

The Role of The Work Environment and Motivation in Mediating The Influence Of The Ministry of Religious Affairs' Culture Work on Employee Performance Office of The Ministry of Religious Affairs of Brebes Regency

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Abstract. This study analyzes the influence of the work culture of the ministry of religion on employee performance and the effect of mediating the work environment and work motivation. What is meant by the work culture of the Ministry of Religion in this case is integrity, professionalism and innovation. The sample of this study amounted to 239 employees in the Islamic Community Guidance work unit, the Office of the Ministry of Religion, Brebes Regency. The analysis tool uses Structural Equation Modeling (SEM) and mediation test. The results of this study indicate that the variables of integrity, professionalism and innovation affect performance, and from the mediation results, there is an influence of integrity on performance through the work environment, while professionalism on performance through the work environment, innovation on performance through the work environment, integrity on performance through work motivation, professionalism on performance through work motivation, and innovation on performance through work motivation has no effect

Keywords: Integrity, Professionalism, Innovation, Performance, Work Environment, Work Motivation

1. Introduction

Performance is the result of work or the comparison of the results of work, in which a predetermined quality, quantity, and time can be achieved. The concept of performance can basically be seen from two aspects, namely employee performance and organizational performance, and the keduanya is closely related. The achievement of organizational goals is encouraged and managed by employees who play an active role and perform optimally to achieve organizational goals (Sastikasari, 2019). Therefore, the quality of human resources (HR) greatly affects the performance of the organization.

Reliable human resources are a demand and are a factor that is needed in the era of globalization (Rumondor, 2013). The State Civil Apparatus (ASN) in government agencies has the main task of organizing government and public services properly (good-governance) and clean (clean-government). Success in carrying out both tasks is largely determined by the professionalism and adequate competence of the ASN.

One of the efforts made towards good-governance is through the development of a work culture that is conducive to all ASNs, including ASNs within the Ministry of Religious Affairs. For this reason, the Minister of Religious Affairs has issued a Decree of the Minister of Religious Affairs (KMA) Number 582 of 2017 concerning the revision of KMA Number 447 of 2015 concerning the Value of Work Culture of the Ministry of Religion. In the KMA, Integrity, Professionalism and Innovation are part of the work culture of the Ministry of Religious Affairs.

According to Edison et al (2018), performance is often placed as an issue and a central or main (dependent) variable that is influenced by other variables. The phenomenon that occurred at the Office of the Ministry of Religious Affairs of Brebes Regency that there is still a work unit (Satker) at the Office of the Ministry of Religious Affairs of Brebes Regency that has a realization of spending below the national target, which is 97 percent. The task force in question is the Guidance of the Islamic Community (Bimas Islam) which was only able to absorb spending of 93.06 percent in 2020.

The low absorption of the budget of the Islamic Bimas Task Force of the Office of the Ministry of Religious Affairs of Brebes Regency is one indication of the non-optimal performance of employees. This can be caused by the fading of the application of the ministry's work culture values, namely professionalism, innovation, and integrity. There are still many employees who are known to violate the disciplinary rules set by the agency, ranging from arriving late to not coming to work without permission. The inoptimal performance of employees at the Islamic Bimas Task Force can also be seen from the average performance achievement value. The performance performance of the employee in question is measured based on employee performance targets (SKP) and the behavior of civil servants.

The phenomenon surrounding employee performance, as described for ASNs within the Brebes County Ministry of Religious Affairs Office, has been analyzed by many researchers before. Sujianto (2017) for example, has analyzed the influence of leadership and integrity on the performance of police members through job satisfaction as an intervening variable. The results of his research show that integrity affects performance. Sukmana and Indarto (2018) also produced the same research findings as Sujianto (2017). In another study, Sari (2017) concluded that professionalism has a positive and significant effect on employee performance. Meanwhile, Ismail et al (2018) found the opposite research results, namely that professionalism has a negative effect on performance. Based on the results of previous studies that raised about employee performance, there was still a research gap, which included differences in results between researchers and the limitations of previous research. So this research is still urgent to do.

2. Literature Review

Integrity

Integrity as part of the work culture of the Ministry of Religious Affairs in accordance with KMA No. 582 of 2017 means harmony between good and right hearts, thoughts, words, and deeds. Employees who have high integrity must understand that working hard will not only improve their careers, but also affect the progress of their organization.

Professionalism

ASN has a duty to organize *good-governance* and *clean-government* in public services. To carry out these duties, professionalism and competence of employees are required. Professionalism as one of the work cultures of the Ministry of Religious Affairs means working in a disciplined, competent, and timely manner with the best results (KMA

No. 582 of 2017).

Innovation

Work of the Ministry of Religious Affairs. Innovation means perfecting existing ones and creating new things that are better (KMA No. 582 of 2017). By becoming an innovative person, an employee will be encouraged to increase his productivity. Employees who are creative, innovative and productive, will lead the organization to the maximum achievement of the goals that have been set.

Integrity to the Work Environment

Integrity is a quality that underlies public trust and is a benchmark for organizations in testing all their decisions. It is understood that the inherent integrity of employees will be reflected in optimal organizational performance (Yuni, 2019). The working relationship between an employee and his superiors or fellow colleagues, or with subordinates, will be fostered by having integrity in the employee. Thus it will affect its work environment.

The Influence of Professionalism on the Work Environment

Professional attitude in working is the main requirement for an organization. Employees who have a professional attitude will be able to understand their duties and obligations; understand relationships and relationships; and be able to carry out work with focus. The professionalism of an employee will have a positive impact on the organization, including the pattern of cooperation in the team will be solid. This will create comfort in working. Thus, a good working environment will be created.

The Effect of Innovation on the Work Environment

Work innovation is the willingness of members of the organization to introduce, submit, and implement new ideas, products, processes, and procedures into the work, work unit, or even the organization where they work (<http://news.unair.ac.id>, April 2020). The presence of innovations in work will increase work productivity, so that the goals of the organization will be achieved. The maximum achievable goals of the organization will create a pleasant or conducive working atmosphere.

The Effect of Integrity on Employee Work Motivation

Integrity is a consistent action that is carried out continuously based on organizational policies. Having integrity in an employee will be reflected in optimal organizational performance (Yuni, 2019). The increase in organizational performance is partly due to employees having work motivation to complete work well

The Effect of Professionalism on Employee Work Motivation

Professionalism can be interpreted as the commitment of the members of a profession to improve their abilities and constantly develop strategies used in doing work in accordance with their profession (Danim, 2010). According to Yamin (2006), people will be motivated if they believe that a certain behavior will produce certain results. A professional employee will have a high motivation. This is reflected in a positive attitude towards work, loyalty, and dedication in their duties and services, as well as a willingness to carry out duties with full sense of responsibility.

The Effect of Innovation on Work Motivation

Employee innovation can affect the development of a work unit or organization. Employees who have work innovations will have motivation in completing their duties and obligations well. Thus, employees will be encouraged to work hard.

The Effect of the Work Environment on Employee Performance

A good work environment will make employees carry out their activities optimally and comfortably. The suitability of the work environment has a positive impact on employees, so that employees can work more effectively and efficiently (sodexo.co.id, January 2020). Pleasant working conditions will go a long way in speeding up the completion of work.

The Effect of Work Motivation on Employee Performance

The thing related to performance is the willingness or motivation of employees to work. Abilities are inherent in a person and are innate from birth and are embodied in his actions in work. While motivation is a very important aspect to drive a person's creativity and ability to do a job, and is always enthusiastic in carrying out the work (Gomez, 2003). To realize maximum performance, an encouragement is needed to bring out the will and morale, namely motivation. Motivation serves to stimulate the abilities of employees, so that maximum performance results will be created.

From the foregoing, the following theoretical framework of thought can be drawn up.

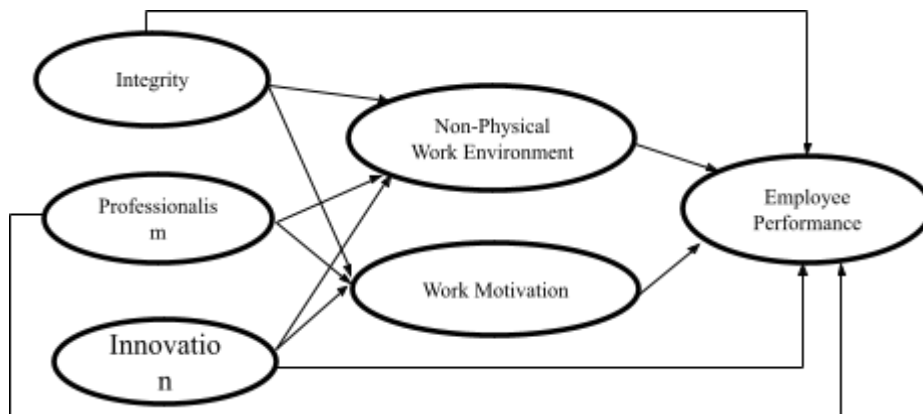


Figure 1 Frame of Mind

3. Method

This research can be categorized as an explanatory study using a quantitative approach. Sugiono (2013) explained that explanatory research is a study that explains the position and relationship between the variables studied through testing hypotheses that have been formulated. A quantitative approach was used, because the data in this study was in the form of numbers which were then analyzed using statistical methods. The population in this study were employees of the Islamic Milky Way Work Unit at the Office of the Ministry of Religious Affairs of Brebes Regency, which amounted to 239 people. This research takes a sample using the technique of *total sampling* or saturated sample.

The tool used to collect primary data in this study is a closed questionnaire with answers that have been provided by the researcher. The questions contained in the questionnaire were derived from the operational definitions, dimensions, and indicators of each variable used in

this study. The question items on the questionnaire were measured using an Interval Scale of 1-9. The primary data collected in this study will initially be analyzed using descriptive statistics to determine the behavior of the data, then the analysis will continue using *Structural Equation Modeling* (SEM) and mediation tests.

3. Results and Discussion

Descriptive respondents' responses include minimum, maximum, average, standard deviation, and average values per dimension. In this study, the mean value of each indicator was greater than the standard deviation. It can be concluded that the data deviations that occur are lower and the distribution of values is evenly distributed.

Table 1. 3 Validity and Reliability Test

Variable	L	<i>P-value</i>	CR	AVE
Integrity	0.733	***	0.892	0.543
Professionalism	0.744	***	0,938	0,558
Innovation	0.738	***	0,906	0,548
Employee Performance	0.738	***	0,906	0,548
Work motivation	0.714	***	0,880	0,514
Work Environment	0.737	***	0,915	0,546

the three-star mark indicates a P value lower than 0.000

The data shown in table 1.1. is that each variable has a *standardized loading estimate* value greater than 0.5. In the table above, it is also shown that the P value is lower than 0.05 (5%) with an AVE value greater than 0.5 (i.e. 0.548). Based on the above, it can be concluded that each variable is valid. Whereas a variable is said to be reliable if the value is greater than 0.7. The above data obtained the CR value of each variable ≥ 0.7 . So each variable is reliable.

In this study, the multivariate cr value obtained was 2,572. Because its cr value is between the value of -2.58 to 2.58 so it can be concluded that the data is normally distributed. Likewise, the cr skewness and cr kurtosis values in each indicator are between the values of -2.58 to 2.58 so it can be concluded that the data are normally distributed. This means that the data has met the assumptions of univariate and multivariate normality.

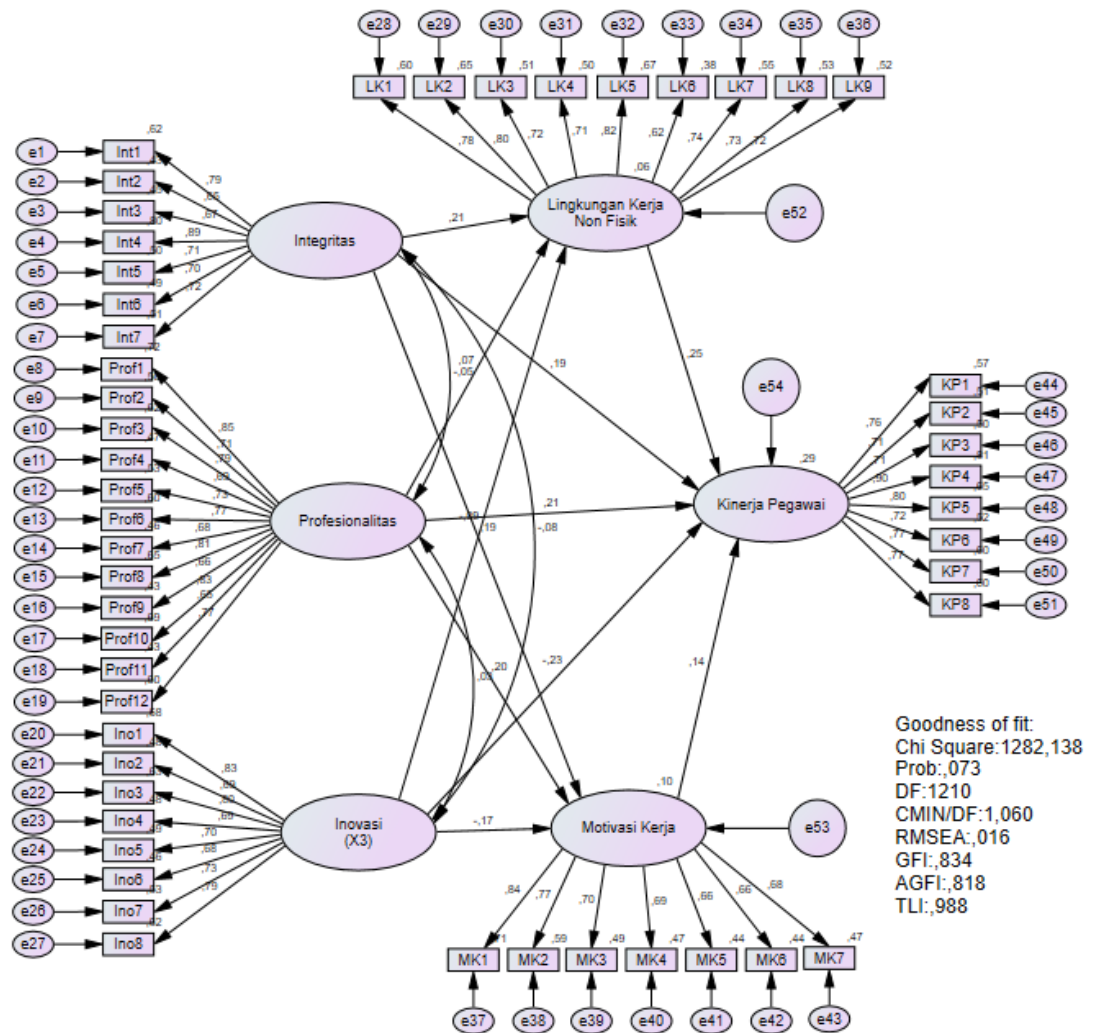


Figure 1.2 Research Model from AMOS Output

Based on the research model presented in Figure 1.1 , it can be known the relationship between each independent variable and the dependent variable which is described in detail in Table 5.16 below:

Table 1.4 Summary of Hypothesis Test Results Partially

Hypothesis				Estimate	S.E.	C.R.	P	Conclusion
H1	And	<	X1	0,192	0,062	2,936	0,003	Accepted
H2	And	<	X2	0,206	0,066	3,265	0,001	Accepted
H3	And	<	X3	-0,227	0,076	-3,516	*	Accepted
H4	M1	<	X1	0,208	0,047	2,923	0,003	Accepted
H5	M1	<	X2	0,072	0,050	1,057	0,291	Rejected
H6	M1	<	X3	-0,091	0,057	-1,310	0,190	Rejected
H7	M2	<	X1	0,192	0,048	2,734	0,006	Accepted
H8	M2	<	X2	0,198	0,052	2,877	0,004	Accepted
H9	M2	<	X3	-0,169	0,040	-2,44	0,00	Accepted

Hypothesis	Estimate	S.E.	C.R.	P	Conclusion
H10	0,245	0,059	3,719	* * *	Accepted
H11	0,143	0,099	2,133	0,333	Accepted

Description: *** = P value lower than 0.000.

The Effect of Integrity on Performance

The calculated t value obtained is 2.936 which is greater than the table t value (1.96). Thus, it can be concluded that the integrity variable affects the performance variable. From the calculation results obtained the value of the path coefficient of 0.192. The value of this resulting path coefficient indicates the existence of a unidirectional relationship between X1 and Y, since it is positive ($0.192 > 0$). The meaning is that if X1 increases, then Y will also increase.

Integrity is often understood in the context of behavior, and integrity behavior is generally understood in relation to ethics and morals. Efforts to improve employee integrity can be done by providing an understanding to each employee about the importance of integrity which is manifested in the form of attitudes and behaviors in the workplace. Such as consistency between speech and behavior, obeying principles, carrying out obligations diligently, being able to control actions and thoughts, and being able to behave in accordance with the values and norms that apply to the organization.

The Effect of Professionalism on Performance

From the calculation results obtained the value of the path coefficient = 0.206 positive value ($0.206 > 0$). This shows a unidirectional relationship between X2 and Y, because it means that if X2 increases then Y will increase, and vice versa. The calculated t value = 3.265 is greater than the table t value (1.96), meaning that there is an influence of the professional variable on the performance variable.

Professionalism is a value that prioritizes expertise and competence in carrying out duties and responsibilities. A professional is trusted and reliable in carrying out his work, so that it can be explained that the relationship between professionalism and ASN performance is that if an employee has high professionalism, his performance will increase. This condition causes employees to be trusted and reliable in carrying out their work.

The Effect of Innovation on Performance

The resulting path coefficient β indicates a non-unidirectional relationship between X3 and Y, this is because it is negatively valued at -0.227. Negative value can be interpreted as if X3 increases then Y will decrease. While the resulting calculated t value is -3.516 where the value is greater than the table t (-1.96). The calculation means that the innovation variable affects the performance variable.

Drucker (in Ellitan & Anatan 2019) stated that the environmental changes facing the company provide an opportunity to give birth to something new and different through systemic innovation that requires organized and directed change so as to provide an opportunity to create innovations both economic and social. In conclusion, innovation is a very important thing that every organization must have.

The Effect of Integrity on the Work Environment

Based on the calculation results, it is known that the calculated t value (2.923) is greater than the table t value (1.96). The meaning of the calculation is that the integrity variable affects the work environment variable. For the result of the calculation of the value of the path coefficient shows a unidirectional relationship between X1 and M1, since it is positively valued ($0.208 > 0$). The value of the path coefficient above has arti if X1 increases then M1 will increase, and vice versa

The working relationship between an employee and his superiors or fellow colleagues, or with subordinates, will be fostered by having integrity in the employee. Thus it will affect its work environment.

The Influence of Professionalism on the Work Environment

The N value of the path coefficient for the influence of the professionalism variable on the work environment variable is 0.072 with a calculated value of $t = 1.057$. The value of the path coefficient of positive value ($0.072 > 0$) indicates a unidirectional relationship between X2 and M1. This means that if X2 increases then M1 will increase. The t value of the table with a significance level of 0.05 is ± 1.96 so that t counts ($1.057 < t$ of the table (1.96). Thus it can be interpreted that the variable professionalism has no effect on the variable in the environment.

Professionalism does not directly affect the work environment. However, the work environment will affect the performance of employees first and then Professionalism.

The Effect of Innovation on the Work Environment

The innovation variable in this study has a non-unidirectional relationship between X3 and M1, where the calculation of the value of the path coefficient is -0.091. Karena is negative ($-0.091 < 0$) then it can be concluded that when X3 increases then M1 will decrease, and vice versa. Nilai t table with a significance level of 0.05 is ± 1.96 . The calculated t value generated in the calculation is -1.310. Then t count $< t$ table (-1.96). Artinya inovation has no effect on lingkungan kerja.

The work environment will have a psychological impact on employees. The positive impact that will arise if employees feel comfortable at work is that employees easily concentrate on thinking about innovative ideas that will be used in the field. As for the negative impact if employees feel uncomfortable at work, it will be difficult for employees to concentrate on finding innovative ideas that can streamline their work (Sedarmayanti, 2016).

The Effect of Integrity on Work Motivation

P's calculation of the value of the path coefficient is 0.192. Since nilai this path coefficient is positive, it shows a unidirectional relationship between X1 and M2. The meaning of

unidirectional discharge is that the increase in X1 will be followed by the increase in M2. The result of the calculated t value is greater than the table t, therefore it can be concluded that the variable integritas affects the motivasi kerja.

Motivation is the impulse that arises in a person consciously or unconsciously to perform actions with a specific purpose (Afriyani et al., 2014). Whereas integrity shows the consistency of attitudes of a person towards what is said and done. Work motivation is the provision of impulses that create excitement in a person so that they are willing to work together, work effectively and integrated with all their efforts to achieve maximum performance (Darmawan et al., 2011).

The Effect of Professionalism on Work Motivation

In the calculation of t count, the value obtained is 2.877. The t value of the table with a significance level of 0.05 is ± 1.96 so that t counts (2.877) > t of the table (1.96). Thus it can be concluded that the professional variable affects the variable of work motivation. For the value of the path coefficient obtained 0.198. The efficiency of the path shows a unidirectional relationship between X2 and M2, because it is positively valued (0.198 > 0). This can be interpreted to mean that if X2 increases then M2 will increase, and vice versa.

According to Yamin (2006), people will be motivated if they believe that a certain behavior will produce certain results. A professional employee will have a high motivation. This is reflected in a positive attitude towards work, loyalty, and dedication in their duties and services, as well as a willingness to carry out duties with a sense of responsibility

Effect of inovasi on motivasi kerja

At the calculation of the value of the path coefficient obtained -0.169. The value of the coefficient of the path above indicates a non-unidirectional relationship between X3 and M2, since the calculation value is negative. It can be concluded that if X3 increases then M2 will decrease. For the calculation of the calculated value of t is obtained -2.428. The calculated t value obtained is greater than the table t value, meaning that innovation has an effect on motivation kerja.

Motivation is the internal and external encouragement of an employee in carrying out his main duties. Motivation as an impulse that arises in or within an individual that moves and directs behavior. Therefore, motivation can mean a condition that encourages or becomes the cause of a person doing an act / activity that takes place reasonably.

The Effect of the Work Environment on Employee Performance

The calculation of the calculated t value on the influence of the work environment on employee performance is 3.719, whereas the table t with a significance level of 0.05 is 1.96. Thus, it can be concluded that the work environment variables affect the employee performance variables. While the value of the path coefficient is 0.245 which is positive. This means that the increase in M1 will be followed by an increase in Y, and vice versa.

A comfortable work environment created through harmonious relationships between colleagues, subordinates and superiors and supported by adequate facilities. This kind of work environment will have a positive impact on employees, thus affecting employee performance.

The Effect of Work Motivation on Employee Performance

Nilai path coefficient according to the calculations carried out obtained the number 0.143. The value of the path coefficient is positive, indicating the relationship then the unidirectional one is between M2 and Y. This means that if M2 increases, Y will increase. Nilai t count is known

to be 2,133, where the value is greater than the table value. So it can be concluded that the work motivation variable affects the employee performance variable.

According to Suwati (2013) every employee is not necessarily willing to exert their work achievements optimally because of the lack of motivation that employees have from within themselves, this is because motivation is not the dominant thing to improve employee performance. Work motivation is a form of encouragement of a person to work for and achieve goals. An employee has motivation as an encouragement to do work by leading to the achievement of what is a human need. Motivation for an employee is one of the important things because from the results of this study, motivation can affect the performance of an employee.

Conclusion

Based on the results of the analysis and interplay, it can be concluded that integrity has a partial positive effect on performance. This means that if employee integrity increases, it will improve employee performance. Professionalism has a positive effect on performance. It can be concluded that by having professionalism for an employee, the resulting performance will be better. Innovation negatively affects performance, where high innovation will not affect employee performance. Positive integrity affects the environment, the higher the integrity of employees, the better the work environment. Professionalism does not have a positive effect on the work environment. It can be interpreted that the more professionalism is possessed by employees, the less influence it has on the work environment. Innovation does not negatively affect the work environment. Integrity positively affects work motivation, the more the integrity of employees, the higher the employee's work motivation. Professionalism has a positive effect on the activation of work, meaning that the more professional an employee increases, the employee's work motivation will also be higher. Innovation has a positive effect on work motivation. If the innovations owned by employees are increasing, then work motivation will also increase. The work environment has a positive effect on employee performance, the better the work environment, the better the employee performance. Work activation has a positive effect on employee performance, meaning that if work motivation increases, employee performance will also increase.

Thus it can be proved that performance is determined by integrity, professionalism, innovation, work environment, as well as motivation. Therefore, the implementation that can be taken by the leadership is to create a positive working atmosphere so that these variables are integrated with each other and create good performance.

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