

Analysis of Factors Influencing Employee Performance in Organization Public Sector (Study at the Office of the Regional People's Representative Council of Jepara Regency)”

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ABSTRACT: *This study's aim was to investigate the elements influencing staff performance at the Secretariat Office of the Regional People's Representative Council of the Jepara Regency. The aspects put to the test in this study included clear and measurable goals, decentralization, incentives, motivation, and procedures for measuring staff performance. All Secretariat Office personnel who work as civil servants in Dewan Perwakilan Rakyat Daerah Kabupaten Jepara were surveyed for this study. A regression that is a component of multiple regression was used to process the data that was acquired. There were 33 surveys that were processed in total. According to the study's findings, clear and measurable goals, incentives, motivation, and decentralization are not linked to employees' performance. Although employee performance is impacted by performance measurement systems.*

KEY WORD: *Performance, clear and measurable goals, incentives, motivation, decentralization, and performance measurement systems.*

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I. INTRODUCTION AND LITERATURE REVIEW

Particularly in today's culture and particularly since the advent of a more democratic climate in the public sector, public sector organizations have come to dominate all spheres of public discourse. Local governments are starting to doubt the benefit they receive from using public sector services. Nowadays, public sector organizations must establish a high-performing staff in order to develop the public sector. Organizations in the public sector must be able to develop and enhance performance in their neighborhoods. Several elements affect these public sector organizations' success. The human resource component is one of the most crucial ones. From the level of overall planning to the use of appraisals that other resources in the organization can utilize, human resources are stakeholders. (Werdy, 2014)

Since 1999, the implementation of performance management in public sector companies has been mandated by Presidential Decree No. 7 of 1999 on the Performance Duties of Indonesian Government Agencies. The implementation of several of modern public management's aspects in numerous practices carried out by Indonesian government bodies serves as evidence of the practice.

Employees are encouraged to work energetically, effectively, efficiently, and productively in a variety of ways, developing their talents and adhering to the proper work procedures to produce the best possible work outcomes. It is characterized as a commitment (Tarigan, 2011). Based on Heinrich (2002); Ittner and Larcker (2001); Otley (1999); Kravchuk and Schach (1996); and Brickey et al. (1995) in Verbeeten (2008) performance management practices include objectives to be achieved, allocation of decision rights, as well as measurement and evaluation of organizational performance. This performance management practice can improve the performance of public sector organizations.

Key components of performance management include setting objectives that are specific and measurable, assessing performance, and offering rewards. There is still little empirical data on the effects of performance management strategies in major public sector enterprises (Verbeeten, 2008).

Offering incentives is one of the most intriguing things that public sector organizations must focus on. The amount of incentives granted can also influence whether or not employees are engaged. Employees who are not given rewards that match the effort they put into their work will soon become complacent and unenthusiastic and will work whenever they please. Public sector firms should take other factors into account in addition to incentives if they want to further enhance employee performance. Organizations in the public sector must take motivational elements into account. Under leadership that fosters an environment that enables people to completely accomplish their jobs without clinging to their incentive to work and establish a work environment, employees must be disciplined to meet the goals of the public sector company. Applies. Not all employees spent enough time preparing their presentations. This main driving force is called motivation. (Werdy, 2014).

The institution's capacity to provide the best services to its constituents or the general public is one of the variables that affects an organization's or institution's success; hence, the caliber of the people it serves is determined by the caliber of its services. staff performance in all administrative matters. This is due to the disciplined performance of their duties by qualified staff within the Jepara DPRD Secretariat's administrative services. Providing quality service entails gaining the general public's or the masses' contentment. When public service is at its best, personnel performance improves, the agency's operations operate efficiently, and agency advancement is determined. Willant (2021).

The work of Frank HM Verbeeten (2008) is expanded upon in this study by leveraging Office to adapt it to the circumstances of performance assessment practice in the Indonesian public sector. The independent variables examined in this study include goal-setting that is specific and measurable, rewards, employee motivation, decentralization, and performance monitoring methods. Analysis of Employee Performance in the Organized Public Sector (Study at the Office of the Regional People's Representative Council of the Jepara Regency) is the name of the study.

Goal setting theory, according to Locke and Latham (1991), is based on the most straightforward reflecting observations. Or, to put it another way, aware human activity serves a function. It is determined by personal objectives. But all living things, including plants, behave with a sense of purpose. The idea of goal-directed action is not just applicable to consciously taking action. Tanjung (2015) states that one of the factors influencing human behavior is motivation. A person might be motivated to follow a particular path and behave in a certain way by a drive of desire, support, or need. That results in the best. Employees are encouraged or driven to work hard in order to accomplish worthwhile company goals by motivation.

According to Laoli (2019), quoting Mahmudi (2007), achieving organizational goals necessitates passing through the business management process as a requirement. The strategy development, programming, budgeting, execution, performance reporting, performance evaluation, and feedback stages are only a few of the steps that make up the business management process. The most recent paradigm shift theory for managing the public sector is called New Public Management (NPM). It first appeared in the UK, then moved to the US, Australia, and particularly New Zealand, before reaching Scandinavia and continental Europe. has an effect on New Public Management Theory (NPM), which also incorporates game theory and insights from the legal and economic sectors. Eric Lane (2000)

There is a connection to agency theory when one or more people (referred to as principals) employ other people (referred to as agents) to assign tasks (Baiman, 1990). Their rights and obligations are established by the mutually agreed-upon work relationship between the customer and the contractor. Using the concept of a contract, agency theory tries to define this working relationship. Agency theory presupposes that people are totally intelligent and have different preferences and opinions in accordance with the axioms of anticipated utility theory (Bonner & Sprinkle, 2002). Furthermore, it presupposes that everyone is driven purely by their own interests. His two utility function arguments, wealth (including monetary and non-monetary incentives), and leisure, can be utilized to describe this self-interest. In Bayman (1990).

According to his PP 58 of 2005, regional financial management governs the devolution of power from regional heads to their subordinate officers to manage money and carry out programs in accordance with the goals of each operating unit. increase. Decentralization aims to give each unit of work access to information about the community's condition so that it may develop specialized programs to boost productivity. Indudewi (2009)

Individual performance and organizational performance are the two categories under which performance is broken down. According to established labor standards, individual performance is the qualitative and quantitative work output of an employee, and organizational performance is the result of the interaction between individual performance and group performance (Mangkunegara, 2005). Employee performance is a measure that can be used to compare the outcomes of task execution and the responsibilities assigned by an organization over a specific period of time, and it can be used in comparison with job performance or as a way to measure organizational performance, according to Gibson et al. in Trinaningsih (2007).

1.2 Research Objectives

This study aims to identify the factors that directly or indirectly affect the performance of employees at the secretariat office of the regional parliament, Jepara regency.

1.3 Research Methodology and Data Analysis

Primary data are test results. The questionnaire method was used to gather this main data. Subject data, or thoughts and experiences from respondents with regard to the variable measurement criteria employed, namely: clear and quantifiable goals, incentives, work motivation, decentralization, and performance measurement systems, constitute the type of data in this study. All of the PNS staff members of the Jepara DPRD Secretariat Office participated in the survey.

A questionnaire is used in the data collecting process for primary data collection. Direct distribution of structured questionnaires was made to responders for completion. Seven sections make up the questionnaire. The demographics of the respondents are questioned in the first section. Questions on specific, quantifiable goals are asked in the second section. Questions about rewards are found in the third section. Questions about motivation at work are found in the fourth section. Decentralization-related questions are found in the fifth section. The performance measuring system is the subject of the sixth part. Moreover, Section 7 asks about staff performance.

The variables in this study are described using descriptive statistics. The average (mean), standard deviation, maximum, and minimum are the analytical techniques utilized (Ghozali, 2006). For sample data, descriptive statistics offer numerical metrics that are crucial. The SPSS 25 software was utilized to conduct the descriptive statistical analysis. Validity and reliability tests can be used to gauge the caliber of the data produced by the use of research instruments.

The Multicollinearity, Heteroscedasticity, and Normality assumptions that the regression model is based upon must all be tested using Statistical Product and Service Solution (SPSS) software for Windows in order to ascertain the regression model's accuracy.

Multiple regression is the statistical technique used to test the hypothesis since it may be used to predict the dependent variable with a number of independent variables. For each independent variable, the regression analysis's findings are presented as coefficients.

The regression model used to test the hypothesis is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + e$$

1.3.1 Descriptive Statistical Test Results

Descriptive statistics are used to provide an overview of the research variables (leadership, organizational commitment, work environment, job satisfaction, and employee performance) which show the average and standard deviation, presented in the table below

Variable	Minimum	Maximum	Mean	Standartd Deviation
clear and measurable goals	3	5	4,28	0,629
incentives	2	5	3,43	0,731
motivation	2	5	3,33	0,814
decentralization	1	5	3,37	0,929
performance measurement systems	2	5	3,28	0,793

Based on the descriptive statistics table above, it shows that the clear and measurable goal variables show an average of 4.28, incentives 3.43, work motivation 3.33, decentralization 3.37, and performance measurement systems 3.28. Meanwhile, the standard deviation value is below the value of 1, which means that the data has a deviation value that is still within tolerance limits (Yunianto, 2006).

1.3.2 Multiple Linear Regression Analysis

Variable	Coefisien	Sig
Constant	7,465	0,062
X1	0,041	0,822
X2	0,169	0,527
X3	-0,020	0,939
X4	0,152	0,398
X5	0,461	0,069

To test the hypothesis put forward in previous studies, multiple linear regression analysis was performed. Based on the results of data processing as attached, the regression equation function can be arranged as follows:

$$Y = 7.465 + 0.041X_1 + 0.169X_2 - 0.020X_3 + 0.152X_4 + 0.461X_5 + e$$

The equation above shows that the variable goals are clear and measurable (0.041), incentives (0.169), work motivation (-0.020), decentralization (0.152) and performance measurement systems (0.461). It means that clear and measurable objective variables, incentives, decentralization and performance measurement systems have a positive and significant effect on employee performance. Meanwhile, the work motivation variable has no positive and significant effect on employee performance.

1.4 Findings and Interpretation

According to the results of the instrument testing, all of the items in all variables have been deemed valid and trustworthy. A normality test with Kolmogorov-Smirnov was conducted to acquire an Asym value. sig. of 0.200 in order to determine if the independent and dependent variables in the regression model have a normal distribution or not. Since the Asym value of this result is greater than 0.05, it can be said that the research data is normally distributed.

A multicollinearity test was performed to see whether the regression model discovered a link between the independent variables. The results of the multicollinearity test indicate that no signs of multicollinearity exist because each independent variable has a tolerance value more than 0.1 and a VIF value less than 10.

To determine if there is a variance inequality between one residual observation and another fixed observation in the regression model. The Glejser test, which regresses the absolute residual value of the independent variable, is used to test for heteroscedasticity. If the significance level is larger than 0.05, there is no heteroscedasticity issue. It can also be deduced that there were no signs of heteroscedasticity because the results of the heteroscedasticity test for each variable indicated a significance value greater than 0.05.

Based on the results of data processing using the SPSS 25.0 tool, the calculated F value is 11.569. This means that the model used in this study is fit.

The results of the hypothesis test (t test) show that: clear and measurable goals, incentives, work motivation, and decentralization, partially or simultaneously have no significant effect on performance at the Secretariat Office of the Regional People's Representative Council of Jepara Regency. while the performance measurement system variables partially or simultaneously have a significant effect on performance at the Secretariat Office of the Regional People's Representative Council of Jepara Regency.

Based on the research that has been done, it can be seen that partially the independent variable of the Performance Measurement System has a positive effect on the dependent variable, meaning that if the value of the independent variable increases, the value of the dependent variable will also increase. Meanwhile, independent variables such as clear and measurable goals, incentives, work motivation, and decentralization do not affect the dependent variable positively, meaning that if the value of the independent variable increases, the value of the dependent variable will not increase.

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