

ANALYSIS OF EMPLOYEE PERFORMANCE AT THE REGIONAL SECRETARIAT OFFICE OF ACEH TAMIANG REGENCY

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ABSTRACT

This research aims to analyze employee performance at the Regional Secretariat Office of Aceh Tamiang Regency. The research method used is descriptive-quantitative with a survey approach. Data was collected through questionnaires filled out by 100 employees as a sample. The research results show that factors that influence employee performance include motivation, work environment, and training. From multiple linear regression analyses, it was found that these three factors had a significant positive effect on employee performance. Motivation has the most dominant influence compared to other factors. Based on these findings, it is recommended that management pay attention to increasing motivation through incentives and rewards, improving working environment conditions, and providing relevant and ongoing training to improve overall employee performance.

INTRODUCTION

Employee performance is one of the main indicators of the success of an organization, both in the private and government sectors (Al Ahbabi et al. 2019). In the government sector, especially at the Aceh Tamiang Regency Regional Secretariat Office, improving employee performance is very important to ensure the efficiency and effectiveness of public services. With optimal performance, various government programs and policies can be implemented well, providing a positive impact on society. In recent years, the Aceh Tamiang Regency Regional Secretariat Office has made various efforts to improve the performance of its employees. However, challenges still remain, especially related to factors that influence employee performance. Several main factors that are thought to have a significant influence on employee performance are motivation, work environment and training. Motivation is a key element that encourages employees to work harder and achieve set targets (Sitopu, Sitinjak, and Marpaung 2021). Motivation can come from various sources, both intrinsic and extrinsic (Legault 2020). Financial incentives, rewards, and recognition are some important forms of extrinsic motivation (Malek, Sarin, and Haon 2020). However, based on initial observations, the incentives and rewards given at the Aceh Tamiang District Regional Secretariat Office are still not optimal, which has the potential to reduce employee morale.

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A conducive work environment is also very important for supporting employee performance (Ramli 2019). A work environment that is comfortable, safe and equipped with adequate facilities can increase employee productivity and job satisfaction (Idris et al. 2020). However, current conditions show that the work space at the Aceh Tamiang Regency Regional Secretariat Office is inadequate, with limited facilities, thus affecting the efficiency and effectiveness of employee work. Training and competency development are also factors that are no less important. Appropriate and continuous training can improve employees' skills and knowledge so that they can carry out their duties better (van Assen 2021). Currently, training programs at the Aceh Tamiang District Regional Secretariat Office are not well structured and are limited in number. This causes a lack of optimal employee competency improvement.

Table 1. Motivation Conditions, Work Environment, and Employee Training

Factor	Present condition
Motivation	Incentives and rewards are not yet optimal
Work environment	Insufficient work space, limited facilities
Training	The training program is unstructured and limited

Based on the table above, it is clear that there are several problems that need to be addressed to improve employee performance. Low motivation due to incentives and rewards that are not yet optimal can cause a decrease in productivity. An inadequate work environment also has the potential to cause discomfort and reduce work efficiency. In addition, the lack of a structured and adequate training program means that employees do not receive sufficient competency improvement. This research aims to analyze the influence of motivation, work environment and training on employee performance at the Regional Secretariat Office of Aceh Tamiang Regency. By knowing the influencing factors, it is hoped that effective strategies can be found to improve employee performance. It is hoped that this performance improvement will ultimately improve the quality of public services and have a positive impact on the people of Aceh Tamiang Regency. It is also hoped that this research can provide recommendations for policymakers in formulating strategies for improving employee performance that are more effective and efficient. Motivation is an important factor that has a significant influence on employee performance (Kuswati 2020). Classic motivation theories such as Maslow's Hierarchy of Needs Theory and Herzberg's Two Factor Theory emphasize the importance of basic needs and job satisfaction factors in motivating employees. According to Maslow, physiological, safety, social, esteem and self-actualization needs are stages that must be met to achieve optimal motivation (Ihensekien and Joel 2023). Meanwhile, Herzberg identified factors that cause job satisfaction (motivators) and job dissatisfaction (hygiene factors) (Sobaih and Hasanein 2020). A study by (Deci, E. L., & Ryan 2000) on self-motivation theory also shows that intrinsic and extrinsic motivation have a significant impact on employee performance.

A conducive work environment is very important for supporting employee performance. According to research by (Sundstrom and Sundstrom 1986), physical elements of the work environment, such as lighting, temperature, and noise, can affect employee

comfort and productivity. In addition, psychosocial factors such as relationships between colleagues, support from superiors, and organizational culture also play an important role. Studies by (Oldham and Fried 1987) show that good job design, which includes autonomy, task variety, and feedback, can increase employee motivation and performance. Training and development are crucial components of improving employee performance. Effective training can increase employee knowledge, skills and abilities, which in turn increases productivity and performance. Research by (Goldstein 1993) emphasizes the importance of designing training programs that suit employee and organizational needs to achieve optimal results. In addition, a study by (Gusdorf 2009) shows that the sustainability of training programs and systematic evaluation can ensure that training has a positive impact on employee performance.

Research by (Judge and Robbins 2013) reveals that the combination of motivation, work environment and training can have a greater influence on employee performance than if these factors stand alone. A study by (Girdwichai and Sriviboon 2020) also shows that good human resource management, which includes attention to motivation, work environment, and training, can improve overall organizational performance. From existing literature, it can be concluded that motivation, work environment and training are key factors that are interrelated and, together, can improve employee performance. This research will test the influence of these three factors at the Regional Secretariat Office of Aceh Tamiang Regency to provide appropriate strategic recommendations for improving employee performance. By understanding and implementing the findings from this literature, it is hoped that organizations can create a more productive and efficient work environment, as well as improve the quality of public services.

METHOD

This research uses a quantitative descriptive approach with the aim of analyzing the influence of motivation, work environment and training on employee performance at the Regional Secretariat Office of Aceh Tamiang Regency. A quantitative descriptive approach was chosen because it allows researchers to measure the variables studied objectively and identify relationships between these variables (Machali 2021). The population in this study were all employees who worked at the Regional Secretariat Office of Aceh Tamiang Regency. The research sample was taken randomly from as many as 100 employees to obtain representative data. The sampling technique used is simple random sampling, which gives each member of the population an equal opportunity to be selected as a sample. Primary data was collected through a questionnaire consisting of closed questions. This questionnaire is designed to measure three main variables, namely motivation, work environment and training, as well as employee performance variables. Each question in the questionnaire uses a five-point Likert scale, where respondents are asked to indicate their level of agreement with each statement. Before the questionnaire was distributed, a validity and reliability test was carried out on the research instrument to ensure that the questionnaire was able to measure the variables in question accurately and consistently. The validity test was carried out using the Pearson correlation technique, while the reliability test used the Cronbach's alpha coefficient (Bambang Sudaryana et al. 2022).

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The collected data was then analyzed using descriptive statistical methods to provide a general description of the characteristics of respondents and the distribution of answers. Next, multiple linear regression analysis was carried out to test the influence of motivation, work environment and training on employee performance. This regression analysis helps determine how much influence each independent variable has on the dependent variable. The results of the data analysis are presented in the form of tables and graphs to facilitate interpretation. Based on the results of this analysis, conclusions will be drawn regarding the influence of motivation, work environment and training on employee performance at the Regional Secretariat Office of Aceh Tamiang Regency. From this conclusion, strategic recommendations will be provided that can be implemented by management to improve employee performance. The data analysis method used in this research is multiple regression analysis. Multiple linear regression is a general statistical method used to examine the relationship between a dependent variable and an independent variable. The purpose of multiple linear regression analysis is to use known variable values to predict the value of the dependent variable. This analysis technique is very much needed in various decision-making processes, both in the formulation of management policies and in scientific studies. To determine the validity and reliability of the questionnaire, it is necessary to test the questionnaire using validity and reliability tests. Because validity and reliability aim to test whether the questionnaire distributed to obtain research data is valid and reliable, the author will also carry out these two tests on the research instrument (the questionnaire) (Imam Ghozali 2018). With this research method, it is hoped that a clear picture can be obtained regarding the factors that influence employee performance and appropriate solutions to overcome existing problems. It is also hoped that this research can become a reference for further research in the field of human resource management, especially in the government context.

RESULTS

The validity test is carried out to measure the level of truth and the ability of the indicator to measure variables, while the reliability test is to see the consistency of the indicator in measuring the variables it measures. The results of the validity and reliability tests can be seen in the following table:

Table 2 Performance Validity Test

Questionnaire Items	r_{count}	r_{table}	Conclusion
Questionnaire 1	0.715		
Questionnaire 2	0.728		
Questionnaire 3	0.527		
Questionnaire 4	0.717		
Questionnaire 5	0.718		
Questionnaire 6	0.743	0,220	Valid
Questionnaire 7	0.756		
Questionnaire 8	0.754		
Questionnaire 9	0.729		
Questionnaire 10	0.782		

Proceeding 2nd Medan International Economics and Business

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

The table above shows that all indicators for each variable have met the validity requirements, namely $r_{count} > r_{table}$. Therefore, these indicators can be used to measure the variables of this research. Meanwhile, reliability testing can be seen in the following table:

Table 3. Reliability Test Results for Performance Variables

Variable	Cronbach Alfa Count	Cronbach Alfa Standart	Decision
Performance	0,667	0,600	Realibel

The table above shows that all performance variables have met the reliability test requirements, where the calculated Cronbach Alfa value is greater than the standard Cronbach Alfa value. So it can be concluded that the performance variable indicators have a good level of consistency in measuring employee performance variables. Assessment of the influence of workload (X1), work environment (X2) and motivation (X3) on performance (Y) can be done using multiple regression analysis, which is carried out with SPSS. A multiple linear regression model can be called a good model if it meets the BLUE (best linear unbiased estimator) criteria. Blue can be achieved if it meets classical assumptions.

DISCUSSION

This research aims to analyze the influence of motivation, work environment and training on employee performance at the Regional Secretariat Office of Aceh Tamiang Regency. Based on the results of the data analysis carried out, it was found that these three variables had a significant positive effect on employee performance. Motivation is the most dominant factor influencing employee performance. This is in line with classic motivation theories such as Maslow's Hierarchy of Needs Theory and Herzberg's Two Factor Theory (Ozguner and Ozguner 2014), which state that high work motivation will encourage individuals to work harder and achieve better results. In the context of this research, high motivation may come from various incentives provided, both in financial and non-financial forms, such as awards and recognition from superiors. These results indicate that management needs to pay more attention to the motivation aspect by providing attractive incentives and appropriate rewards for employees who excel. The work environment was also found to have a significant effect on employee performance. A conducive, comfortable and safe work environment is very important to support work productivity. Based on research findings, the inadequate condition of the work space at the Aceh Tamiang Regency Regional Secretariat Office and limited facilities are two of the obstacles that need to be addressed immediately. A good work environment not only includes physical aspects but also psychological aspects such as relationships between employees and support from superiors. By improving working environmental conditions, it is hoped that employees can work more comfortably and efficiently, which will ultimately improve their performance. Training is the third factor that has a significant influence on employee performance. A good and structured training program can improve employee knowledge, skills and competencies. In this research, it was found that the current training program is inadequate, both in terms of quantity and quality. This shows the need for improvement in the planning and

Proceeding 2nd Medan International Economics and Business

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

implementation of more systematic and sustainable training programs. Training that suits employee needs and job demands will help them face challenges and complete tasks more effectively.

Overall, this research reveals that motivation, work environment, and training are key factors that influence employee performance at the Regional Secretariat Office of Aceh Tamiang Regency. The combination of these three factors shows that efforts to improve employee performance must be carried out in a holistic and integrated manner, taking into account every aspect that influences employee productivity and job satisfaction. Based on these findings, several strategic recommendations can be provided. First, management must focus more on increasing employee motivation through providing appropriate incentives and fair rewards. Second, there is a need to improve working environmental conditions, including providing adequate facilities and creating a conducive working atmosphere. Third, training programs must be designed and implemented in a more structured and sustainable manner, with material that is relevant and in line with employee needs. By implementing these recommendations, it is hoped that employee performance at the Aceh Tamiang Regency Regional Secretariat Office can improve, thus supporting the achievement of organizational goals and improving the quality of public services. This research also contributes to the literature in the field of human resource management, especially in the context of government organizations, and can be a reference for further research.

CONCLUSION

This research has succeeded in identifying and analyzing the influence of motivation, work environment and training on employee performance at the Regional Secretariat Office of Aceh Tamiang Regency. Based on the results of the data analysis, it can be concluded that these three variables have a significant and positive influence on employee performance. Motivation is the most dominant factor in influencing employee performance. Employees who have high motivation tend to show better performance. This shows the importance of incentives and rewards in increasing employee morale. Thus, efforts to increase motivation by providing appropriate incentives and fair rewards are very necessary. The work environment is also proven to have a significant influence on employee performance. A conducive, comfortable and safe work environment supports employee productivity and work efficiency. Adequate work space conditions and complete facilities are very important to creating an optimal work environment. Therefore, improving working environmental conditions needs to be management's main concern. Training is the third factor that has a significant influence on employee performance. Structured and ongoing training programs can improve employee knowledge, skills and competencies. Training that is relevant to job needs helps employees complete tasks more effectively and efficiently. Therefore, improving training programs that are more systematic and in line with employee needs is very necessary. Overall, improving employee performance at the Aceh Tamiang District Regional Secretariat Office can be achieved through a holistic approach that pays attention to motivation, work environment and training. By implementing the right strategy in these three aspects, it is hoped that employee performance will increase, thus supporting the achievement of organizational goals and improving the quality of public services. This research also makes an important contribution to the human resource management literature,

Proceeding 2nd Medan International Economics and Business

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

especially in the context of government organizations. The findings and recommendations from this research can be a reference for policymakers in formulating more effective and efficient employee performance improvement strategies. Apart from that, this research can also be a basis for further research exploring other factors that might influence employee performance in the government sector.

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Proceeding 2nd Medan International Economics and Business

Volume 2, Issue 1, 2024

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