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Factors Affecting the Performance of State Civil Apparatus Employees: Leadership, Work Motivation, Work Environment, Work Discipline and Remuneration (Literature Review Study of Human Resource Management)

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Abstract: Human resources are the main asset for every organization, both in the private and government sectors. Employee performance in an organization or institution can be influenced by several factors. There are so many factors that can affect employee performance. Relevant previous research papers can be used as study material to examine various issues and variables that can affect employee performance in an organization. The aim of this study is to investigate several factors that generally affect employee performance in organizations. The purpose of this study is to determine the factors that affect employee performance. The findings of this study are as follows: 1) Leadership has an influence on employee performance. 2) Work motivation affects employee performance. 3) The work environment also affects employee performance. 4) Work discipline contributes to improving employee performance. 5) Remuneration also plays a role in influencing employee performance. This research is a literature study that refers to various relevant previous research sources using different methods of approach so that it can be used as a reference for further research on employee performance in the field of human resource management; and can be used to develop strategies and policies to achieve goals. Organizations can be like that. Organization.

Keyword: Performance, Leadership, Work Motivation, Work Environment, Work Discipline & Remuneration

INTRODUCTION

In an organization, human resources are basically one of the assets that play the most important role in achieving organizational goals. To achieve the goals of an organization, it is expected to be able to have quality human resources, have the competence as required and have good performance. Among the important aspects in the field of management related to human resources are aspects related to employee performance. To manage performance in order to get

good results is known as performance management. By taking into account the views of experts, it can be concluded that performance management is basically a style of resource management that focuses on achieving performance. This approach emphasizes open and continuous communication, by building a shared vision and implementing an integrated strategy as the main driver in achieving organizational goals.

Human resources are one of the main assets that have a crucial role in achieving organizational goals. In order for an organization to achieve its goals, it needs qualified human resources, competent according to the requirements, and able to demonstrate superior performance. One important aspect of human resource management is employee performance.

Performance management is known as an effort to manage employee performance in order to achieve maximum results. Based on the views of experts, performance management can be defined as a management approach that focuses on improving performance through open and continuous communication, the establishment of a shared vision, and the implementation of an integrated strategy. This approach serves as the main driver to realize organizational goals.

In preparing this article, the author draws on previous research sources that focus on employee performance in government agencies with case studies in various government organizations/agencies. Government organizations have a mission to provide public services. An employee should always perform excellently in providing government services to the general public, in order to carry out his duties and functions so as to improve the performance of the employee himself (Sutanjar & Saryono, 2019). The high and low performance of employees in a government agency is influenced by various factors which will be discussed in this article.

METHOD

The method used in writing this study is to use qualitative methods and library research or literature review, namely by examining the theory and relationship of variables to existing literature sources such as books and journals obtained from google scholar, garuda kemdikbud and other online media. This research is a descriptive analysis by presenting the data that has been obtained in a structured and sequential manner, then giving an explanation so that it can be understood properly by the reader.

RESULTS AND DISCUSSION

The following are the results of a literature review of previous research:

Leadership has an impacts on employee performance

Research (Yosepha et al., 2024) in the third hypothesis shows that leadership has a direct and substantial positive impact on the performance of employees of the Makassar Jakarta District Pamong Praja Police Unit of 0.360, the factor that influences this is the leadership style that can increase performance. With a leadership style that prioritizes a leader who nurtures subordinates or subordinates, It can enhance workers' performance when they are on the job.

Research (Soden et al., 2023) concluded that leadership partially has a significant effect on employee performance at the Raijua District Office, Sabu Raijua Regency. With these results, the hypothesis stating "Leadership style partially has a significant effect on employee performance at the Raijua District Office, Sabu Raijua Regency" is accepted.

According to research (Damanik, 2021), it is hypothesized that leadership has an effect on improving employee performance at KPP Pratama Pematang Siantar and that leadership, motivation, and remuneration have a joint influence on improving employee performance.

Meanwhile, research (Maulidah & Awaluddin, 2024) revealed that a conducive work environment, effective leadership, and appropriate incentives are the main determinants in

creating optimal performance in the health service sector. The study concluded that improving employee performance is achieved through various factors, especially the attitude of superior leadership towards employees. The research revealed the effect of leadership on the performance of its employees from Caruban Hospital, Madiun Regency. Effective leadership is able to establish positive harmonization between superiors and subordinates, create motivation, and provide clear direction in achieving the vision of an organization. Therefore, the quality of leadership has a crucial role in improving employee productivity. Participative leadership also significantly affects performance, especially in the aspects of communication and decision making.

Research (Rosi et al., 2022) states that transformational leadership has a direct and significant positive effect on improving the performance of employees of the Batuan District of Sumenep Regency. There are similarities with the results of previous research and expand the results of research conducted by Putu, (2018), Prabowo, (2018), Rudi P, (2016), Roy Johan, (2014), and Azizil Bana, (2016) According to their research findings, there is a connection between transformational leadership's impact and employee productivity.

Research (Ramayana & Wibowo, 2024) shows that leadership has a positive and significant effect on employee performance at the Surabaya Shipping Polytechnic. The results were obtained from the hypothesis using the t-test, where a significant value of <0.05 was obtained. These results indicate a significant effect, so the hypothesis can be accepted and proven correct.

Research (Mufidah et al., 2024) states that the leadership style variable has a positive influence on employee performance. Employee performance can be improved if the leadership style is implemented properly. The results of the first hypothesis (H1) are supported because the leadership style applied in the Lampung regional police agency positively affects employee performance. In this case, the role of the leader is certainly very crucial in encouraging improved employee performance.

Research (Damayanti et al., 2024) stated that leadership style affects the performance of employees at RSUD dr. Fauziah Bireuen. In this case, the role of leadership style is also very noteworthy. The contribution rate of this variable is 4.216%.

The work motivation impacts on employee performance

Apart from leadership variables, work motivation affects employee performance and is described as follows:

In research (Damanik, 2021) it is stated that apart from leadership, motivation is also the second factor that influences the performance of an employee. In his research, it shows the influence of motivation on improving the performance of KPP Pratama Pematang Siantar employees. According to the explanation of Simamora, Sutrisno, & Sinambela (2016: 98), it is stated that motivation is a function of individual expectations that certain efforts will produce a level of performance which in turn will result in rewards or desired results.

In research (Yosepha et al., 2024) shows that work motivation has a direct and significant positive effect on the performance of employees of the Makasar Jakarta Sub-District Pamong Praja Police Unit of 0.342. This confirms the importance of work motivation for the Jakarta Makasar sub-district civil service police unit.

Research (Suci & Yulia, 2020) claims that work discipline, motivation, and competence all have a major impact on employee performance. The R2 test results indicate that these three factors account for 74% of the performance of Karanganyar Education and Culture Office personnel.

Research (Putra et al., 2020) that work motivation can affect employee performance positively and significantly, in other words work motivation is a determinant factor for

choosing the level of employee performance achievement even though other variables are found that are thought to influence employee performance achievement.

Research (Rosi et al., 2022) explained that motivation has a positive and significant influence on the performance of employees of the Batuan District of Sumenep Regency. This shows that motivation can improve employee performance optimally. These findings are consistent with the results of previous research and expand the results of research conducted by Putu, (2018), Prabowo, (2018), Mochtar. (2016), Pratama, (2020), and Roy Johan, (2014), in their research there is a relationship between the influence of motivation and performance. Research (Ruktipriangga et al., 2022) states that motivation has a positive and significant influence on the performance of Class II B Dompu Correctional Facility employees.

Research (Permatasari et al., 2022) stated that based on the results of hypothesis testing, it is known that motivation directly has a positive and significant effect on the performance of Makassar Main Kesyahbandaran employees based on the facts found at the research site. Meanwhile, partially, it was found that the work motivation factor provided the most dominant influence or contribution to the performance of Makassar Main Shipyard employees.

Research (Utomo & Widodo, 2023) from the results of hypothesis analysis shows that work motivation has a direct positive and significant effect on the performance of NCOs Diskomleka of 0.398. The level of performance of NCOs Diskomleka, one of which can be generated from work motivation. Work motivation in an organization has very broad goals and objectives in the context of organizational development, including increasing employee discipline and increasing employee attendance (Hasibuan in Notoatmodjo, 2010: 125).

Research (Nurazia et al., 2023) states that motivation and work discipline together have an influence on employee performance at the Secretariat of the West Java Provincial DPRD and the effect is positive. A high level of motivation, then performance will follow. However, partially motivation has a greater influence on performance than work discipline.

Research (Verdi et al., 2024) the results are simultaneously variable motivation (X1), workload (X2) and environment (X3) have a strong influence on employee performance at the Inspectorate of Mataram city. This result is $F_{table} 5.497 > 2.97$ so it is greater.

Research (Jazuli et al., 2023) shows that there is a positive and significant relationship between employee motivation and performance, indicating that motivation at work has an impact on performance. When an employee is highly motivated at work, he will perform at his best and use his skills and abilities with passion.

Research (Damayanti et al., 2024) shows that work motivation can have an impact on the performance of employees of RSUD dr. Fauziah Bireuen. In this case, the role of work motivation really needs to be considered at this agency, because the more the attitude of motivation increases, the higher the performance of an employee can be. The contribution rate of this variable is 6.399%.

The results of the study (Jurnal et al., 2024) state that work motivation has a strong impact on employee performance at Bhayangkara Hospital, with a p-value of 0.020. In this case, it displays that employees who have a strong level of motivation always perform well.

The work environment impacts employee performance

In addition to these two factors, the environment in the workplace affects employee performance and is described as follows:

Research (Rosi et al., 2022) The results of hypothesis testing show that work environment variables have a positive influence on employee performance, but this influence is not significant. District Batuan Sumenep Regency transformational leadership, motivation and work environment have a positive and significant effect on the performance of employees of the District Batuan Sumenep Regency. This research has in common with the research obtained

by Rudi P, (2016), Prabowo, (2018), and Pratama, (2020) on the work environment that affects employee performance.

Research (Beban et al., 2022) from the results of these findings it is known that the work environment partially has a positive and significant effect on performance. Analysis of the second hypothesis shows that there is an influence on performance from work environment factors. This means that if employees work in an environment that is less conducive and high risk both physical and psychological risks, it will affect their performance. This provides confirmation of the importance of the work environment to improve the performance of UPAS Dishub drivers of DKI Jakarta Province. If the UPAS Dishub driver of DKI Jakarta Province works with a routine work environment without demanding new things and tends to be monotonous, the UPAS Dishub driver of DKI Jakarta Province tends to create low work productivity.

Based on research (Soden et al., 2023) that the work environment partially has an impact on employee performance at the Rajjua District Office, Sabu Rajjua Regency. With these results, it is stated that “the work environment partially has a significant effect on employee performance at the Rajjua District Office, Sabu Rajjua Regency” is accepted.

Research (Verdi et al., 2024), work environment variable did not significantly affect employee performance. This is because the employees of the Mataram Inspectorate are not too concerned about the environmental conditions of the office where they work. From the research results that simultaneously the variables of motivation, workload and work environment have an influence on employee performance.

Research (Maulidah & Awaluddin, 2024) discovered that employee performance was significantly impacted by the workplace, with the largest contribution coming from physical comfort and positive interpersonal relationships. These findings indicate that the management of Caruban Hospital needs to consider factors that support work comfort. If employees feel comfortable at work, this can significantly increase their productivity. In this case, employees consider leadership and work environment as two very important factors in supporting their performance. In fact, differences in leadership quality accompanied by work environment conditions directly affect employee performance at Caruban Hospital, Madiun Regency.

Research (Indayani & Resdiana, 2024) states that simultaneously the environment and work culture affect the performance of employees of the Bandung City DPRD Secretariat and the effect is positive. However, partially the dominant work culture affects employee performance than the work environment.

Work discipline contributes to improving employee performance

In research (Suci & Yulia, 2020) demonstrates that work discipline has a positive impact on employee performance. Together, work discipline, competence, and motivation have a major effect on employee performance, according to the findings of the F, t, and R2 tests. and has a 74% performance rating for the Karanganyar Education and Culture Office staff.

(Permatasari et al., 2022) stated that based on the results of hypothesis testing, it is known that discipline directly has a positive and significant effect on the performance of Makassar Main Kesyahbandaran employees based on the facts found at the research site. Meanwhile, partially, it was found that the discipline factor had the most dominant influence or contribution to the performance of employees of the Makassar Main Shipyard.

(Nurazia et al., 2023) that motivation and work discipline together have an influence on employee performance at the Secretariat of the West Java Provincial DPRD and the effect is positive. Research (Utomo & Widodo, 2023) that the fifth hypothesis shows that work discipline has a significant effect on the performance of NCOs Diskomleka by 0.273. The high and low performance of employees is influenced by work discipline. If it is going to improve the performance of NCOs Diskomleka, it is necessary to improve work discipline.

(Sulistya et al., 2024) The results showed that variable Y or employee performance was influenced by the discipline variable. So in fact, every correlation and anova test both show that X2 work ethic has a greater influence than X1 work discipline. The description of a job that is generally said to be a performance can only happen because of high work discipline, but work discipline without work ethic is not necessarily optimal.

Research (Mufidah et al., 2024) that it can be concluded that the work discipline factor is able to influence employee performance. The higher the level of discipline, the higher the employee performance.

(Supratikno & Santoso, 2022) that the value of 0.981 is considered satisfactory because it is more than zero and less than one. Indicates that discipline (X2) has a major effect on performance (Y) directly.

Research (Subandi et al., 2023) that in part, the work discipline variable has a strong impact on the performance of employees of the Functional Position of Goods / Services Procurement Manager in Riau Islands Province. This is because employees feel that with sufficient income, they can make work discipline better because there is additional enthusiasm for work. High rewards for employee disciplinary behavior are also able to make discipline better. It is concluded that the higher the discipline, the higher the employee performance. This is in accordance with research by Tumanggor (2021) and Tanjung (2021).

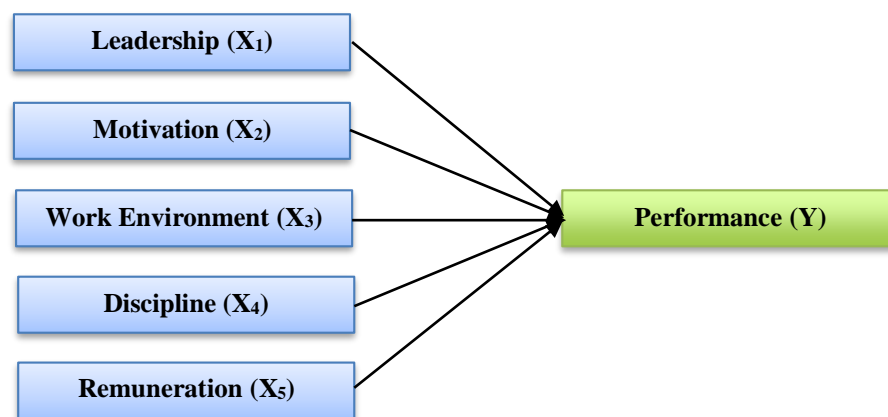
As well as research (Ramayana & Wibowo, 2024) that work discipline is proven to have a positive and significant influence on employee performance at the Surabaya Shipping Polytechnic. This is based on the results of hypothesis testing using the t-test, which shows a significant value of less than 0.05. These results indicate a significant influence, so that the hypothesis can be accepted and declared correct.

Remuneration Has an Influence on Employee Performance

(Subandi et al., 2023) Partially, the remuneration variable has a significant effect on the performance of employees of the Functional Position of Goods / Services Procurement Manager in Riau Islands Province. This is because employees feel that working is covered by a sense of interest to be more active in working so that they get remuneration in accordance with applicable regulations. Based on this, it can be seen that the higher the amount of remuneration, the more enthusiastic employees will be in improving their performance. This is in accordance with research (Ruktipriangga et al., 2022) on Class IIb Dompu Correctional Facility, (Permatasari et al., 2022) on Makassar Main Harbormaster Office, (Ramayana & Wibowo, 2024) on Surabaya Shipping Polytechnic, (Mufidah et al., 2024) on Lampung Regional Police agency, (Damanik, 2021) remuneration is able to influence employee performance at KPP Pratama Pematang Siantar.

(Pomoeng & Rombeallo, 2022) in the test results using SEMPLS, namely the first hypothesis which proves that remuneration has a significant effect on employee performance. The results prove that employee performance can be improved if compensation is appropriate. This research is the same as the research studied by (Zulkarnain, 2016), (Ferdiyono & Santoso, 2018), and (Nasution, 2019). Research (Herwanita et al., 2022) that employees' performance is positively and significantly impacted by partial compensation. of the Ministry of Religion of Makassar City, so it is stated that the first hypothesis is accepted.

(Damayanti et al., 2024) remuneration affects the performance of employees of RSUD dr. Fauziah Bireuen. This is if RSUD dr. Fauziah Bireuen can implement consistent remuneration, it will improve the performance of these employees. The contribution rate of this variable is 3.584%. This is in accordance with research (Silitonga & Iskandar, 2024) at the Central Lampung Regency Bappeda office and (Jazuli et al., 2023) at the Yogyakarta DGT Regional Office.


Figure 1. Conceptual Framework

From the summary of the previous appropriate research, to make it easier to understand, the authors provide codes for the research variables as follows: X1=Leadership, X2=Motivation, X3=Work environment, X4=Discipline, X5=Remuneration/compensation.

Table 1. Previous appropriate research

No	Author dan year	Method	Results of past research	Similarities with this study	Differences with this study
1	Elfinna Suci, Yosephien Angelina Yulia,2020	Quantitative	X2 dan X4 positive impact (Y)	X2 and X4 positive impact (Y)	There are other variables X1, X4
2	Dharma Putra, Muhammad Idris, Maryadi 2020	Quantitative	X2 positive impact (Y)	X2 positive impact (Y)	There are other variables X2
3	Iyan Permatasari, Abdul Rahman Mus, Baharuddin Latief,2022	Quantitative	X2, X4, X5 positive impact (Y)	X2, X4, X5 positive impact (Y)	There are other variables X2, X4, X5
4	Ruktipriangga, Putra, Juliaha	Quantitative	X2, X5 positive impact(Y)	X2, X5 positive impact (Y)	There are other variables X2, X5
5	Damanik 2021	Qualitative	X1, X2, X5 positive impact (Y)	X1, X2, X5 positive impact (Y)	There are other variables X1, X2, X5
6	Utomo, Widodo 2024	Quantitative	X2, X4 positive impact (Y)	X2, X4 positive impact (Y)	There are other variables X2, X4
7	Sutanjar, Saryono, 2019	Quantitative	X1, X2, X4 positive impactY)	X1, X2, X4 positive impact (Y)	There are other variables X1, X2, X4
8	(Purnomo & Priyastiwi, 2024)	Quantitative	X5, X4 positive impact(Y)	X5, X4 positive impact (Y)	-
9	(Zulkifli, 2022)	Kualitatif	X1, X2 positive impact (Y)	X1, X2 positive impact (Y)	There are other variables X1, X2
10	Soden, Fernandes ,Niha ,Perseveranda, Adrianus 2023	Quantitative	X1, X3, X5 positive impact (Y)	X1, X3, X5 positive impact (Y)	There are other variables X1, X3, X5
11	Nurazia, Ridwan, Anggraeni,2024	Qualitative	X2, X4 positive impact(Y)	X2, X4 positive impact (Y)	There are other variables X2, X4

No	Author dan year	Method	Results of past research	Similarities with this study	Differences with this study
12	NSN Guntur, Saharuddin, Ihsan Guntur	Quantitative	X4 positive impact (Y)	X4 positive impact (Y)	There are other variables X4
13	Sarah, Jusdijachlan, Febrian, 2024	Qualitative	X3 positive impact(Y)	X3 positive impact (Y)	There are other variables X2
14	Verdi, Amri, Wardani, 2024	Quantitative	X2, X3 berpengaruh positif(Y)	X2, X3 positive impact (Y)	There are other variables X2
15	Pangemanan, Lengkong, Uhing, 2023	Quantitative	X1, X2 positive impact(Y)	X1, X2 positive impact (Y)	There are other variables X2
16	Rosi, Riswati, Muninghar, 2022	Quantitative	X1, X2, X3 positive impact(Y)	X1, X2, X3 positive impact (Y)	-
17	Yulantias, Djumiarti, Yuningsih, 2024	Quantitative	X2 positive impact(Y)	X2 positive impact (Y)	There are other variables X2
18	Maulidah, Awaluddin, 2024	Quantitative	X1, X3, X5 positive impact(Y)	X1, X3, X5 positive impact (Y)	-
19	Laksmi, Sudiartini, 2023	Quantitative	X1, X2 positive impact(Y)	X1, X2 positive impact (Y)	-
20	(Alexandro Hutagalung, 2022)	Qualitative	X2, X3 positive impact(Y)	X2, X3 positive impact (Y)	There are other variables X2, X3

CONCLUSION

Based on the discussion and findings reviewed in this article, it can be concluded that the hypothesis formula can be used as material for further research that 1) Leadership has an influence on employee performance. employee performance. 2) Work motivation affects employee performance. 3) Work environment also affects employee performance. 4) Work discipline contributes to improving employee performance. 5) Remuneration also plays a role in influencing employee performance.

Based on this, there are variables that have the potential to affect the performance of an employee in various many other factors that can affect employee performance in different types and levels of organizations. affect employee performance at the type and level of the organization. Therefore, additional research is needed to explore variables other than those discussed in this article.

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