Duties and Functions of the Regional Secretariat Government Bureau of East Nusa Tenggara Province in accordance with East Nusa Tenggara Governor Regulation Number 54 of 2020, as follows: assisting Government and People's Welfare Assistants in preparing the formulation of regional policies, coordinating the implementation of regional apparatus duties, monitoring and evaluating the implementation of policies in the field of government and regional autonomy, cooperation and people's welfare.

The Administration Bureau of the Regional Secretariat of East Nusa Tenggara Province is an element of Regional Government Staff led by a Head of Bureau who is under and responsible to the Regional Secretary through the Assistant for Government and People's Welfare of the Regional Secretary of East Nusa Tenggara Province. Each Section is assisted by 3 (three) Sub-sections, each of which is led by a Sub-Division Head who is under and responsible to the Section Head.

### Sample

The sample in this study were employees at Administration Bureau of the Regional Secretariat of the Province of NTT which totaled 53 people.

### Data collection technique

Data collection techniques used are:

#### 1. Questionnaire.

This questionnaire was distributed to 53 employees Administration Bureau of the Regional Secretariat of the Province of NTT. Answers for each statement item use the Ordinal Scale with 5 (five) alternative answers given a scale value score as follows: Strongly Agree (5); Agree (4); Simply Agree (3); Disagree (2) and Disagree (1).

#### 2. Document Study

The documentation used is archives, reports, regulations and other secondary data from Administration Bureau of the Regional Secretariat of the Province of NTT related to this research.

#### 3. Interview.

Estberg in (Sugiyono, 2017) defines interviews/interviews as follows: "a meeting of two people to exchange information and ideas through question and answer, so that meaning can be constructed in a particular topic".

### Data analysis technique

Research data needs to be analyzed to be presented as a research result. Data analysis is a very important part of the scientific method. Therefore, to answer the problems and research objectives, descriptive analysis and inferential analysis are used.

### Descriptive Analysis

To describe the phenomena that occur in research locations, the data analysis technique used is descriptive statistical analysis. Descriptive analysis was carried out by calculating the respondents' perceptions (Levis, 2013; Mishra et al., 2019) with the following formula:

$$P_{s-p} = \left( \frac{\bar{X}_{Ps-p}}{5} \right) \times 100\% \quad (1)$$

Information:

$P_{s-p}$  = Perception category

$\bar{X}_{Ps-p}$  = Average score for population perception

5 = the highest score on the Likert scale

### **Inferential Statistical Analysis**

In this study using statistical test tools, namely the t test and F test through the Amos application.

## **RESULTS AND DISCUSSIONS**

### **Research result**

#### **Descriptive Statistical Analysis**

From the results of the descriptive analysis, it is known that:

Achievement indicators of employee performance variables obtain an average achievement indicator of 65.28. The lowest value is the quantity of work indicator, namely 63.77 and the highest value is the implementation of tasks, namely 66.42.

1. Achievement indicators of variables competence obtained an average achievement indicator of 65.24. The lowest score is a skill indicator, which is 64.40 and the highest score is knowledge, which is 66.67.
2. Achievement indicators of variables work plan obtained an average achievement indicator of 63.73. The lowest value is an operational design indicator, namely 59.62 and the highest value is a strategic work plan, namely 67.92.
3. Achievement indicators of variables personality obtained an average achievement indicator of 63.35. The lowest value is an indicator of prudence, which is 61.76 and the highest value is strategic emotional stability, which is 64.65.
4. The achievement indicator of the work motivation variable obtained an average achievement indicator of 63.10. The lowest score was an indicator of the desire to improve work ability, namely 62.39 and the highest value was the desire to increase work knowledge, namely 64.03.
5. Achievement indicators of the leadership variable obtain an average achievement indicator of 63.40. The lowest score is an indicator of decision making, namely 61.51 and the highest value is running the organization in accordance with organizational goals, namely 66.16.
6. Achievement indicators of organizational culture variables obtain an average achievement indicator of 66.92. The lowest score is a result orientation indicator, which is 66.67 and the highest score is innovation and risk taking, which is 67.17.
7. The achievement indicator of the work environment variable obtained an average achievement indicator of 62.64. The lowest score was the relationship indicator with colleagues, which was 58.74 and the highest score was the work atmosphere, which was 66.04.
8. Achievement indicators of variables loyalty obtained an average achievement indicator of 64.53. The lowest score is an indicator of willingness to work together, namely 62.39 and the highest score is obedience to the rules, namely 66.54.
9. Achievement indicators of variables organizational commitment obtaining an average achievement indicator of 65.07. The lowest value is indicator of the will to survive, that is 62.64 and the highest value is confidence that is 66.79.
10. Achievement indicators of variables work discipline obtaining an average achievement indicator of 64.86. The lowest value is indicators of obedience to superiors' orders, namely 61.64 and the highest value is compliance with working hours, namely 68.55.

#### **Multiple Linear Regression Analysis**

The results of the analysis of the multiple linear regression equation are as follows:

$$Y=0.185X_1+0.061X_2+0.037X_3+0.118X_4+0.155X_5+0.111X_6+0.123X_7+0.211X_8+0.012X_9+0.127X_{10}$$

These results can be described as follows:

1. Regression Coefficient  $X_1$  ( $\beta_1$ ) : 0.185

The regression coefficient value of the employee competency variable is greater than the variable regression coefficient value work design, employee personality, work motivation, leadership, organizational culture, work environment, organizational commitment and work discipline but smaller than the regression coefficient value of the loyalty variable. It can be said that the employee competency variable has a considerable influence on employee performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province.

2. X2 Regression Coefficient ( $\beta_2$ ): 0.061

The regression coefficient value of the work design variable is greater than the variable regression coefficient value employee personality and organizational commitment but smaller than the value of the variable regression coefficient employee competence, work motivation, leadership, organizational culture, work environment, employee loyalty and work discipline. It can be said that the work design variable has a considerable influence on employee performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province.

3. X3 Regression Coefficient ( $\beta_3$ ): 0.037

The regression coefficient value of the personality variable is greater than the variable regression coefficient value organizational commitment but smaller than the value of the variable regression coefficient employee competence, work design, work motivation, leadership, organizational culture, work environment, employee loyalty and work discipline. It can be said that personality variables have little influence on employee performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province.

4. X4 Regression Coefficient ( $\beta_4$ ): 0.118

The regression coefficient value of the work motivation variable is greater than the regression coefficient value of the work design variable, personality, organizational culture and organizational commitment, but smaller than the value of the variable regression coefficient employee competence, leadership, work environment, employee loyalty and work discipline. It can be said that the work motivation variable has a considerable influence on employee performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province.

5. X5 Regression Coefficient ( $\beta_5$ ): 0.155

The regression coefficient value of the leadership variable is greater than the regression coefficient value of the work design variable, personality, work motivation, organizational culture, work environment, organizational commitment and work discipline, but smaller than the value of the variable regression coefficient employee competence and employee loyalty. It can be said that the leadership variable has a considerable influence on employee performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province.

6. X6 Regression Coefficient ( $\beta_6$ ): 0.111

Variable regression coefficient value organizational culture greater than the value of the regression coefficient of the variable work design, personality, and organizational commitment, but smaller than the value of the variable regression coefficient employee competence, work motivation, leadership, work environment, loyalty and work discipline. It can be said that variable organizational culture has a considerable influence on employee performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province.

7. X7 Regression Coefficient ( $\beta_7$ ): 0.123

Variable regression coefficient value work environment greater than the value of the regression coefficient of the variable work design, personality, work motivation, organizational culture and organizational commitment, but smaller than the value of the variable regression coefficient employee competence, leadership, loyalty and work discipline. It can be said that

variable work environment has a considerable influence on employee performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province.

8. X8 Regression Coefficient ( $\beta_8$ ): 0.211

Variable regression coefficient value loyalty greater than the value of the variable regression coefficient employee competency, work design, personality, work motivation, leadership, organizational culture, work environment, organizational commitment and work discipline. It can be said that variable loyalty has the greatest influence on employee performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province.

9. X9 Regression Coefficient ( $\beta_9$ ): 0.012

The regression coefficient value of the organizational commitment variable is smaller than the variable regression coefficient value employee competency, work design, personality, work motivation, leadership, organizational culture, work environment, loyalty, and work discipline. It can be said that the organizational commitment variable has the least influence on employee performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province.

10. X10 Regression Coefficient ( $\beta_{10}$ ): 0.127

Variable regression coefficient value work discipline greater than the value of the regression coefficient variable work design, personality, work motivation, organizational culture, work environment, and organizational commitment. But smaller than the value of the variable regression coefficient employee competence, leadership and loyalty. It can be said that variable work discipline has a considerable influence on employee performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province.

**t test**

The results of the analysis of the t-test hypothesis test using the SPSS program obtained the following results:

- 1) employee competence has a significant effect on employee performance variables with a significance value of 0.001.
- 2) work design has no significant effect on employee performance variables with a significance value of 0.204.
- 3) personality has no significant effect on employee performance variables with a significance value of 0.484.
- 4) work motivation has a significant effect on employee performance variables with a significance value of 0.045.
- 5) leadership has a significant effect on employee performance variables with a significance value of 0.009.
- 6) organizational culture has a significant effect on employee performance variables with a significance value of 0.015.
- 7) work environment has a significant effect on employee performance variables with a significance value of 0.014.
- 8) loyalty has a significant effect on employee performance variables with a significance value of 0.010.
- 9) organizational commitment has no significant effect on employee performance variables with a significance value of 0.768.
- 10) work discipline has a significant effect on employee performance variables with a significance value of 0.026.

**F test**

Statistical test results based on ANOVA calculations show an F value of 138.100 with a significance value of 0.000. Thus, all independent variables in this study simultaneously have a positive and significant influence on employee performance. This means that the increase and decrease in the value of employee performance is also determined by the ups and down employee competence, work design, employee personality, work motivation, leadership, organizational culture, work environment, employee loyalty, employee commitment and work discipline.

### **Research Discussion**

#### **The Effect of Employee Competence on Employee Performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province**

Partially, employee competency variables have a significant effect on employee performance variables. This result accepts the third hypothesis which states employee competency partially significant effect on employee performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province.

Sutrisno (2016: 211) states that individual competencies possessed by employees will be able to explore the potential of every other resource owned by the organization. Furthermore, this ability will be able to streamline and streamline work processes within the organization and be able to produce work results that are in accordance with the target. If the employees have high work competence, then the organization will not experience difficulties in achieving its goals, but if the work competence of the employees is low, then this will become a "stumbling block" for the organization in achieving its goals.

#### **Influence Work Plan on the performance of employees at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province**

Partially, work design variables have no significant effect on employee performance variables. This result rejects the third hypothesis which states the work design partially significant effect on employee performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province.

Even though it doesn't have a significant effect, work design has a positive influence on employee performance so it still needs to be a concern of the organization regarding the importance of work design. A good job design is able to increase employee knowledge and understanding in carrying out tasks based on the roles and functions they have. Conversely, work that is not well designed will cause a decrease in the performance and productivity of the company. Job design that is not based on or does not match the needs of the type of business being carried out will cause losses to the organization.

#### **Influence Personality on the performance of employees at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province**

Partially, personality variables have no significant effect on employee performance variables. This result rejects the third hypothesis which states personality partially significant effect on employee performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province. Even though it doesn't have a significant influence, personality has a positive influence on employee performance so it still needs to be a concern of the organization regarding the importance of employee personality. People who have a good personality will be able to face challenges and become employees who are full of responsibility, productive and optimistic in dealing with and solving problems, which are very much needed in the work environment. Furthermore, Howes and Herald in Abidin (1999) say that personality is a component that makes a person smart in using emotions and managing work situations well.

### **Influence Work motivation on the performance of employees at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province**

Partially, work motivation variables have a significant effect on employee performance variables. These results accept the third hypothesis which states work motivation partially significant effect on employee performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province.

Cashmere (Kasmir, 2016) states that motivation can affect a person's performance. The more motivated a person is to do a job, the performance will increase, and vice versa, if a person is not motivated to do his job, his performance will decrease. (Nabawi, 2019) argues that in addition to the ability and environmental conditions, work motivation also influences the performance of employees in an organization. Work motivation is very important in an effort to improve employee performance to achieve maximum work results. Efforts to encourage employees to comply with each target and work rules require the right strategy, namely by increasing the motivation of their employees (Soden et al., 2023).

### **Influence Leadership on Employee Performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province**

Partially the leadership variable has a significant effect on employee performance variables. This result accepts the third hypothesis which states leadership partially significant effect on employee performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province. (Astuty & Udin, 2020; Salim et al., 2022) suggested that the leader has the task of establishing clear job descriptions for each of his subordinates, so that the work carried out is directed and easy to monitor and evaluate. In carrying out their duties, the leadership exercises control over subordinates and activities so that all activities and employees move towards predetermined goals and are immediately resolved if there are irregularities or obstacles.

### **Influence Organizational culture on the performance of employees at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province**

Partially, organizational culture variables have a significant effect on employee performance variables. These results accept the third hypothesis which states organizational culture partially significant effect on employee performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province.

The relationship between organizational culture and employee performance is seen as a positive effort in mobilizing and directing performance so that productively it succeeds in realizing what has been determined. A person's performance in an organization can be determined by the organizational culture that is carried out consistently by all its members. The creation of high performance productivity is inseparable from the optimization of existing resources effectively and efficiently

### **Influence Work environment on the performance of employees at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province**

Partially, work environment variables have a significant effect on employee performance variables. These results accept the third hypothesis which states the work environment partially significant effect on the performance of employees at the Bureau Administration of the Regional Secretariat of East Nusa Tenggara Province.

According to Tiffin and Cormick in (Sutrisno, 2016), the performance of employees of an organization is influenced by several factors, and one of them is the work environment. The influence of the work environment is something that cannot be ruled out by companies or organizations because it will have an impact on the performance of employees who affect the organization. The influence of the

work environment is all things or elements that can affect directly or indirectly the organization which will have a good or bad impact on employee performance.

#### **Influence Loyalty on Employee Performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province**

Partially the loyalty variable has a significant effect on employee performance variables. This result accepts the third hypothesis which states loyalty partially significant effect on employee performance at the Secretariat Government Bureau Area East Nusa Tenggara Province.

(Simarmata et al., 2021) stated that loyalty to work is reflected in the attitude of employees who devote their abilities and expertise, carrying out tasks with responsibility, being honest at work, good working relationships with superiors, good cooperation with colleagues, discipline, maintaining the company's image and loyalty to work for a longer time.

#### **Influence Organizational Commitment on Employee Performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province**

Partially the organizational commitment variable has no significant effect on employee performance variables. This result rejects the third hypothesis which states organizational commitment partially significant effect on employee performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province.

Kreitner and Kinicki in (Samsuddin, 2018) argues that high organizational commitment can facilitate the realization of higher productivity. This is because, employees who have an orientation to achieve organizational goals and optimally understand their role in the organization, will not do things that interfere with the work process, such as acting undisciplined, violating applicable organizational rules and norms, refusing to cooperate with fellow members. organization, providing unprofessional services, not wanting to increase work knowledge, and other things that can hinder work processes within the organization.

#### **Influence Work Discipline on Employee Performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province**

Partially the work discipline variable has a significant effect on employee performance variables. These results accept the third hypothesis which states work discipline partially significant effect on employee performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province.

(Pitria et al., 2017; Vuspasari, 2011) which states that high and optimal work discipline is one of the factors that can affect employee performance directly or indirectly. With high work discipline, it will make employees work harder and live up to their work which in the end will be able to become strong and qualified employees who are able to carry out tasks or activities properly which in turn will result in high performance.

## **CONCLUSION**

From the results of the analysis that has been obtained in this study, the conclusions are: (1) Descriptive statistical analysis shows that the description of employee performance, employee competence, work design, employee personality, work motivation, leadership, organizational culture, work environment, employee loyalty, organizational commitment and work discipline at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province is "good enough". With this result, the first hypothesis is rejected. (2) The results of inferential statistical analysis (t test) show that partially: (a) Employee competence, work motivation, leadership, organizational culture, work environment, loyalty and work discipline have a significant effect on employee performance variables. Thus, increasing employee competence, work motivation, leadership, organizational culture, work environment, loyalty and work discipline can improve performance

employees at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province. (b) Work design, personality and organizational commitment have a positive but not significant effect on employee performance variables. These results indicate that work design, personality and organizational commitment have no significant effect on improving employee performance Government Bureau of the Regional Secretariat of East Nusa Tenggara Province because the average respondent has a level of confidence in the influence of work design, personality and organizational commitment on employee performance below 95%. (3) The results of inferential statistical analysis (F test) showed a significant effect of employee competence, work design, employee personality, work motivation, leadership, organizational culture, work environment, employee loyalty, employee commitment and work discipline simultaneously to employee performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province. Thus, if the independent variables support each other and none of the variables is ignored, the employee's performance will increase. (4) Variable contribution employee competence, work design, employee personality, work motivation, leadership, organizational culture, work environment, employee loyalty, employee commitment and work discipline on employee performance at the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province with the coefficient of determination ( $R^2$ ) is 97%, while the remaining 3% is explained by other variables not included in this study. This research also resulted in a contribution to the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province in knowing the influence of 10 factors on employee performance. Limitation of the study is to analyze based on 10 factors that focus on employee performance, thus research suggestions for the management of the Government Bureau of the Regional Secretariat of East Nusa Tenggara Province, namely (1) Improving employee competence, by involving employees in education and training, technical guidance and other technical training in accordance with work responsibilities so as to improve employee work skills. (2) Increase work plan, by preparing an operational work plan to become a guide and technical guidance for employees in carrying out tasks, so that the implementation of tasks becomes more focused and able to achieve work targets. (3) Increase employee personality, by giving directions to employees to carry out tasks carefully and carefully in order to reduce the error rate. (4) Improve work motivation, by encouraging employees to improve their work abilities so they can support organizational work. (5) Improve leadership, by way of leadership be assertive in making every organizational decision and be neutral when addressing problems within the organization. (6) Improve organizational culture, by giving directions to employees to focus on carrying out tasks according to the duties and functions of each employee so that the work results achieved can be in accordance with the targets set. (7) Increase work environment, by creating good working relationships, between leaders and staff and between fellow staff/employees.

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