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# ANALYSIS OF FACTORS AFFECTING EMPLOYEE PERFORMANCE: A STUDY AT THE MINISTRY OF RELIGION OF BOJONEGORO REGENCY

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## Abstract

The purpose of this study is to determine how the influence of performance appraisal, leadership style, and work motivation on employee performance at the Ministry of Religious Affairs of Bojonegoro Regency. This study is expected to be able to help identify the main factors of the problem of declining performance. The sampling technique used in this study is Purposive Sampling, which is a technique for determining samples with certain considerations. The analysis used in this study is Multiple Linear Regression Analysis, where previously the validity test, reliability test and classical assumption test were carried out. In this study used 33 respondents. This study used SPSS to conduct statistical tests to obtain conclusions in determining which independent variables will affect the dependent variable. The results of this study indicate that performance appraisal does not affect employee performance, leadership style has a positive and significant effect on employee performance and work motivation has a positive and significant effect on employee performance.

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Keywords:

*Performance*

*Appraisal;*

*Leadership Style;*

*Work Motivation;*

*Employee*

*Performance;*

## INTRODUCTION

Human resources are a crucial factor influencing an organization's productivity (Dewi, 2021). Organizational success can be determined by its human resources or employees (Nabawi, 2019). To optimize human resource management, Human Resource Management (HRM) is essential. According to Sutrisno (2020), the role of HRM in an organization is to effectively manage all employees, optimizing development assessments, providing incentives, and managing individual members of the organization or employee groups. HRM can maintain effective employee performance.

Dessler (2020) stated that HRM requires tools to optimize performance and assist in employee performance evaluation, in the form of performance appraisals. This is in line with the opinion of Mathis and Jackson (2021), who stated that employee performance appraisals are an implementation of HRM to manage and determine employee performance achievements, which are used to organize strategies and develop the workforce. This performance appraisal is applied to all organizations, including government agencies. One agency that implements performance appraisals in HRM activities is the Ministry of Religious Affairs of Bojonegoro Regency. The following employee performance data can be seen in the following table:

Table 1. Employee Performance Data in 2022-2023

Year	Annual Performance Target Percentage	Realization Percentage
2022	100%	85%
2023	100%	71%

Source: Ministry of Religion of Bojonegoro Regency

Based on Table 1 above, it can be seen that there was a significant decline in employee performance from 2022 to 2023. In 2022, average employee performance remained at a fairly good level, as indicated by the target achievement percentage of 85% across various assessment indicators. However, entering 2023, this figure decreased, with most performance indicators showing lower results than the previous year. This decline could be caused by several factors, such as changes in assessment policies, decreased employee motivation, or a lack of effective leadership.

In this study, an analysis was conducted of various related literature to identify research gaps *related* to performance assessment variables, leadership style and motivation on employee performance and motivation in organizations. The following is a summary of *the research gap in Table 2*.

Table 2. Research Gap

No	Issue	Results	Researcher (Year)
1	There are differences in research findings regarding the influence of performance appraisals on employee performance.	Performance influences performance appraisal employee	Sinollah and Hermawanto (2019); Bagas Fiqi Rachmawan and Denny Nazaria Rifani (2022)
		Performance appraisal does not affect employee performance	Desi Kurnia Rochmah (2019)

2	There are differences in research findings regarding the influence of leadership style on employee performance.	Leadership style influences employee performance	Makalew, Tamengkel, & Punuindoong, (2021)
		Leadership style does not affect employee performance	Rida Yanti, and Khusnul Fikri (2022)
3	There are differences in research findings regarding the influence of work motivation on employee performance.	Work motivation influences employee performance	Goni GH <i>et al</i> (2021)
		Work motivation does not affect employee performance	Rahmat Hidayat (2021)

There are research gaps affecting employee performance, namely performance appraisal, leadership style, and motivation. Therefore, this indicates the need for further research. Based on the background above, this study will examine the influence of the performance appraisal system, leadership style, and motivation on employee performance at the Ministry of Religious Affairs in Bojonegoro Regency.

## LITERATURE REVIEW

### Employee Performance

According to Silalahi (2021), employee performance refers to how an individual carries out and completes assigned tasks according to their roles and responsibilities within an organization. Meanwhile, according to Sutrisno (2019), performance is a reflection of the work results that have been done by an individual in achieving organizational goals and can be measured by an indicator. According to Kasmir (2019), there are several factors that influence employee performance, namely internal and external factors. Internal factors include an employee's abilities, skills, motivation, attitudes, and personality. External factors include the work environment, organizational policies, superior support, and social environmental factors within the broader organizational scope. According to Dessler (2020), employee performance indicators can be formulated as follows: Quantity (the amount of work completed), Quality (assessing the level of perfection or errors in work results), Timeliness, Cooperation with the team or superiors.

### Performance appraisal

According to Mathis and Jackson (2021), performance appraisal is a method that aims to evaluate the extent to which employees have achieved the targets and performance standards set by the organization. Meanwhile, according to Hasibuan (2019), performance appraisal is a tool used as a standard by Human Resource Management to evaluate employee performance. The established performance standards will help set clear targets for employees and identify the tasks that must be carried out by employees. Mangkunegara (2019) stated that in order to assess something comprehensively, performance appraisal indicators must contain the following elements: Specific, Relevant, Measurable, Achievable, Time-Specific

## **Leadership Style**

According to James (2021), leadership style is a process in which leaders and followers mutually enhance each other to achieve higher levels of motivation and morale. Meanwhile, according to Bernard (2019), leadership style is the approach used by a leader in directing, motivating, guiding, and managing a team or organization to achieve specific goals. This style includes how leaders interact with team members, how they make decisions, and how they solve problems and handle conflict. According to George (2020), there are several indicators of leadership style, namely: Decision Making Skills, Effective Communication, Task Delegation, Providing Clear Directions, Motivating Skills

## **Motivation**

Hasibuan (2019) states that motivation can be understood as an internal process that encourages individuals to act or behave in a certain way to achieve desired goals. This motivation can come from internal or external factors that influence individuals, such as the drive to achieve personal satisfaction. Meanwhile, work motivation according to Nawawi (2019) is a condition that drives employees to strive and work hard with maximum willingness and ability to achieve satisfaction of needs. This work motivation can be interpreted as a drive that comes from within the individual or from outside that influences a person's enthusiasm and desire to work. These indicators cover various aspects that influence employee motivation. Some indicators of motivation according to (Hasibuan 2019) include: Recognition, Relationships with Coworkers and Superiors, Involvement in Decision Making, *Working Conditions*

## **Performance Appraisal of Employee Performance**

Performance appraisals are generally used as a tool to evaluate how well an employee achieves their goals and responsibilities at work. Effective performance appraisals can have a significant positive impact on employee performance, but if they are not implemented properly, they can have a negative impact, resulting in decreased employee performance. Transparent and objective performance appraisals can increase employee motivation to perform better because they will have a clear understanding of organizational expectations and how their performance is measured. Furthermore, performance appraisals play a crucial role in identifying employee strengths and weaknesses, which can then be used as a basis for employee performance development. Research by Sinollah and Hermawanto (2019) suggests that performance appraisals influence employee performance. Based on previous research and explanations, the following hypothesis can be formulated:

H1: Performance appraisal has an impact on employee performance

## **Leadership Style on Employee Performance**

According to Bernard (2019), leadership style is an approach used by a leader in directing, motivating, guiding, and managing a team or organization to achieve certain goals. This style includes how the leader interacts with team members. The relationship between leadership style and employee performance is very close, where the leadership style applied directly affects how employees carry out tasks and achieve the desired results. Leaders who have good communication skills, provide motivation, and create a supportive work environment. The right leadership style can improve performance, while an inappropriate style can decrease employee performance. Therefore, it is important for leaders to adjust their style to the needs and characteristics of employees to maximize organizational performance. The

results of Rochmah's research (2019) state that leadership style influences employee performance, based on previous explanations and research, the following hypothesis can be formulated:

H2: Leadership style influences employee performance

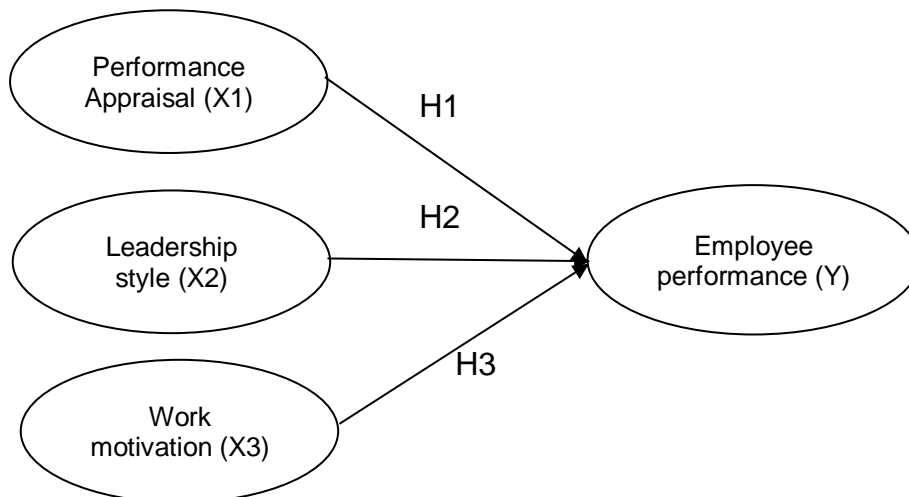
### Motivation for Employee Performance

Hasibuan (2019) states that motivation can be understood as an internal process that drives individuals to act or behave in certain ways to achieve desired goals. High motivation tends to increase employee productivity, creativity, job satisfaction, and commitment, all of which contribute to improved performance. Conversely, a lack of motivation can decrease employee performance. The relationship between motivation and employee performance is very strong, where high levels of motivation are usually directly proportional to increased performance. Motivation acts as an internal driver that makes employees more enthusiastic, proactive, and focused in completing their tasks. Therefore, providing appropriate motivation, both in the form of material and non-material incentives, is crucial to improving overall employee performance. The results of Goni's (2021) research indicate that motivation influences employee performance. Based on previous explanations and research, the following hypothesis can be formulated:

H3: Work motivation influences employee performance

## CONCEPTUAL FRAMEWORK

Figure 1. Hypothesis Framework Model



## RESEARCH METHOD

This research falls into the quantitative research category. The research objects in this study are employees of the Ministry of Religious Affairs of Bojonegoro Regency. This study will explore all non-echelon employees working within the ministry as sample units. The sampling method used in this study is probability sampling, which is a sampling technique that provides an equal opportunity for each element of the population to be selected as a sample member. This technique ensures that every individual in the population has an equal opportunity to be part of the sample, so that the resulting sample will be more representative and can be generalized to the population as a whole. The sample used in this study is partly from the Ministry of Religious Affairs Office of Bojonegoro Regency, totaling 75 people, which was calculated using the Slovin formula to obtain a total of 33 respondents. Data collection techniques can be carried out using questionnaires,

interviews, and documentation methods. The tests include validity tests, reliability tests, classical assumption tests, determination coefficient tests, F tests, t tests, and analysis techniques using multiple linear regression analysis.

## RESULTS AND DISCUSSION

### Respondent Description

Table 3. Respondent Description

Criteria	Information	Amount	Percentage
Gender	Man	21	63.64%
	Woman	12	36.36%
Age	21-25	3	9.09%
	26-30	9	27.27%
	31-35	10	30.30%
	>40	11	33.33%
Education	Diploma	2	6.06%
	S1	27	81.82%
	Masters/Doctoral Degree	2	6.06%

Of the total 33 respondents, 21 people (63.64%) were male, while 12 people (36.36%) were female. Thus, the majority of respondents in this study were male, although the proportion of women also had a significant contribution in the overall sample. The age distribution of respondents in the study contained 3 respondents in the age range of 21-25 years, which included (9.09%). The age range of 26-30 years consisted of 9 respondents, which contributed (27.27%). While the age group above 40 years was the largest group, with 11 respondents, which represented (33.33%) of the total respondents. Thus, most respondents came from the age group above 40 years, followed by the age group of 26-30 years and the age group of 21-25 years. The distribution of the last education of respondents in the study, Most respondents, namely 27 people (81.82%), had a final education of Bachelor's Degree (S1). Meanwhile, there were 2 respondents (6.06%) with a diploma, and 2 other respondents (6.06%) with a Master's or Doctoral degree (S2/S3). Thus, the majority of respondents had a Bachelor's degree, followed by smaller numbers in the Diploma and Master's/S3 education groups.

### Hypothesis Test (T-Test)

Table 4. T-Test Results

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	10,172	4,599		2,212	.035
X1	.057	.151	.073	.377	.709
X2	.025	.193	.026	3,129	.038
X3	.119	.201	.123	3,592	.027

Source: Primary Data (2025)

Hypothesis test of performance appraisal on employee performance. The significance value of the results is 0.709, which is greater than 0.05. This indicates that hypothesis 1 in this study is rejected, meaning that performance appraisal has no effect on employee performance.

Hypothesis test of leadership style on employee performance. The significance value of the results was 0.038, less than 0.05. This indicates that

hypothesis 2 in this study is accepted, meaning leadership style influences employee performance.

Hypothesis test of work motivation on employee performance. The significance value of the results is 0.027, which is less than 0.05. This indicates that hypothesis 3 in this study is accepted, meaning that leadership style influences employee performance.

### Coefficient of Determination Test

Table 5. Results of the Determination Coefficient

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.618 <sup>a</sup>	.488	.457	.52610

Source: Primary Data (2025)

The Adj R Square value is 0.457 or 45.7%. The coefficient of determination value indicates that the performance assessment variables (X1), leadership style (X2), and work motivation (X3) are able to explain the variable on the performance (Y) of employees of the Ministry of Religion of Bojonegoro Regency, amounting to 45.7%. While the remaining 54.3% is explained by other variables.

### F test

Table 6. F Test Results ANOVA <sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	.114	3	.038	.437	.037 <sup>b</sup>
	Residual	8,027	29	.277		
	Total	8,140	32			

Source: Primary Data (2025)

The significant value in table 6 is  $0.037 < 0.05$ , which means that the performance assessment variables (X1), leadership style (X2), and work motivation (X3) have a joint influence on the performance (Y) of employees of the Ministry of Religion of Bojonegoro Regency.

## Discussion

### Performance Assessment of Employee Performance

According to Hasibuan (2019), performance appraisal is an activity to evaluate the work results of an employee, both in terms of quality and quantity, based on standards set by the organization. This assessment aims to determine the extent to which an employee's performance in meeting work targets and as a basis for decision making regarding career development, awards, training, or other corrective actions. The results of this study obtained a significance value of 0.709, greater than 0.05. This indicates that hypothesis 1 in this study is rejected, meaning that performance appraisal does not affect employee performance. Analysis of the questionnaire answer indicators shows that the updated performance appraisal systematics already contain clear results regarding work targets within a timeframe according to indicators according to Mangkunegara (2019), but work targets and workloads all depend on the superior who provides performance targets. This is also supported by research from Rochmah KD (2019) which shows that performance appraisals do not have a significant effect on employee performance.

### **Leadership Style on Employee Performance**

Kartono (2021) defines leadership style as a leader's behavioral pattern in influencing, directing, encouraging, and controlling subordinates in their work activities to achieve certain goals. Leadership style arises from the dynamic relationship between the leader and the led, and develops through the interaction process. Meanwhile, according to James (2021), leadership style is a process in which leaders and followers mutually enhance each other to achieve higher levels of motivation and morale. The results of this study obtained a significance value of 0.038, less than 0.05. This indicates that hypothesis 2 in this study is accepted, meaning that leadership style influences employee performance. Analysis of the questionnaire response indicators found a phenomenon that there are still many challenges related to communication between superiors and subordinates in the Ministry of Religious Affairs office of Bojonegoro Regency. Superiors tend to convey information unclearly, often causing confusion in understanding the directions that must be carried out. In addition, superiors rarely provide feedback on employee work results. This is also supported by research by Makalew et al. (2021) which shows that leadership style has a significant effect on employee performance.

### **Work Motivation on Employee Performance**

Work motivation, according to Hasibuan (2019), is the encouragement given to employees so that they are enthusiastic about achieving organizational goals in an effective and efficient manner. Meanwhile, Nawawi (2019) defines work motivation as an internal or external force that influences an individual to take certain actions to meet needs and achieve desired work goals. Both definitions emphasize the important role of motivation in encouraging individuals to work optimally in accordance with organizational targets while fulfilling employee satisfaction. The results of this study obtained a significance value of 0.027, smaller than 0.05. This indicates that hypothesis 3 in this study is accepted, meaning that leadership style influences employee performance. Analysis of the questionnaire response indicators found a phenomenon at the Ministry of Religious Affairs Office of Bojonegoro Regency, there is a situation where superiors do not actively involve employees in the decision-making process directly related to their work. This condition creates a communication gap and a lack of ownership over the resulting decisions. As a result, employee work motivation tends to decline because they feel underappreciated, this also has a negative impact on employee performance. This is also supported by research from Geovanno HG et al (2021) which shows that work motivation has a significant effect on employee performance.

### **CONCLUSION**

Based on the results of the research conducted by the researcher using quantitative methods using primary data sources, the following conclusions can be drawn: The results of hypothesis 1 on the work motivation variable do not affect employee performance, which means that increasing or decreasing performance appraisals do not affect employee performance. The results of hypothesis 2 on the Leadership Style variable affect employee performance, which means that if the leadership style increases, it will increase employee performance and vice versa. The results of hypothesis 3 on the work motivation variable affect employee performance, which means that if work motivation is increased, it will increase employee performance and vice versa.

Based on the research results, it is recommended that the Ministry of Religious Affairs provide regular feedback. Superiors at the Ministry of Religious Affairs of Bojonegoro Regency should provide feedback on employee performance



periodically. With this feedback, employees can determine whether their work has met expectations, as well as serve as a basis for improving future performance. Employee involvement in decision-making: The Ministry of Religious Affairs of Bojonegoro Regency can create a space for employee participation in the decision-making process related to their work. Actively involving employees will increase their sense of ownership of the policies made and motivate them to contribute better. Communication training and workshops: To support effective communication, the Ministry of Religious Affairs of Bojonegoro Regency can hold training and workshops for superiors. The focus is on developing clear communication skills and a participatory leadership style, which is relevant to the work environment in government agencies.

In future research, it is recommended to expand the scope by integrating additional independent variables not included in this study. For example, aspects such as workload, work environment, or career development are considered. Furthermore, it is recommended to expand the sample size to make the research results more representative and generalizable to various organizational contexts. This could be achieved by involving more respondents or even involving similar companies in various regions.

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