



## Factors Affecting Employee Performance at the Ministry of Health Republic of Indonesia

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### ABSTRACT

The purpose of this study was to determine how much influence job satisfaction, motivation, and leadership style have on employee performance at the Indonesian Ministry of Health. The research method used is a quantitative method with 51 respondents. The data collection techniques used are company observation, interviews with one of the company's employees, and distributing questionnaires using google form. in the calculation Data analysis is carried out using the Partial Least Square (PLS) method using Smart PLS version 4 software. The data analysis techniques used are validity test, reliability test, Structural Model Test test, and hypothesis. From the results of the study, it shows that job satisfaction, motivation, and leadership style have a significant effect on employee performance at the Indonesian Ministry of Health. from the tabulation data and diagrams of the final results of the questionnaire, the majority of respondents agreed with the statement that job satisfaction, motivation, and leadership style affect employee performance at the Indonesian Ministry of Health

## **INTRODUCTION**

Human Resources are broadly speaking productive individuals who work as drivers of an organization, both in institutions and companies that have functions as assets so that they must be trained and developed. Human resources in general consist of two, namely macro HR, namely the number of people of productive age in a region, and micro HR in a narrow sense, namely individuals who work in an institution or company. The macro definition of human resources is all humans as residents or citizens of a country or within a certain area who have entered the labor force, both those who have entered the labor force, both those who have and get a job. [1]

In the current era, human resources are becoming increasingly important if it is associated with the development of globalization which is full of competition between organizations. The thing that organizations can do to face competition is to empower and explore all the potential of their human resources optimally. an organization needs to increase its attention to the quality of its employees, both attention in terms of the quality of knowledge and skills, careers and welfare levels, so as to increase employee achievement and motivation to give all their abilities in achieving organizational goals [2].

In line with this, there are a number of things that affect employee performance, one of which is by providing training. In the world of job training, there are many concepts that have been used, including the National Job Training System which has been in effect since 1987 in a Decree of the Minister of Manpower No. Kep.1331/MEN/87 concerning the general pattern of development of the national job training system. Resources needed by a company or organization cannot be seen as a stand-alone part, but as a resilient unit forming a synergy. The role of human resources is very decisive. The science of human resources is "manpower" (labor). There are also those who argue the notion of human resources with personal (personnel, staffing, and so on). So it can be interpreted that human resources are the only resources that have feelings, desires, skills, knowledge, motivation, power, and work (ratio, taste, and karsa). [3] The objectives of human resource management include the first, namely social goals, which are socially responsible for the needs of society and challenges and reduce the negative effects of demands on the organization. Then organizational, namely the management of human resources in contributing to organizational activities, and recognizing human resource management is not an end but a tool to help the organization achieve its goals.

## **THEORETICAL REVIEW**

### **Job Satisfaction**

Job satisfaction can be defined as a feeling of pleasure or a good emotional statement from the fulfillment of a job or work experience. Everyone has different stages in assessing satisfaction, which can also be differentiated using an assessment system as a standard. Someone will feel satisfied in a job when the job is in progress or when it is finished. And satisfaction can also be considered as fulfilling the desire if the results match the expectations desired. [5] It can be described that the aspects of work that affect job satisfaction or also known as the dimensions of job satisfaction are

- a. Promotion.  
Can be used to measure the level of employee satisfaction related to promotion policies or opportunities for promotion.
- b. Salary  
Salary is the cause of much dissatisfaction, and rarely do people express their job satisfaction with the amount of money they earn.
- c. The job it self  
In the position of employees with a high level of work, there will be a tendency to have a higher job satisfaction than employees with lower or lower job positions. Employees with higher job levels will be able to develop and demonstrate skills and expertise in work and can also express innovative, creative thinking in the work environment.
- d. Supervision  
Supervision of important things to employees or in completing tasks in accordance with predetermined goals. in Supervision needs to be always considered and done well because it can affect employee job satisfaction.
- e. Coworkers  
This aspect measures satisfaction with relationships with coworkers. For example, pleasant coworkers are related to coworkers who get along well and complement each other.
- f. Job security  
This aspect is often cited as a barrier to job satisfaction, both male and female employees. Safe conditions greatly affect employees' feelings of work during work.
- g. Working conditions  
In this case is the workplace, ventilation, lighting, canteen, and parking lot.
- h. Administration or company policy  
This aspect is a factor in awarding. With managers and their evaluations, it can be used as a basis for establishing a reward policy.
- i. Communication  
Communicating means trying to achieve a common meaning or common meaning, through communication means that someone tries to share information, ideas or attitudes with other parties so that the same perception is obtained. Communication is a stage of the leadership process that transfers one's ideas to others to be used in the functions of leading the work.
- j. Responsibility  
Responsibility is a consequence of an authority possessed by an employee. Authority is the right to do something or order others to do or not do something in order to achieve certain goals.  
It can be concluded that job satisfaction is a feeling of positive value that employees or labor feel about their work so that it can be assessed with a sense of pride and appreciation given by the company for the work achieved by employees. [6].

## **Motivation**

In life, motivation is good and positive, motivation is also an important element in humans that plays a role in creating success in every human endeavor and work. In the implementation of motivation by a leader is the attention and knowledge of human behavior that he leads as a factor in organizational success [7]. Motivation is how to encourage a person's work desire, so that he wants to work by giving all the abilities and expertise he has optimally for the achievement of organizational goals. In work, one of the most important things is motivation because with motivation employees are willing to work diligently to achieve good productivity. In every behavior of a person who is influenced and stimulated by the desire to fulfill the desire for the needs and goals of the level of job satisfaction [8].

- a. Effort: the first characteristic of motivation, namely effort, refers to the strength of a person's work behavior or the amount shown by a person in his work. Strictly speaking, this involves various activities or efforts both tangible and intangible.
- b. Willpower: the second main characteristic of motivation refers to the willpower shown by a person when applying his efforts to his work tasks. With a strong will, every effort will be made. Failure will not discourage him to keep trying until the goal is achieved.
- c. Direction or purpose: the third characteristic of motivation relates to the direction in which a person's efforts and willpower are directed.

## **Leadership Style**

In essence, leadership style is a person's way of leading or directing the people he leads to be able to work in accordance with what a leader wants. A leader must be able to influence his bahwan so that the wishes and goals of an organization can run smoothly and the goals of the organization can be achieved [9]. Employee performance can contribute to an organization, in achieving the success or failure of an employee's performance that has been achieved by an organization, this can be seen by the level of performance of employees both personally or individually and work groups. In an organization, organizational behavior is continuous with the production of both goods and services. Employee performance can also be considered as an achievement of a task that comes from an innovation or thought needed by the organization [11].

- a. Quantity of Work is the result of a job that has been accomplished within a certain period of time.
- b. The quality of work can be said to be the quality of the achievement of work results based on the terms and conditions in an organization.
- c. Working knowledge is an insight into the work and skills of employees in a job.
- d. Creativity is an innovation based on existing ideas and actions to solve problems that exist in the organization.
- e. Cooperation is an activity or effort carried out by two or more people to achieve a common goal. Cooperation usually occurs because it is carried out by individuals with their groups and other groups.
- f. Reliability, namely expertise in a person who is trusted when his presence is in solving and completing his work.

- g. Initiative is passion and enthusiasm in carrying out tasks and responsibilities
- h. Personal qualities of one's nature and attitude within, ability to lead and personal integrity

Performance is the work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not against the law and not against morals and ethics. Meanwhile, performance indicators are tools to measure the extent to which employee performance is achieved [12].

## METHODOLOGY

In calculating this research method using quantitative because to be able to know the extent of the influence and correlation of the relationship between variables contained in this study. In this research variable there are two exogenous variables, namely each variable that affects other variables and endogenous variables, namely each variable that gets influence from other variables. In the exogenous variable there are three variables, the first is the X1 job satisfaction variable, the second is X2 motivation and the last is the X3 leadership style variable, while the endogenous variable is Y, namely employee performance. In using a range or measurement scale with a Likert weighting scale. To find out the results of the answers from respondents by distributing research questionnaires in accordance with the indicators taken or examined, there are 5 scales, namely strongly agree, agree, neutral, disagree and disagree [13]. The quote taken from Sugiono (2019) explains that there is a saturated sample that is the entire population in one place, in this study taking the entire population contained in the financial and administrative analyst division at the Ministry of Health of the Republic of Indonesia as many as 51 employees as the object of research. [14].

For the calculation of hypothesis testing and data analysis techniques with descriptive analysis techniques using SEM PLS 4.0. from the results of the answers from the Likert scale which are submitted to be an assessment to be a presentation of the answer results. In SEM analysis, Partial Least Square (PLS) based data analysis is used to test the measurement model of the structure model where to look for validity tests, reliability and structural tests for causality tests which are hypothesis tests with prediction models. In hypothesizing the calculation of the PLS model by comparing the t-statistic value with the t-table by paying attention to the value of the p-value and the coefficient of data calculation. The p-value serves to determine whether or not there is significance in a hypothesis, if the p-value  $< 0.05$  then the variable has a significant effect, while if the p-value  $> 0.05$  then the variable has no significant effect. The value of a coefficient serves to find out a variable that has a negative and positive effect [15].

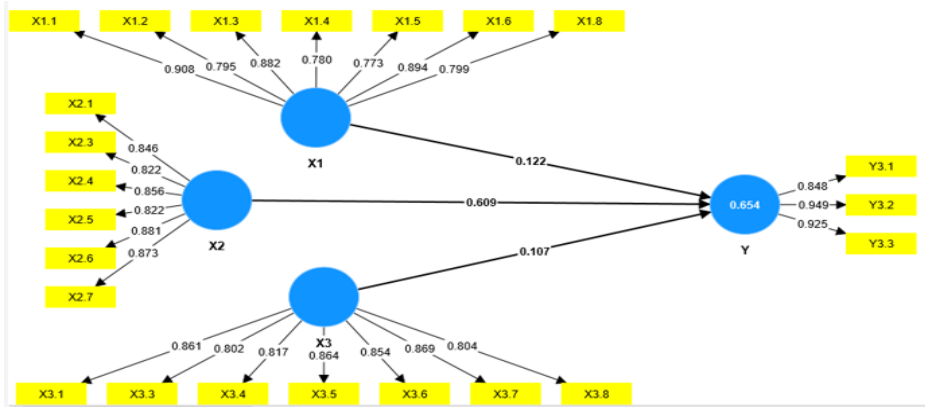


Figure 1. Initial Outer Model

Table 1. Initial Outer Loading Output

	Job Satisfaction (X1)	Motivation (X2)	Leadership Style (X3)	Employee Performance (Y)
X1.1	0.895			
X1.2	0.803			
X1.3	0.864			
X1.4	0.778			
X1.5	0.777			
X1.6	0.876			
X1.7	0.669			
X1.8	0.811			
X2.1		0.855		
X2.2		0.669		
X2.3		0.808		
X2.4		0.857		
X2.5		0.814		
X2.6		0.874		
X2.7		0.860		
X3.1			0.863	
X3.2			0.691	
X3.3			0.808	
X3.4			0.827	
X3.5			0.866	
X3.6			0.844	
X3.7			0.861	
X3.8			0.798	
Y3.1				0.846
Y3.2				0.949
Y3.3				0.926

From table 1, it can be seen that it has validation which includes if the factor value is greater than using the Convergent Validity standard value > 0.70, then the loading value below 0.70 is removed from the model. So the variable X1 Job Satisfaction table has 1 indicator X1.7 (0.69) on the X2 indicator, namely Motivation, there is X2.2 (0.669), and on the X3.2 Leadership Style variable (0.691) and Y which is the employee performance variable, the value is above the

Convergent Validity standard > 0.70. For this reason, it must be reconsidered by discarding data that does not meet the Convergent Validity > 0.70 standard.

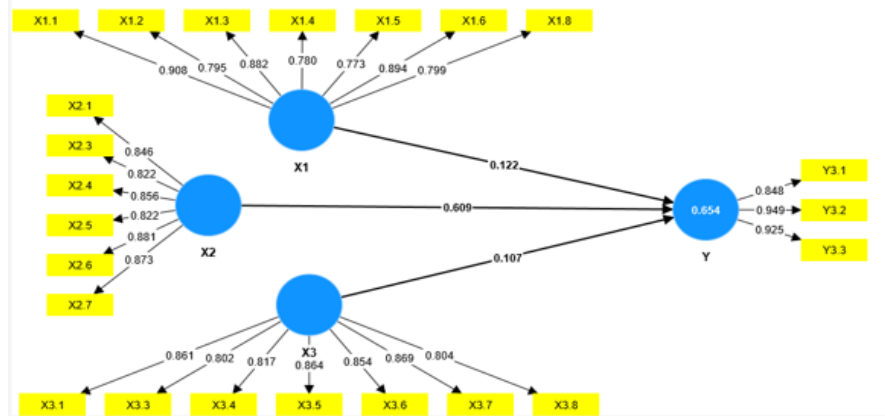


Figure 2. Outer Model Fix

Table 2. Output Outer Loading Fix

	Job Satisfaction (X1)	Motivation (X2)	Leadership Style (X3)	Employee Performance (Y)
X1.1	0.908			
X1.2	0.795			
X1.3	0.882			
X1.4	0.780			
X1.5	0.773			
X1.6	0.894			
X1.8	0.799			
X2.1		0.846		
X2.3		0.822		
X2.4		0.856		
X2.5		0.822		
X2.6		0.881		
X2.7		0.873		
X3.1			0.861	
X3.3			0.802	
X3.4			0.817	
X3.5			0.864	
X3.6			0.854	
X3.7			0.869	
X3.8			0.804	
Y3.1				0.848
Y3.2				0.949
Y3.3				0.925

Table 2 can be said to have sufficient validity if the factor loading value is greater than 0.5. And it can also be said that the significance is met if the T-Statistic value is greater than 1.96. Based on the table of data processing results above, it can be seen that all reflective indicators on the Promotion, Product Assessment, and Purchasing Decision variables show a factor loading value greater than 0.7 and also a T-Statistic value greater than the Z value  $\alpha = 0.05$  (5%) = 1.96), so it can be interpreted that the significance is met. Thus, the estimation results of all indicators in this study have good validity.

Table 3. Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
X1	0.921	0.928	0.944	0.810
X2	0.889	0.891	0.923	0.750
X3	0.930	0.934	0.943	0.704
Y	0.893	0.907	0.934	0.825

The above shows that the value of all variables in reliability testing using either Cronbach's Alpha or Composite reliability is > 0.70, and validity testing using AVE (Average Variance Extracted) is > 0.50. Therefore, it can be concluded that the variables tested are valid and reliable, so they can be continued to test the structural model.

Table 4. Heterotrait-Monotrait (HTMT)

	X1	X2	X3	Y
X1				
X2	0.891			
X3	0.782	0.874		
Y	0.767	0.878	0.761	

Monotrait Heterotrait Value (MHTT) is a way of looking at alternative values recommended for assessing discriminant validity. This method uses the multitrait-multimethod matrix as the basis for measurement. The HTMT value must be less than 0.9 because it ensures discriminant validity between the two constructs of each pair of variables.

Table 5. Latent Variable Correlations

	X1	X2	X3	Y
X1	1.000	0.804	0.734	0.707
X2	0.804	1.000	0.799	0.786
X3	0.734	0.799	1.000	0.705
Y	0.707	0.786	0.705	1.000

In the latent variable correlations data processing results, the correlation value between one variable and another is obtained. The highest correlation value is between job satisfaction and motivation of 0.804. So it can be interpreted that the correlation between job satisfaction variables and motivation has a stronger relationship than the relationship between other variables. So that in this research model, compared to the variables of Job Satisfaction and Leadership Style, the motivation variable has more influence on the high or low performance of employees.



Table 6. Fit Summary

	Saturated model	Estimated model
SRMR	0.085	0.085
d_ULS	1.245	1.245
d_G	1.531	1.531
Chi-square	354.055	
NFI	0.677	0.677

Based on the table, the NFI value is  $0.677 < 0.9$ . So based on these two model assessments, it does not meet the criteria for model fit.

Table 7. R-Square

	R-square	R-square adjusted
Y	0.644	0.621

The R Square value of the joint or simultaneous influence of X1, X2 and X3 on Y is 0.644 with an adjusted R square value of 0.621. So, it can be explained that all exogenous constructs (X1, X2 and X3) simultaneously affect Y by 0.644 or 64%. Because Adjusted R Square is more than 36%, the influence of all exogenous constructs X1, X2 and X3 on Y is strong.

Table 8. Path Coefficients

	Original sample (O)	Standard deviation (STDEV)	T statistics  O/STDEV	P values
X1 -> Y	0.167	0.162	1.030	0.303
X2 -> Y	0.517	0.158	3.267	0.001
X3 -> Y	0.169	0.163	1.037	0.300

## RESULT AND DISCUSSION

Based on the results of the discussion of the research that has been carried out, it can be concluded that:

1. Job satisfaction has no significant effect on employee performance at the Indonesian Ministry of Health, with the largest value being 0.908 with a t-statistic coefficient of 1.030 ( $1.030 < 1.96$ ).
2. Motivation has a positive and significant effect on employee performance at the Indonesian Ministry of Health, with a value of 0.881 with a t-statistic coefficient of 3.267 ( $3.267 > 1.96$ ).
3. Leadership style has no significant effect on employee performance at the Ministry of Health with a value of 0.869 with a t-statistic coefficient of 1.037 ( $1.037 < 1.96$ ).

## **CONCLUSIONS AND RECOMMENDATIONS**

This research aims to find literature that supports the variables in this paper and provides results to be considered in future research, either as a research gap or in conjunction with other research interests. Recommendations from this research can be used to add to the realm of insight, especially in the field of human resources related to the variables of Job Satisfaction, Motivation, Leadership Style and Employee Performance presented in this article.

## **FURTHER STUDY**

From this article, it is hoped that there will be a continuation with the same variables or different variables and objects used. In the management of human resource management in the Indonesian Ministry of Health, this is designed to optimize employee job satisfaction based on motivational factors at work, satisfaction in carrying out work and of course the leadership style that affects employees.

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