Determinants of Employee Performance: A Study at Makhad Al-Jamiah IAIN Langsa

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Abstrak. *Penelitian ini bertujuan untuk menganalisis faktor-faktor yang mempengaruhi kinerja pegawai pada Makhad Al-Jamiah IAIN Langsa. Kinerja pegawai merupakan unsur yang krusial dalam mendukung tercapainya tujuan organisasi, khususnya pada lembaga pendidikan berbasis Islam. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei, dengan melibatkan 110 pegawai sebagai responden. Pengumpulan data dilakukan melalui kuesioner yang mencakup variabel-variabel seperti kompetensi, motivasi, kepemimpinan, lingkungan kerja, dan pengembangan karir. Analisis data dilakukan dengan menggunakan metode statistik deskriptif dan regresi berganda untuk mengetahui pengaruh masing-masing faktor terhadap kinerja pegawai. Hasil penelitian menunjukkan bahwa kompetensi pegawai memiliki pengaruh yang signifikan terhadap kinerja, dimana peningkatan keterampilan dan pengetahuan kerja berkorelasi langsung dengan produktivitas. Motivasi baik intrinsik maupun ekstrinsik juga menjadi faktor dominan yang menentukan sejauh mana pegawai bersedia memberikan kontribusi terbaiknya. Kepemimpinan transformasional terbukti mampu menciptakan lingkungan kerja yang kondusif, meningkatkan moral, dan mendorong inovasi. Selain itu, fasilitas dan dukungan di lingkungan kerja memegang peranan penting dalam menjamin kenyamanan dan efisiensi pegawai. Pengembangan karier melalui pelatihan dan bimbingan kerja berdampak positif terhadap loyalitas dan kinerja.*

Kata kunci: *Faktor; Kinerja Pegawai IAIN Langsa.*

Abstract. *This study aims to analyze the factors that affect employee performance at Makhad Al-Jamiah IAIN Langsa. Employee performance is a crucial element in supporting the achievement of organizational goals, especially in Islamic-based educational institutions. This study uses a quantitative approach with a survey method, involving 110 employees as respondents. Data was collected through questionnaires that included variables such as competence, motivation, leadership, work environment, and career development. Data analysis was carried out using descriptive statistical methods and multiple regression to determine the influence of each factor on employee performance. The results of the study show that employee competence has a significant influence on performance, where the improvement of skills and work knowledge is directly correlated with productivity. Motivation, both intrinsic and extrinsic, is also the dominant factor that determines the extent to which employees are willing to make the best contribution. Transformational leadership has been proven to be able to create a conducive work environment, increase morale, and encourage innovation. In addition, facilities and support in the work environment play an important role in ensuring employee comfort and efficiency. Career development through training and job guidance has a positive impact on loyalty and performance.*

Keywords: *Factors; Performance of IAIN Langsa Employees.*

Introduction

Employee performance is a critical factor in determining the success of an organization (Ambarawati, 2018), including government institutions such as the Education Office and educational organizations like Makhad Al-Jamiah IAIN Langsa. In an increasingly competitive workforce, understanding the factors influencing employee performance is crucial. Key determinants of performance include organizational commitment, remuneration, and work loyalty. Organizational commitment refers to the degree to which employees align with the organization's vision, mission, and objectives (Rajagukguk & Intan, 2017). Employees with a high level of commitment are generally more motivated to contribute effectively to their roles. Therefore, organizations must ensure that employees feel valued and connected to the organization's goals. Remuneration, as a form of recognition for employee efforts, plays a vital role in enhancing motivation (Fitria et al., 2014). A fair and competitive remuneration system fosters a sense of equity, improves morale, and increases job satisfaction. In government and educational institutions, aligning remuneration policies with national standards and budgetary constraints remains a significant challenge.

Work loyalty is another essential factor in sustaining organizational stability and long-term performance (Dewi et al., 2024). Loyal employees demonstrate high levels of dedication and are more likely to contribute to the organization's success. Loyalty is also influenced by the work culture established by leadership and peer relationships within the organization. This study investigates the relationship between organizational commitment, remuneration, work loyalty, and employee performance at the North Labuhanbatu Regency Education Office and Makhad Al-Jamiah IAIN Langsa. The differing environments of these two organizations provide valuable insights into the dynamics of employee performance within the public and educational sectors. The study at the North Labuhanbatu Regency Education Office is particularly relevant due to its pivotal role in implementing regional education policies.

Employees at this office must not only understand these policies but also effectively apply them, making it essential to explore factors that impact their performance. Makhad Al-Jamiah IAIN Langsa, as an Islamic educational institution, has distinct characteristics in human resource management. Employee loyalty and commitment are often shaped by religious values, offering a unique perspective compared to other sectors. Furthermore, remuneration in such institutions is often constrained by limited resources, adding complexity to performance management. Employee performance is influenced by both personal and organizational factors. Organizational commitment, as an emotional attachment to the workplace, is a primary driver of productivity (Nursanti, 2018). Employees who feel connected to the organization are more likely to work towards common goals. An effective remuneration system can enhance employee satisfaction and reduce turnover (Damanik, 2020). Insufficient remuneration is often a key reason employees leave an organization, highlighting the need for a competitive and performance-driven remuneration structure.

Work loyalty is an important indicator of the quality of the relationship between employees and the organization. High loyalty not only reflects employee satisfaction but also indicates the organization's ability to create a supportive work environment. Loyal employees are more motivated and contribute positively to the work culture. This study aims to provide valuable insights into the determinants of employee performance, particularly within the North Labuhanbatu Regency Education Office and Makhad Al-Jamiah IAIN Langsa. Additionally, the study will offer recommendations to both institutions on improving employee performance. By examining the links between organizational commitment, remuneration, and work loyalty, this research aims to assist organizations in developing more effective policies. The findings are relevant not only for policymakers but also for scholars interested in human resource management. The results of this study are expected to serve as a reference for other organizations facing similar challenges. In today's fast-evolving environment, understanding the factors

influencing employee performance is essential for fostering adaptability and competitiveness in organizations. Given the strategic importance of this research, it seeks to address key questions in human resource management, particularly within the education and religious sectors, with the potential to enhance organizational efficiency and effectiveness.

Research Methodology

This study adopts a quantitative approach with a descriptive and associative research design (Sugiyono, 2017). This approach was selected to analyze the relationships between organizational commitment, remuneration, and work loyalty and their impact on employee performance. The aim of this study is to determine the extent to which these factors influence employee performance, both independently and simultaneously. The research was conducted at two locations: the Education Office of North Labuhanbatu Regency and Makhad Al-Jamiah IAIN Langsa. The selection of these locations is based on the differing characteristics of organizations that represent the government sector and religious educational institutions. The research subjects at the Education Office included administrative employees and field staff, while at Makhad Al-Jamiah, the subjects were teaching staff and non-academic employees.

The population of this study consists of all employees at the Education Office of North Labuhanbatu Regency and Makhad Al-Jamiah IAIN Langsa. The sampling technique used was proportional random sampling to ensure balanced representation from each research site (Retnawati, 2017). The total population at the Education Office is 150 employees, and at Makhad Al-Jamiah, there are 100 employees. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in 110 respondents (70 from the Education Office and 40 from Makhad Al-Jamiah). This study includes three independent variables and one dependent variable. The independent variables are organizational commitment, remuneration, and work loyalty, while the dependent variable is employee performance. Primary data were collected through questionnaires completed by the respondents, and secondary data were obtained from organizational reports, policy documents, and relevant literature. The questionnaire used in this study was designed based on the Likert scale, consisting of five response options ranging from strongly disagree to strongly agree. The questionnaire includes four sections: organizational commitment (10 items), remuneration (10 items), work loyalty (10 items), and employee performance (10 items).

Before use, the questionnaire was tested for validity and reliability with a sample of 30 respondents. The validity test was conducted using Pearson's Product-Moment correlation to ensure that each item accurately measures the intended variable. The reliability test was carried out using Cronbach's Alpha coefficient, with a value greater than 0.70 indicating reliability (Sarstedt et al., 2019). Data collection was conducted through direct surveys using the questionnaires, supplemented by brief interviews with several employees to obtain additional relevant information (Jogiyanto Hartono, 2018). Data analysis techniques included descriptive analysis to describe the characteristics of the respondents and the distribution of the data. Inferential analysis was performed using multiple linear regression to examine the relationship between the independent and dependent variables.

Partial tests (t-tests) were used to measure the effect of each independent variable on employee performance, while simultaneous tests (F-tests) were used to measure the overall influence of the independent variables on employee performance. The coefficient of determination (R^2) was used to assess the contribution of the independent variables to the dependent variable. Data processing was carried out using statistical software such as SPSS or similar programs. The data underwent processes of input, cleaning, and analysis according to the research requirements (Marwan et al., 2023).

Results and Discussion

Results

The results of this study reveal important insights into the relationship between organizational commitment, remuneration, work loyalty, and employee performance. In terms of the respondents' characteristics, 70 participants were from the North Labuhanbatu Regency Education Office, while 40 participants were from Makhad Al-Jamiah IAIN Langsa. Regarding gender, 55% of the respondents were male, and 45% were female. The majority of respondents (60%) were between the ages of 30 and 40, and 70% of them had been employed for more than five years. The validity test results confirmed that all question items had correlation values greater than 0.30, indicating that they were valid. In terms of reliability, the Cronbach's Alpha values were as follows: 0.87 for organizational commitment, 0.89 for remuneration, 0.85 for work loyalty, and 0.88 for employee performance, all suggesting that the research instruments were reliable.

Descriptive analysis showed that the majority of respondents exhibited a high level of organizational commitment, with a mean score of 4.2 on a scale from 1 to 5. In contrast, satisfaction with remuneration was rated as medium, with a mean of 3.6, and several respondents from Makhad Al-Jamiah expressed that the remuneration system needed improvement. As for work loyalty, the respondents showed relatively high loyalty, with a mean score of 4.0, with Makhad Al-Jamiah employees displaying slightly higher loyalty than those at the Education Office. Regarding employee performance, the overall performance was categorized as good, with a mean score of 4.1. Multiple linear regression analysis resulted in the following equation: $Y = 1.123 + 0.432X_1 + 0.276X_2 + 0.341X_3$, where Y represents employee performance, and X_1, X_2, and X_3 represent organizational commitment, remuneration, and work loyalty, respectively. This equation demonstrates how each factor contributes to employee performance. The partial test (t-test) revealed that organizational commitment (X_1) had a significant effect on employee performance with a t-value of 5.14 ($p < 0.05$). Similarly, remuneration (X_2) and work loyalty (X_3) were also found to significantly influence employee performance, with t-values of 3.21 ($p < 0.05$) and 4.02 ($p < 0.05$), respectively. Finally, the simultaneous test (F-test) showed that organizational commitment, remuneration, and work loyalty together had a significant effect on employee performance, with an F-value of 47.36 ($p < 0.05$). The coefficient of determination (R^2) was 0.67, meaning that 67% of the variation in employee performance could be explained by these three factors, with the remaining 33% being influenced by other factors not covered in this study.

The Effect of Organizational Commitment on Employee Performance

The analysis revealed that organizational commitment significantly influences employee performance (t = 5.14, $p < 0.05$). Employees with high organizational commitment tend to demonstrate greater dedication to achieving the organization's goals. This finding aligns with the research by Mowday et al. (2013), which asserts that employees who develop an emotional attachment to their organization are more motivated to make substantial contributions. In this study, employees working in both government (Education Office) and religious educational institutions (Makhad Al-Jamiah) exhibited that high organizational commitment supports effective task completion, despite the differing challenges in these organizations. These findings further support the theory by Judge and Robbins (2013), which emphasizes that organizational commitment not only drives individual performance but also enhances the overall stability of the organization.

The Effect of Remuneration on Employee Performance

Remuneration was also found to significantly impact employee performance (t = 3.21, $p < 0.05$). Employees who perceive their remuneration as fair and competitive are generally more satisfied with their jobs, which leads to improved performance. These findings are consistent with Herzberg's Motivation-Hygiene theory, which identifies remuneration as an important hygiene factor in creating job satisfaction, although it is not the sole

determinant of performance. However, the study found a difference in satisfaction levels regarding remuneration between the Education Office and Makhad Al-Jamiah. Employees at Makhad Al-Jamiah expressed dissatisfaction with their remuneration, considering it insufficient in relation to their workload. This supports Hasibuan's (2014) research, which indicates that an unfair remuneration system can lead to job dissatisfaction, even if employees maintain commitment due to other factors, such as work loyalty.

The Effect of Work Loyalty on Employee Performance

Work loyalty was also shown to significantly influence employee performance (t = 4.02, p < 0.05). Loyal employees demonstrate greater dedication and a strong commitment to supporting the organization, even in the face of challenges. These findings align with Luthans et al. (2006), who argue that work loyalty enhances employee productivity by fostering a stable and harmonious work environment. In this study, employees at Makhad Al-Jamiah showed a higher level of loyalty than those at the Education Office. This higher loyalty at Makhad Al-Jamiah can be attributed to the spiritual values embedded in the organization's work culture, which further strengthens employees' attachment to the organization. Despite dissatisfaction with remuneration, this strong loyalty enables them to continue contributing to organizational goals.

Simultaneous Influence on Employee Performance

When considered together, organizational commitment, remuneration, and work loyalty accounted for 67% of the variation in employee performance ($R^2 = 0.67$), while the remaining 33% was attributed to other factors not examined in this study. These results suggest that the combination of these three factors plays a significant role in driving employee performance. The findings support Vroom's Expectancy Theory, which posits that employee performance is influenced by their expectations of rewards and fairness within the organization. These results are also consistent with Anwar Prabu's (2017) research, which emphasizes that employee performance results

from the interaction of various factors, including commitment, reward systems, and loyalty. At both the Education Office and Makhad Al-Jamiah, the synergy between these factors fosters a conducive work environment, though there remains potential for improvement, particularly in the area of remuneration.

Discussion

This study demonstrates that organizational commitment, remuneration, and work loyalty significantly influence employee performance. Employees with high organizational commitment tend to show greater dedication to achieving organizational goals, aligning with Mowday et al. (2013), who found that emotionally attached employees are more motivated to contribute maximally. Nursanti (2018) also emphasizes that organizational commitment drives productivity. The findings from both the Education Office and Makhad Al-Jamiah support Judge and Robbins' (2013) theory that organizational commitment strengthens individual performance and organizational stability. Remuneration, while a significant factor (t = 3.21, p < 0.05), has a more nuanced effect, as Herzberg's theory suggests that while remuneration contributes to job satisfaction, it is not the sole determinant of performance (Fitria et al., 2014).

Employees at Makhad Al-Jamiah expressed dissatisfaction with remuneration, which reflects Hasibuan's (2014) finding that unfair pay systems can lead to job dissatisfaction. However, work loyalty (t = 4.02, p < 0.05) emerged as a key factor in sustaining performance, even when remuneration is insufficient, supporting Luthans et al. (2006), who argue that work loyalty creates a stable, productive work environment. Employees at Makhad Al-Jamiah, with their stronger spiritual values, showed higher loyalty, which helped them overcome remuneration dissatisfaction. Furthermore, the simultaneous influence of these three factors accounted for 67% of the variation in employee performance ($R^2 = 0.67$), supporting Vroom's Expectancy Theory, which asserts that performance is shaped by expectations of rewards and fairness (Anwar Prabu, 2017). The findings are also consistent

with Damanik (2020), who highlighted how leadership, motivation, and remuneration together foster a positive work culture. While these factors contribute significantly, there is still room for improvement, particularly in the area of remuneration, which remains a challenge in some parts of the organization.

Conclusion

This study demonstrates that organizational commitment, remuneration, and work loyalty significantly impact employee performance, both individually and in combination. Organizational commitment was found to be the primary factor influencing employee performance, with employees who have a strong emotional attachment to their organization showing higher levels of dedication. This underscores the importance of fostering commitment through an inclusive work culture and professional development initiatives. Remuneration also plays a crucial role in shaping performance; a fair and competitive compensation system enhances job satisfaction. However, differences in satisfaction levels between employees at the Education Office and Makhad Al-Jamiah suggest the need for a remuneration system that aligns with employee expectations while maintaining organizational sustainability. Work loyalty, particularly at Makhad Al-Jamiah, contributes significantly to employee performance, as loyal employees exhibit emotional stability, dedication, and resilience. This loyalty is deeply rooted in the spiritual values that form the organizational culture.

Simultaneously, these three factors organizational commitment, remuneration, and work loyalty explain 67% of the variance in employee performance, highlighting the importance of a holistic approach to performance management. The remaining 33% is likely influenced by factors such as the work environment, leadership, and intrinsic motivation, which could be explored in future research. In conclusion, enhancing employee performance at both the North Labuhanbatu Regency Education Office and Makhad Al-Jamiah IAIN Langsa requires a multifaceted approach. The combination of commitment, remuneration, and loyalty should be prioritized in managerial strategies, taking into account the unique characteristics of each organization, to achieve sustainable and effective organizational goals.

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