



RESEARCH ARTICLE

Analysis of Factors Affecting Employee Performance at the Ministry of Religious Affairs Office in Tarakan City

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Abstract

The objective of this research is to determine the influence of work motivation, leadership style, and spiritual intelligence on employee performance at the Ministry of Religious Affairs Office in Tarakan City. This study uses an observational research design with a cross-sectional study approach, as the research variables were collected simultaneously. The study population includes all employees at the Ministry of Religious Affairs Office in Tarakan City, totaling 85 individuals. The sampling technique employed is total sampling, meaning that the sample includes the entire population, resulting in a sample size equal to the population, or 85 people. The findings indicate that the work motivation variable has a positive and significant influence on employee performance at the Ministry of Religious Affairs in Tarakan City. The leadership style variable also has a positive and significant influence on employee performance. Furthermore, the spiritual intelligence variable has a positive and significant influence on employee performance at the Ministry of Religious Affairs in Tarakan City. The most dominant variable affecting employee performance at the Ministry of Religious Affairs in Tarakan City is spiritual intelligence.

Keyword: Work Motivation, Leadership Style, Spiritual Intelligence, Employee Performance

Introduction

Performance issues are challenges that management in companies, organizations, or institutions continually face, making it essential for management to understand the factors that influence performance. Identifying the factors that affect employee performance enables company or institutional management to implement necessary policies to improve performance, aligning it with organizational goals (Habibah, 2001).

Various factors influence employee performance, one of which is work motivation. According to Robbins (2002:55), motivation is the desire to make a high effort toward a particular goal. With high motivation, employees are driven to exert their best efforts to achieve that goal. Based on the principle of work motivation, two essential elements are required to motivate an employee: work ability and willingness to work. According to Hariandja (2002), motivation is understood as a factor that directs and encourages an individual's behavior or desire to engage in an activity, reflected in the strength or weakness of their effort.

Understanding motivation is crucial to achieving organizational goals, such as productivity and efficiency. Providing effective motivation can significantly enhance employee productivity and performance. Prawirosentono (1999) defines performance as the work results that an individual or group can achieve within an organization, in line with their authority and responsibility, aiming to meet the organization's goals legally, ethically, and morally. Studies by Cahyono, Hamid, and Nurtjahjono (2016), Harseno (2014), and

Vanjery (2016) indicate that work motivation affects employee performance.

Government officials' performance is also influenced by certain conditions, both internal (individual factors) and external (situational factors). Individual factors include gender, health, experience, and psychological characteristics such as motivation, personality, goal orientation, and locus of control. Situational factors involve leadership, job performance, social relationships, and organizational culture. Leadership style is considered a critical predictor of performance. An organization's success in achieving its objectives largely depends on its leaders and their leadership style. According to Robbins (2002), leadership style has a direct relationship with employee performance.

Employee-oriented leadership is linked to high group productivity and greater job satisfaction. Those who work under a particular leadership style are often more motivated to work harder and make an effort because they appreciate and respect their leader, leading to higher satisfaction levels. Studies by Cahyono, Hamid, and Nurtjahjono (2016) and Vanjery (2016) also show that leadership style affects employee performance. Improved leadership, combining task-oriented and relationship-oriented behaviors, enhances employee performance.

In addition to work motivation and leadership style, another critical factor that employees need to work more effectively is spiritual intelligence. Spiritual intelligence enables individuals to think creatively, have foresight, act with sincerity, maintain hope, establish or even alter rules, thereby enhancing their work performance. Zohar and Marshall (2003:23) assert that spiritual intelligence enables individuals to become complete beings. As Mudali (2002:3) stated, intelligence is not solely determined by a high IQ; true intelligence requires spiritual intelligence (SQ). Research by Harseno (2014) and Saida (2012) concluded that spiritual intelligence impacts employee performance. Spiritual intelligence allows individuals to place their behavior and life in a broader, richer context, forming the foundation necessary to effectively utilize other types of intelligence.

From these explanations of factors affecting employee performance, this study focuses on analyzing employee

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performance at the Ministry of Religious Affairs Office in Tarakan City. According to legal regulations, one of the tasks and functions of the Ministry of Religious Affairs is to carry out certain government duties in the religious sector. Fulfilling these duties and responsibilities requires efforts from the ministry's apparatus to enhance faith and devotion.

Given the main duties and functions (tupoksi) assigned to each employee at the Ministry of Religious Affairs Office in Tarakan City, there is a demand for optimal performance to achieve the organization's established goals. However, preliminary observations indicate that employee performance at this office is not yet at an optimal level. This is evident in several observed phenomena. First, the educational level of the Ministry of Religious Affairs employees in Tarakan City is mostly limited to high school (SMA) and associate degree (D3) graduates, which impacts their ability to effectively carry out their roles. Second, employees with undergraduate (S-1) and postgraduate (S-2) qualifications mostly come from social and economic fields, whereas the ministry's core functions would benefit more from employees with a background in religious studies. Lastly, frequent leadership rotation at the Ministry of Religious Affairs Office in Tarakan City, with leaders often transferred from other district offices, disrupts the synergy between leaders and employees as new leaders are brought in before alignment is established. In line with the research problem, this study aims to assess the significance of the influence of work motivation, leadership style, and spiritual intelligence, both individually and collectively, on employee performance at the Ministry of Religious Affairs Office in Tarakan City.

Method

The data collection method used in this study is a survey approach, where a sample is taken from a population and questionnaires are employed as data collection instruments, given the latent nature of the variables being studied. This research is designed as observational with a cross-sectional study design, as the variables are collected simultaneously within a specific time frame. The type of study conducted falls under explanatory research, which aims to gather data through documentation, observation, questionnaires, and communication techniques and then analyze and interpret it to derive insights.

In this study, the population consists of all employees at the Ministry of Religious Affairs Office in Tarakan City, totaling 85 individuals. Since the population is under 100, the sample size equals the population, with a total sampling method used to include all members of the population, resulting in 85 respondents. Data quality tests include validity and reliability tests. The validity test assesses an instrument's capacity to measure precisely what it intends to measure, with an instrument considered valid if it accurately reflects its target measurements and reveals intended insights.

The reliability test determines the consistency of the measuring tool used. A tool is considered reliable if it consistently yields the same or consistent values, even when the measurement is repeated on the same subject (Ghozali, 2013:119). The data analysis techniques include normality, multicollinearity, autocorrelation, and heteroscedasticity tests. The normality test checks whether the regression model's variables (both independent and dependent) follow a normal or near-normal distribution (Ghozali, 2013:111). The multicollinearity test identifies potential correlations among independent variables within the regression model, with an ideal regression model showing no correlation among these variables. According to Ghozali (2013:95), the autocorrelation test examines whether there is a correlation between the error term at time t and the error term at time $t-1$ in a linear regression model. Lastly, the heteroscedasticity test aims to identify whether there is a variance inconsistency in residuals from one observation to another; a constant variance across observations indicates homoscedasticity, while differing variances indicate heteroscedasticity.

Results and Discussion

Validity Test

Table 1. Validity Test Results

| Item | Corrected Item Total Correlation | Result | Item | Corrected Item Total Correlation | Result |
|------------------|----------------------------------|--------|------------------------|----------------------------------|--------|
| Work Motivation | | | X2_6 | 0.618 | Valid |
| X1_1 | 0.458 | Valid | X2_7 | 0.827 | Valid |
| X1_2 | 0.658 | Valid | X2_8 | 0.716 | Valid |
| X1_3 | 0.457 | Valid | X2_9 | 0.684 | Valid |
| X1_4 | 0.635 | Valid | X2_10 | 0.831 | Valid |
| X1_5 | 0.611 | Valid | X2_11 | 0.760 | Valid |
| X1_6 | 0.835 | Valid | X2_12 | 0.809 | Valid |
| X1_7 | 0.784 | Valid | Spiritual Intelligence | | |
| X1_8 | 0.747 | Valid | X3_1 | 0.500 | Valid |
| X1_9 | 0.730 | Valid | X3_2 | 0.542 | Valid |
| X1_10 | 0.624 | Valid | X3_3 | 0.574 | Valid |
| X1_11 | 0.703 | Valid | X3_4 | 0.554 | Valid |
| X1_12 | 0.625 | Valid | X3_5 | 0.528 | Valid |
| Leadership Style | | | X3_6 | 0.584 | Valid |
| X2_1 | 0.399 | Valid | Employee Performance | | |
| X2_2 | 0.644 | Valid | Y_1 | 0.614 | Valid |
| X2_3 | 0.562 | Valid | Y_2 | 0.578 | Valid |
| X2_4 | 0.699 | Valid | Y_3 | 0.724 | Valid |
| X2_5 | 0.834 | Valid | Y_4 | 0.595 | Valid |

The validity test results indicate that all indicators for the variables of work motivation, leadership style, spiritual intelligence, and employee performance are valid, as their corrected item total correlations are higher than the r -table value. Therefore, these indicators are suitable for further testing.

Reliability Test

Table 2. Reliability Test Results

| No | Variable | Cronbach's Alpha | Result |
|----|-----------------------------|------------------|----------|
| 1 | Work Motivation (X1) | 0.914 | Reliable |
| 2 | Leadership Style (X2) | 0.931 | Reliable |
| 3 | Spiritual Intelligence (X3) | 0.768 | Reliable |
| 4 | Employee Performance (Y) | 0.805 | Reliable |

The reliability scores shown in the table above indicate that the internal consistency for each variable is reliable, with Cronbach's alpha values exceeding 0.6. Consequently, each measurement item for each variable is reliable and can be used in the study.

Normality Test

Table 3. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

| | Unstandardized Residual |
|------------------------|-------------------------|
| N | 85 |
| Mean | 0.0000000 |
| Std. Deviation | 0.94267421 |
| Absolute | 0.085 |
| Positive | 0.085 |
| Negative | -0.058 |
| Test Statistic | 0.085 |
| Asymp. Sig. (2-tailed) | 0.192c |

Since the Asymp Sig value of 0.192 is greater than 0.05, it can be concluded that the data to be analyzed is normally distributed.

Autocorrelation Test

Table 4. Autocorrelation Test Results

| Model | Durbin-Watson |
|-------|---------------|
| 1 | 2.168 |

The Durbin-Watson value is 2.168, with $d_l = 1.575$ and $d_u = 1.721$. The results indicate that $d_u < d < 4 - d_u$ ($1.721 < 2.168 < 2.279$), confirming that there is no autocorrelation in the data.

Multicollinearity Test

Table 5. Multicollinearity Test Results

| Model | Tolerance | VIF |
|------------------------|-----------|-------|
| Work Motivation | 0.505 | 1.979 |
| Leadership Style | 0.454 | 2.202 |
| Spiritual Intelligence | 0.571 | 1.752 |

The multicollinearity test results show that the tolerance values for each independent variable are above 0.10 (Work Motivation = 0.505, Leadership Style = 0.454, Spiritual Intelligence = 0.571), indicating no correlation between the independent variables. Furthermore, the VIF values for each variable are below 10 (Work Motivation = 1.979, Leadership Style = 2.202, Spiritual Intelligence = 1.752), confirming no multicollinearity among the independent variables in the regression model.

Heteroscedasticity Test

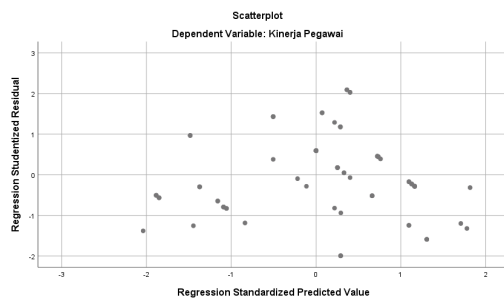


Figure 1. Results of the Heteroscedasticity Test

Based on the figure above, it can be seen that there is no heteroscedasticity in the regression model, as the points are spread above and below the Y-axis.

Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression Analysis

| Model | Unstandardized Coefficients | Standardized Coefficients |
|-------|-----------------------------|---------------------------|
| | B | Std. Error |
| 1 | (Constant) -5.062 | 1.428 |
| | Work Motivation (X1) | 0.172 |
| | Leadership Style (X2) | 0.113 |
| | Spiritual Intelligence (X3) | 0.347 |

Based on the table above, the regression equation is as follows:

$$Y = -5.062 + 0.172X_1 + 0.113X_2 + 0.347X_3$$

- a. $a = -5.062$: This indicates that if work motivation, leadership style, and spiritual intelligence variables are constant, employee performance will decrease by 5.062 units.
- b. Regression coefficient (b_1) = 0.172: An increase in work motivation by one unit will increase employee performance by 0.172 units, assuming other variables remain constant.

- c. Regression coefficient (b_2) = 0.113: An increase in leadership style by one unit will increase employee performance by 0.113 units, assuming other variables remain constant.
- d. Regression coefficient (b_3) = 0.347: An increase in spiritual intelligence by one unit will increase employee performance by 0.347 units, assuming other variables remain constant.

Coefficient of Determination Analysis (R^2)

Table 7. Coefficient of Determination Analysis

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | 0.858 | 0.736 | 0.726 | 0.960 |

From the table above, the coefficient of determination (R^2) is 0.726, indicating that 72.6% of the variation in employee performance (Y) can be explained by changes in work motivation, leadership style, and spiritual intelligence variables. The remaining 27.4% is influenced by other variables not included in the study.

Partial Test (t-Test)

Table 8. t-Test Results

| Model | t | Sig. |
|-----------------------------|--------|-------|
| (Constant) | -3.544 | 0.001 |
| Work Motivation (X1) | 5.143 | 0.000 |
| Leadership Style (X2) | 3.704 | 0.000 |
| Spiritual Intelligence (X3) | 3.440 | 0.001 |

- a. Work Motivation Variable (X1)
Based on the results, the t-value is 5.143, greater than the t-table value of 1.989 ($t > t_{table}$). Additionally, the significance level of 0.000 is less than 0.05 ($0.000 < 0.05$), which leads to the acceptance of H_a . This indicates that work motivation has a significant partial effect on employee performance at the Ministry of Religious Affairs in Tarakan City.
- b. Leadership Style Variable (X2)
With a t-value of 3.704, which is greater than the t-table value of 1.989, and a significance level of 0.000 ($0.000 < 0.05$), H_a is accepted, showing that leadership style has a significant partial effect on employee performance at the Ministry of Religious Affairs in Tarakan City.
- c. Spiritual Intelligence Variable (X3)
With a t-value of 3.440, exceeding the t-table value of 1.989, and a significance level of 0.001 ($0.001 < 0.05$), H_a is accepted, indicating that spiritual intelligence has a significant partial effect on employee performance at the Ministry of Religious Affairs in Tarakan City.

Simultaneous Test (F-Test)

Table 9. F-Test Results

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|------------|----------------|----|-------------|--------|-------|
| Regression | 208.249 | 3 | 69.416 | 75.326 | 0.000 |
| Residual | 74.645 | 81 | 0.922 | | |
| Total | 282.894 | 84 | | | |

Dependent Variable: Employee Performance
Predictors: (Constant), Spiritual Intelligence, Work Motivation, Leadership Style

Based on the table above, the calculated F-value (F_{hit}) is 75.326, which is greater than the F-table value (F_{tabel}) of 2.72. Additionally, the significance level is 0.000, which is less than 0.05 ($0.000 < 0.05$). Therefore, the hypothesis test rejects H_0 and accepts H_a . This indicates that work motivation, leadership style, and spiritual intelligence together have a significant effect on employee performance at the Ministry of Religious Affairs in Tarakan City. Summary of t-Test and F-Test Results:

- 1. Based on the t-Test, the hypothesis test rejects H_0 and accepts H_a . This shows that work motivation has a significant partial effect on employee performance at the Ministry of Religious Affairs in Tarakan City.

2. Based on the t-Test, the hypothesis test rejects H_{0H_OH0} and accepts H_{aH_aHa} . This indicates that leadership style has a significant partial effect on employee performance at the Ministry of Religious Affairs in Tarakan City.
3. Based on the t-Test, the hypothesis test rejects H_{0H_OH0} and accepts H_{aH_aHa} . This shows that spiritual intelligence has a significant partial effect on employee performance at the Ministry of Religious Affairs in Tarakan City.
4. Based on the F-Test, the hypothesis test rejects H_{0H_OH0} and accepts H_{aH_aHa} . This indicates that, overall, work motivation, leadership style, and spiritual intelligence together significantly affect employee performance at the Ministry of Religious Affairs in Tarakan City.

The Influence of Work Motivation on Employee Performance

The results of the t-test indicate that work motivation has a positive and significant influence on employee performance at the Ministry of Religious Affairs in Tarakan City. This means that the higher the work motivation of employees, the better their performance will be. Conversely, when work motivation is low, employee performance will also decline. This finding aligns with research conducted by Cahyono, Hamid, and Nurtjahjono (2016), Harseno (2014), and Vanjery (2016), which found that work motivation affects employee performance.

The Influence of Leadership Style on Employee Performance

The t-test also shows that leadership style has a positive and significant influence on employee performance at the Ministry of Religious Affairs in Tarakan City. This indicates that effective leadership styles contribute to improved employee performance, while poor leadership can lead to a decline in performance. This finding is consistent with research by Cahyono, Hamid, and Nurtjahjono (2016) and Vanjery (2016), which shows that leadership style significantly impacts employee performance.

The Influence of Spiritual Intelligence on Employee Performance

The results of the t-test indicate that spiritual intelligence also has a positive and significant influence on employee performance at the Ministry of Religious Affairs in Tarakan City. Employees with high spiritual intelligence tend to perform better, while those with lower spiritual intelligence may exhibit diminished performance. This is consistent with studies by Zohar and Marshal (2003), Mudali (2002), Harseno (2014), and Saida (2012), which state that spiritual intelligence supports employee performance by providing a crucial foundation for other forms of intelligence.

The Simultaneous Influence of Work Motivation, Leadership Style, and Spiritual Intelligence on Employee Performance

Based on the F-test, it was found that the three variables—work motivation, leadership style, and spiritual intelligence—simultaneously have a significant influence on employee performance at the Ministry of Religious Affairs in Tarakan City. This result corresponds with findings from Cahyono, Hamid, and Nurtjahjono (2016), which indicate that leadership style and work motivation have a significant simultaneous effect on employee performance.

Among the three variables, spiritual intelligence is the most dominant factor affecting employee performance at the Ministry of Religious Affairs in Tarakan City. Based on the coefficient of determination analysis ($R^2_{R^2}$) of 0.726, it is evident that 72.6% of the variation in employee performance can be explained by work motivation, leadership style, and spiritual intelligence together, while the remaining 27.4% is influenced by other variables outside the scope of this study.

Limitation Of The Study

This research has several limitations that should be considered. First, the sample used in this study is limited to the Ministry of Religious Affairs Office in Tarakan City, which may restrict the generalizability of the results to other institutions or

regions with different contexts. This limitation could affect the applicability of the findings beyond the research environment. Additionally, the study employs a quantitative method that may not fully capture the nuances and complexities of the variables examined. Utilizing a qualitative or mixed-methods approach could provide deeper insights into the impact of work motivation, leadership style, and spiritual intelligence on employee performance. Another limitation is that although this research has covered three primary variables, many other factors could influence employee performance, such as work experience, environmental conditions, or other external factors. This limitation indicates that the findings may not reflect a more comprehensive picture of employee performance. Furthermore, the time and resources available for this study may affect data collection and analysis, as well as the potential subjectivity of respondents, which relies on their personal perceptions and experiences. Lastly, the social, cultural, and political context in Tarakan City may influence the research outcomes, meaning that studies conducted in other locations or contexts might yield different results. By acknowledging these limitations, it is hoped that this research can provide a more realistic understanding of the scope and validity of the obtained findings.

Conclusions and Recommendations

The research findings indicate several important conclusions regarding employee performance at the Ministry of Religious Affairs in Tarakan City. First, the variable of work motivation individually has a positive and significant impact on employee performance. This suggests that as the work motivation of employees increases, their performance correspondingly improves. Second, leadership style also has a positive and significant effect on employee performance. This implies that better leadership practices by the management at the Ministry lead to higher employee performance levels. Third, spiritual intelligence, considered in isolation, also significantly contributes to employee performance, indicating that employees with higher spiritual intelligence tend to perform better. Lastly, when examining the combined effects of work motivation, leadership style, and spiritual intelligence, the results show a positive and significant influence on employee performance. Therefore, higher levels of these three variables collectively enhance the performance of employees at the Ministry of Religious Affairs in Tarakan City.

Based on the analysis, discussion, and conclusions presented, several recommendations can be made. First, the Ministry of Religious Affairs in Tarakan City should provide ongoing encouragement and motivation to its employees, fostering an environment where they can work with enthusiasm and dedication. Second, the leadership at the Ministry should adopt an approach that builds trust and delegates authority to employees, ensuring they feel valued and needed, which in turn will boost their confidence to grow and perform optimally. Lastly, it is advisable to conduct further research that explores additional factors or variables that could influence employee performance. This would help identify other significant elements beyond motivation, leadership style, and spiritual intelligence, such as competencies, organizational culture, organizational climate, work discipline, work ethic, and more.

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