



Analysis of Factors Influencing Employee Performance at the Regional Civil Service Education and Training Agency of Pohuwato Regency

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Abstract: This research aims to analyze the factors influencing employee performance at the Regional Education and Training Personnel Agency of Pohuwato Regency. The sample targeted for the study consists of 33 individuals, all of whom participated as respondents using multiple linear regression. Based on the analysis, it was found that the decision-making mechanism variable has a positive but non-significant effect on employee performance, the management professionalism variable has a positive and significant effect on employee performance, the supervision and control mechanism variable has a positive and significant effect on employee performance, and the decision-making mechanism, management professionalism, and supervision and control mechanisms collectively have an effect on the performance of the Regional Education and Training Personnel Agency of Pohuwato Regency employees.

Keywords: decision-making mechanism; management professionalism; supervision mechanism; control mechanism; performance

Introduction

The dynamic developments within society and the enhancement of quality of life have increased public awareness of rights and responsibilities as citizens. People are becoming more active in voicing their demands, desires, and aspirations to the government and in overseeing governmental actions. However, the reality shows dissatisfaction among the public towards government performance, often failing to meet expectations and even causing maladministration and detrimental service delivery. Improving employee performance is key to achieving user satisfaction. Employee performance refers to individual achievements assessed based on standards or criteria established by the organization. Managing to achieve high human resource performance aims to enhance overall organizational performance (Pakaya et al., 2023), as human resources are the mainstay in realizing organizational goals (Suaiba et al., 2021). As part of the implementation of regional autonomy policies, enhancing employee performance is a strategy to address maladministration and improve the quality of public services.

In the organizational context, employees play a crucial role as a source of knowledge and skills that need to be distributed, exchanged, and enhanced through interactions among members. This is vital for improving organizational competence and performance overall (Kadai et al., 2022). Furthermore, according (Ali et al., 2023), employees are crucial in supporting organizational goals. Therefore, in governmental organizations, serious attention must be given to employees and their performance, just like any other resource. A leader cannot work alone but requires cooperation from others to carry out their tasks.

The Regional Education and Training Personnel Agency of Pohuwato Regency, as a governmental institution, has not paid enough attention to factors influencing performance improvement in carrying out its duties and functions. Consequently, many personnel tasks are neglected and do not proceed smoothly, while office activities tend to become mere routines. Therefore, improvements are needed by considering factors that can enhance employee performance so that the Regional Education and Training Personnel Agency of Pohuwato Regency can fulfill its core duties according to its managerial capabilities. According to (Salvatore, 2005), factors influencing employee performance in local government agencies include: (a) decision-making mechanisms, (b) management professionalism, and (c) supervision and control mechanisms.

The concept proposed by Siagian (1996:47) in (Martina, 2018) states that decision-making is essentially a systematic process in addressing a problem, involving a profound understanding of the nature of the problem at hand. Meanwhile, management professionalism relates to organizational management aimed at achieving good governance. However, management improvements at the Regional Education and Training Personnel Agency of Pohuwato Regency have not been optimally implemented. Standard operating procedures (SOPs) have not been fully applied as working guidelines, while decision-making is still often done unilaterally without involving subordinates comprehensively. Lack of subordinate participation can affect decision legitimacy. Furthermore, work supervision and control mechanisms are also suboptimal due to certain factors and the absence of an organizational culture supporting effective performance.

In this context, what needs to be prioritized is how to improve employee performance by considering factors such as decision-making mechanisms, management professionalism, and supervision and control mechanisms. By taking into account these factors, it is hoped that institutional performance can be improved or conducive, easy, and fast services can be established and utilized. With this background, the objective of this research is to analyze the factors influencing employee performance in the Regional Education and Training Personnel Agency of Pohuwato Regency.

Research Method

The population in this study consists of all employees at the Regional Education and Training Personnel Agency of Pohuwato Regency, totaling 33 individuals. The sampling method used is a census method. The data analysis to be employed is quantitative analysis

using multiple regression models to analyze the factors influencing employee performance at the Regional Education and Training Personnel Agency of Pohuwato Regency. The formula is as follows:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Y = Employee Performance

X1 = Decision Making

X2 = Professionalism

X3 = Supervision

B0 = Intercept

B1-B3 = Regression coefficients

e = Level of error

Result and Discussion

Results of Multiple Linear Regression Analysis

Multiple linear regression analysis examines the relationship between two or more independent variables and a dependent variable. To determine the extent of influence of decision-making mechanisms, management professionalism, and supervision and control mechanisms on employee performance at the Regional Education and Training Personnel Agency of Pohuwato Regency, it will be analyzed using the tool of multiple linear regression. The results of the multiple regression analysis can be seen in the following table:

Table 1 Results of Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3667.985	6435.449		.570	.573
	Decision-making mechanism	.054	.291	.031	.184	.855
	Management professionalism	.389	.202	.315	2.929	.030
	Supervision and control mechanism	.528	.269	.334	2.963	.023

a. Dependent Variable: Performance

Based on table 1, it is known that the equation for multiple linear regression analysis is as follows:

$$Y = 3667.985 + 0.054X_1 + 0.389X_2 + 0.528X_3$$

It is noted that the constant value is positive at 3667.985, meaning if the variables for decision-making mechanism, management professionalism, and supervision and control mechanism are all equal to 0, then the employee performance variable is valued at 3667.985.

The coefficient for the decision-making mechanism variable is positively valued at 0.054, indicating that for every 1-unit change in the decision-making mechanism, employee performance will increase by 0.054, equivalent to 5.4%. The coefficient for the management professionalism variable is positively valued at 0.389, meaning for every 1-unit change in management professionalism, employee performance will increase by 0.389, equivalent to 38.9%. The coefficient for the supervision and control mechanism variable is positively valued at 0.528, meaning for every 1-unit change in the supervision and control mechanism, employee performance will increase by 0.528, equivalent to 52.8%.

Coefficient of Determination Test Results (R2)

To determine the extent of influence of the decision-making mechanism, management professionalism, and supervision and control mechanism on employee performance at the Regional Education and Training Personnel Agency of Pohuwato Regency, statistical calculations are conducted using the coefficient of determination.

Table 2 Simultaneous Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std.Error of the Estimate
1	.512 ^a	.263	.186	4666.050

a. Predictors: (Constant), Supervision and control mechanism, Management professionalism, Decision-making mechanism

Based on Table 2, it is known that the R Square is 0.263 or 26.3%, thus it can be concluded that the variables of decision-making mechanism, management professionalism, and supervision and control mechanism collectively influence employee performance at the Regional Education and Training Personnel Agency of Pohuwato Regency by 0.263 or 26.3%. The remaining 73.7% (100-26.3) is influenced by other variables not discussed in this study, such as motivation, compensation, achievement, and knowledge.

Results of the F Test (Simultaneous Test)

The simultaneous test or F Test is used to determine the extent of influence of the independent variables on the dependent variable simultaneously. If the calculation result shows that the calculated F value > the tabulated F value at a confidence level < 0.05, then the hypothesis is accepted.

Table 3 Results of the Simultaneous Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	224891170.853	3	74963723.618	3.443	.030 ^b
	Residual	631388728.056	29	21772025.105		
	Total	856279898.909	32			

a. Dependent Variable: Performance

b. Predictors: (Constant), Supervision and control mechanism, Management professionalism, Decision-making mechanism

Based on the simultaneous test results in Table 3, it is known that the calculated F value is 3.443 and the significance value (sig.) is 0.030. This means that the calculated F value is greater than the tabulated F value of 2.93. The probability value (sig.) of 0.030 is smaller than 0.05, or sig. $0.030 < 0.05$. Therefore, it can be concluded that the decision-making mechanism, management professionalism, and supervision and control mechanism collectively have an influence on employee performance at the Regional Education and Training Personnel Agency of Pohuwato Regency.

Results of the T Test (Partial Test)

The t-test is used to test the significance of each independent variable, namely the decision-making mechanism (X1), management professionalism (X2), and supervision and control mechanism (X3), partially on the employee performance variable (Y) in this study. The tabulated t-value is 2.048 ($\alpha/2$; $n-k-1 = 0.025$; 2). Below are the results of the partial statistical test:

Table 4 Results of the Partial Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3667.985	6435.449		.570	.573
	Decision-making mechanism	.054	.291	.031	.184	.855
	Management professionalism	.389	.202	.315	2.929	.030
	Supervision and control mechanism	.528	.269	.334	2.963	.023

a. Dependent Variable: Performance

Based on Table 4, it can be concluded that:

For the decision-making mechanism variable, the t-value is smaller than the t-table value, and its significance value is smaller than 0.05. The significance value for the decision-making mechanism variable is $0.855 > 0.05$, and the t-value is $0.184 < t\text{-table} = 2.048$. Therefore, the researcher concludes that H0 is accepted and Ha is rejected, meaning that the decision-making mechanism variable has a positive but not significant effect on employee

performance at the Regional Education and Training Personnel Agency of Pohuwato Regency.

For the management professionalism variable, the t-value is greater than the t-table value, and its significance value is smaller than 0.05. The significance value for the management professionalism variable is $0.030 < 0.05$, and the t-value is $2.929 > t\text{-table} = 2.048$. Therefore, the researcher concludes that H_0 is rejected and H_a is accepted, meaning that the management professionalism variable has a positive and significant effect on employee performance at the Regional Education and Training Personnel Agency of Pohuwato Regency.

For the supervision and control mechanism variable, the t-value is greater than the t-table value, and its significance value is smaller than 0.05. The significance value for the supervision and control mechanism variable is $0.023 < 0.05$, and the t-value is $2.963 > t\text{-table} = 2.048$. Therefore, the researcher concludes that H_0 is rejected and H_a is accepted, meaning that the supervision and control mechanism variable has a positive and significant effect on employee performance at the Regional Education and Training Personnel Agency of Pohuwato Regency.

Discussion

The Influence of Decision-Making Mechanism on Employee Performance

Based on hypothesis testing in this research, it is stated that the decision-making mechanism variable does not have an effect on the employee performance of the Regional Education and Training Personnel Agency of Pohuwato Regency. A good and effective decision-making mechanism generally has a positive impact on employee performance. However, in this study, it was found that the decision-making mechanism does not affect the employee performance of the Regional Education and Training Personnel Agency of Pohuwato Regency.

The lack of influence of the decision-making mechanism on the employee performance of the Regional Education and Training Personnel Agency of Pohuwato Regency may be due to a lack of transparency, employee involvement, comprehensive analysis, feedback and evaluation, as well as training and development related to decision-making. To improve employee performance, it is important to evaluate and improve the existing decision-making mechanisms. This can be done by ensuring transparency in the decision-making process, encouraging active employee involvement, conducting comprehensive analysis of available information, establishing feedback and evaluation mechanisms, and providing training and development related to decision-making. In this way, it is hoped that the decision-making mechanism can support the employee performance of the Regional Education and Training Personnel Agency of Pohuwato Regency to achieve better results.

The findings of this research are in line with the study by (Nurcholis, 2018) that decision-making does not affect employee performance. However, it differs from the findings of research by (Rahmawati, 2014); (Arsyad et al., 2022); (Jumani et al., 2023); (Dwi Wahyuni et al., 2023) which found that decision-making is significantly positively related

to employee performance.

The Influence of Management Professionalism on Employee Performance.

Based on hypothesis testing in this research, it is stated that management professionalism has a positive and significant effect on the employee performance of the Regional Education and Training Personnel Agency of Pohuwato Regency. Professionalism can be defined as an individual's ability and skill in performing tasks according to their respective fields and levels. Professionalism involves the alignment between the bureaucracy's capabilities and the task requirements. The alignment between capabilities and task requirements is a prerequisite for the formation of a professional apparatus. This means that the skills and abilities of the apparatus reflect the direction and goals desired by an organization (Kurniawan, 2012).

High management professionalism has a positive and significant influence on the employee performance of the Regional Education and Training Personnel Agency of Pohuwato Regency. With high motivation, employee engagement, effective communication, coaching and development, as well as a healthy organizational culture, employees tend to work better, be more productive, and contribute positively to achieving organizational goals. In line with this, (Supriadi et al., 2022) in their research shows that the professionalism possessed by each employee can ultimately improve employee performance.

The Influence of Supervision and Control Mechanism on Employee Performance

Based on hypothesis testing in this research, it is stated that the supervision and control mechanism factor has a positive and significant influence on the employee performance of the Regional Education and Training Personnel Agency of Pohuwato Regency. This means that by implementing effective supervision and control mechanisms, organizations can observe a significant improvement in employee performance. These mechanisms help clarify expectations and goals, identify training needs, motivate employees, enhance accountability, ensure policy and procedure compliance, and facilitate constructive communication and feedback. With good supervision and control mechanisms in place, employees have clear guidance, weaknesses can be identified and rectified, and employees can work more efficiently and effectively.

The findings of this research are consistent with studies by (Septyanti, 2016); (Lee & Kusumah, 2020); (Zikrillah et al., 2020) indicating that good supervision can enhance employee performance. Research by (Suciningsih, & Kusuma, 2023); (Lasso & Ngumar, 2016); (Abiyu, 2022); (Hadianto, 2021); (Kesek et al., 2021) also found that control has a significant positive impact on employee performance.

The Influence of Decision-Making Mechanism, Management Professionalism, and Supervision and Control Mechanism on Employee Performance

Based on hypothesis testing in this research, it is stated that the factors of decision-making mechanism, management professionalism, and supervision and control mechanism

have a positive and significant influence on the employee performance of the Regional Education and Training Personnel Agency of Pohuwato Regency. This means that by implementing good decision-making mechanisms, high management professionalism, and effective supervision and control mechanisms, the Regional Education and Training Personnel Agency can observe a significant improvement in employee performance. A good decision-making mechanism ensures that decisions made within the organization are based on rational analysis, accurate information, and careful consideration. This helps reduce the risk of errors and ineffective decisions, and enables better decision-making that supports employee performance.

High management professionalism encompasses educated, ethical, and goal-oriented managerial attitudes and behaviors. Professional managers are capable of leading effectively, providing clear direction, fostering teamwork, and providing necessary support to employees. This creates a positive work environment and positively influences employee performance. Effective supervision and control mechanisms allow organizations to regularly monitor employee performance, identify areas for improvement, and establish clear standards and goals. With good supervision mechanisms in place, employees at the Regional Education and Training Personnel Agency can receive constructive feedback, identify their weaknesses, and take necessary corrective measures. This enables an overall improvement in the quality of employee performance.

Thus, the factors of decision-making mechanism, management professionalism, and supervision and control mechanism have a positive and significant influence on the employee performance of the Regional Education and Training Personnel Agency of Pohuwato Regency. In this context, it is important for organizations to focus on the development and implementation of effective mechanisms to support employee performance.

Conclusion

The conclusion of this study states that there are several important findings. Firstly, the variable of decision-making mechanism has a positive but insignificant influence on the employee performance of the Regional Education and Training Personnel Agency of Pohuwato Regency. Secondly, management professionalism appears to have a positive and significant influence on the employee performance of the Regional Education and Training Personnel Agency of Pohuwato Regency. Thirdly, the variable of supervision and control mechanism also has a positive and significant influence on the employee performance of the Regional Education and Training Personnel Agency of Pohuwato Regency. Finally, these three variables, namely decision-making mechanism, management professionalism, and supervision and control mechanism, collectively influence the employee performance of the Regional Education and Training Personnel Agency of Pohuwato Regency. Therefore, this study provides valuable insights into the factors that can affect employee performance in the institution.

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