



Analysis Of The Interaction Of Political Actors In Organisations On The Determinants Of Employee Performance

Tri Lestari Hadiati¹, Duwi Astuti²

^{1,2}Universitas 17 Agustus 1945 Semarang, Indonesia

email: tri-lestari-hadiati@untagsmg.ac.id¹, duwi.astuti1310@gmail.com²

Abstract: *Employee performance is a determinant factor in achieving organisational political goals, including in the context of organisational service decline. This study aims to analyse the quality of political actor interactions in organisations through various dimensions of employee performance, at the Salatiga Environmental Health Laboratory (BBLKL), Ministry of Health. The research approach used is complementary quantitative research. The data collection method was conducted by survey. The results showed that partially, work quality, responsibility, and teamwork have a significant influence on the quality of interaction of political actors in the organisation. The quality of work dimension has the strongest influence with a t-count value of 4.623. Responsibility and teamwork also show significant influence with t_count values of 2.787 and 2.728 respectively. However, the work ability dimension does not show a significant influence on the quality of interaction of political actors in the organisation with a t-count value of 1.626. Simultaneously, the four dimensions of employee performance have a significant influence on the quality of interaction of political actors in the organisation, indicated by the F_hitung value of 75.. The regression model used is able to explain 69.5% of the variation in the quality of employee performance, while the remaining 30.5% is explained by other factors not studied. Based on these findings, it is recommended to improve the quality of employee performance through an elite performance evaluation system of political actors as leaders, strengthening the sense of responsibility and teamwork, and leaders re-evaluating the work ability dimension.*

Keywords: *political actors, work quality, teamwork, work ability, quality of political interaction, responsibility*

1. INTRODUCTION

Politics plays an important role in the public and business world, and the consequences are felt by both the leaders of the institutions and the employees working in the organisations. Politics greatly influences decisions and regulations in public and business organisations, such as tax regulation, political government regulation and regulation of political transactions and trade transactions. Political changes in decision-making have a broad impact on an institution's operational and financial strategy, competitiveness and create opportunities or obstacles for the development of an institution.

Politics can affect the reputation and image of an institution/company. Political decisions or actions taken by company owners & institutional leaders, can have an immediate impact & generate a rapid response from the public or customers. Organisations that are involved in political controversies or that are perceived as unethical in government & business practices, can receive significant public pressure, which can harm the organisation's image and disrupt relationships with the public, customers and business partners. Ultimately politics can also affect organisational culture and the organisational dynamics within it. Employees tend to bring personal political views to the workplace, and these political differences can create conflict i.e. tension between employees, affect communication, and

even disrupt work productivity. It is urgent for organisations to have fixed policies and procedures in place to control and manage political issues in the workplace and promote the healthy functioning of their employees. This is particularly so in the current political context which is constantly changing in complex, unpredictable ways.

Employees are vital human resources in achieving organisational performance, including government agencies. Work performance is not only an indicator of the quality of human resources but also a reflection of the ability and professionalism of employees in carrying out their organisational duties. Good performance is highly dependent on appropriate work behaviour, which directly contributes to the achievement of organisational goals. This is relevant in the context of public service politics, where the quality of services provided is a measure of the success of a government agency. Currently, many policies are decided without adequate rational analysis.

Employee performance is a determinant factor in achieving optimal organisational service quality. Kaswan, (2019) states that employee performance is a manifestation of the application of skills, abilities, and knowledge in the workplace, which directly affects the success of the organisation in achieving its goals. Each individual has unique capacities and abilities, so the work produced can vary, both in terms of quality and quantity.

Mangkunegara's explanation (2017) performance is a measure of an employee's achievement in carrying out his duties, which includes the quantity and quality of work results in accordance with his responsibilities. According to Zainal (2018), performance refers to the seriousness of individuals or groups in carrying out the assigned tasks, as well as efforts to achieve optimal results in accordance with their respective responsibilities.

According to Kotler & Keller (2009: 57), service quality is the overall characteristics and characteristics of a product or service as an ability that supports it. This means that quality is a collection of distinctive characteristics possessed by a product or service, which is directly related to the organisation's ability to satisfy customers.

Purnama (2006: 20) states that service quality includes:

1. The quality of function includes various aspects, ranging from how customers are treated, how employees work together, to the ease with which customers can access services.
2. Technical quality where customers assess service quality based on several factors, such as costs incurred, speed of completion, timeliness of delivery, and the final appearance of the product or service they receive.

3. Organisational reputation which is reflected by the organisation's image and reputation in the eyes of service users.

Quality is not only about the product or service, but also involves factors such as the people involved in the production process, the production process itself, and the environment in which the product or service is produced. All these factors must work together in one solid organisation, to achieve a level of fulfilment or even exceed customer expectations (Tjiptono & Chandra, 2005: 51).

Premchand (2008) identifies five crucial roles of government organisations in carrying out their duties, namely as public service providers, service implementers, and funding sources, as coordinators of public service delivery, and as regulators. The legal basis of public services are:

1. Law Number 25 Year 2009 on Public Services.
2. Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 24 of 2014 concerning Guidelines for the Implementation of National Public Service Complaint Management.
3. Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 17 of 2017 concerning Guidelines for the Preparation of Public Satisfaction Surveys for Public Service Delivery Units.
4. Government Regulation (PP) Number 2 of 2018 concerning Minimum Service Standards.

Public services are activities carried out by government organisations or related institutions to meet the needs of the community. All of these activities must follow established rules (Sinambela, 2006). According to Thoha (2007), public service is an activity carried out by individuals, groups, or institutions to provide goods or services to the community in order to achieve common goals. According to Law Number 25 of 2009, public service can be defined as a series of actions carried out by government agencies to meet the needs of citizens and residents for various types of services, both in the form of goods, services, and administrative services. All of these activities must comply with applicable laws and regulations.

One of the public service providers studied is the Salatiga Environmental Health Laboratory (BBLKL), which has strategic tasks and functions in the field of environmental health, so improving the quality of the organisation's services is very important. BBLKL has become a national reference laboratory, expected to be able to provide services that are professional and in accordance with established standards. However, the fact is that there are

still challenges that must be faced by the organisation to support service of excellent quality, such as inadequate laboratory equipment facilities, insufficient human resource capacity and optimisation of technology-based information systems.

This study aims to analyse the interaction of political actors in the organisation as a determinant of employee performance. Employee performance is measured through the dimensions of work quality, responsibility, cooperation, and work ability. By examining organisational politics as a determinant of employee performance, it is hoped that this research can make an important contribution to the development of strategies to improve the quality of organisational services in government agencies, especially at the Salatiga Environmental Health Laboratory (BBLKL).

2. METHODS

This descriptive quantitative research intends to help explain this social phenomenon in detail (Sugiyono, 2018). Researchers attempt to develop concepts while collecting facts in the field (Lexy J, 2018). Key Informants are several leaders at the Salatiga Environmental Health Laboratory (BBLKL). Respondents are employees at the Environmental Health Laboratory Centre (BBLKL) Salatiga as many as 72 people, obtained from questionnaires processed using percentage (%). A total of 72 questionnaires were all filled in and none were damaged. The sample technique used was nonprobability sampling.

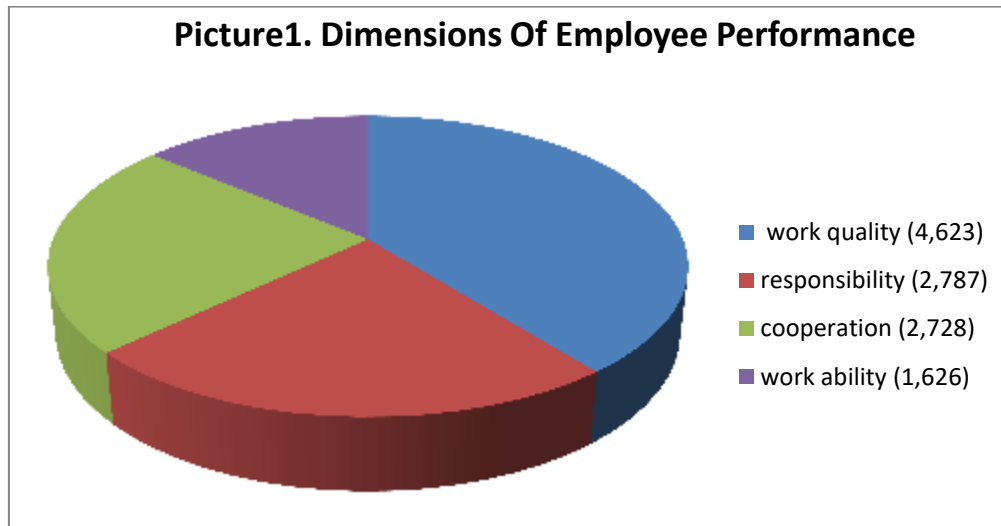
This research approach is complementary quantitative research. Arikunto, (2011) explains that the complementary quantitative approach is a method that uses numbers, starting from the data collection process, data interpretation, to the presentation of research results.

This study operationalises the independent variable (employee performance) based on Mangkunegara's theory (2017) which includes dimensions of work quality, responsibility, cooperation, and work ability. Meanwhile, the dependent variable (politics in the organisation) is viewed from the interaction between political actors in organisational life based on Dahl's Theory (in Siswanto, 2007). Data were collected from respondents through questionnaires, which consisted of closed and open-ended questions. Data were collected through questionnaires using a Likert scale (1-5). collection and analysis of information from various documents and references to gain an in-depth understanding of the research topic.

3. FINDINGS AND DISCUSSION

Research Results

This study examines the four dimensions of employee performance: quality of work, responsibility, teamwork, and employability; as well as examines the politics within the organisation at (BBLKL) Salatiga, Ministry of Health. The test was conducted through t-test for each independent variable and F-test to test the effect simultaneously. The results are shown in Figure 1.

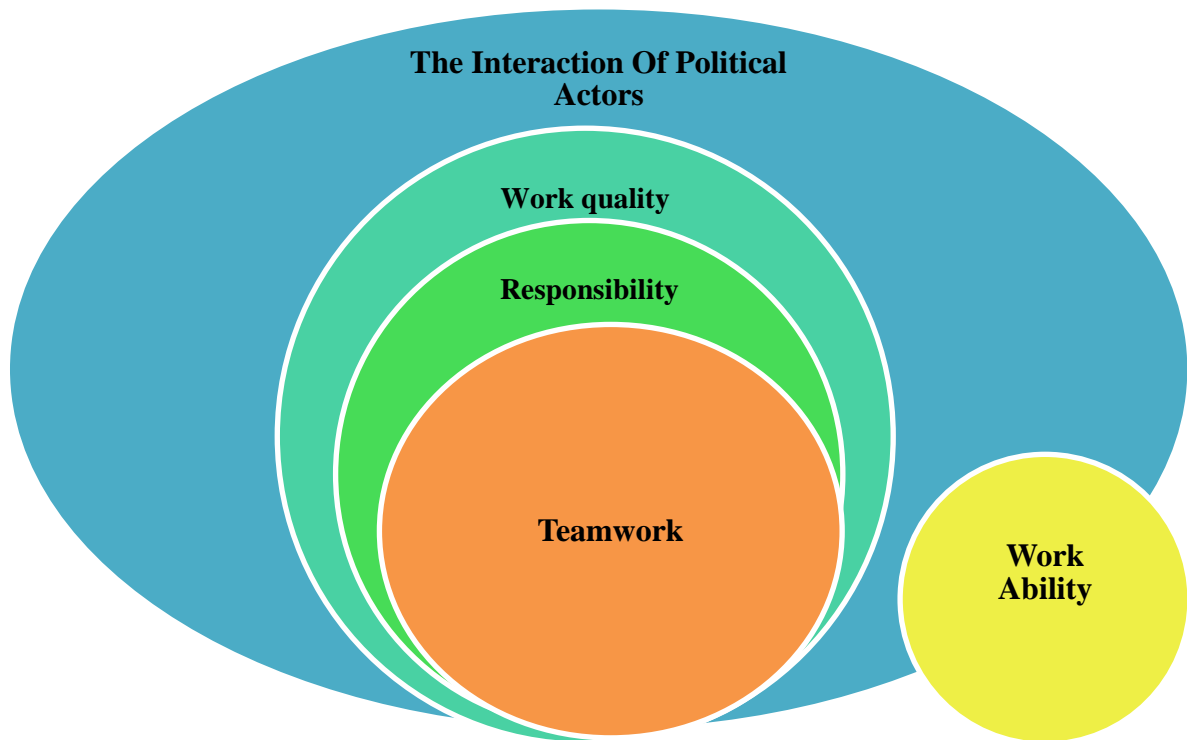


Source: Data processed by researchers 2024

The results of the t-test analysis show that the quality of work has a significant influence on the quality of interaction of political actors in the organisation, indicated by the t-count value of 4.623 which is greater than the t-table of 1.992. This indicates that the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted. Likewise, the work responsibility variable shows a significant influence on service quality with a t_count value of 2.787 which is also greater than the t_table of 1.992, so H0 is again rejected and H2 is accepted. The effect of teamwork on the quality of interaction of political actors in the organisation is also significant, with a t_count value of 2.728 which is greater than the t_table of 1.992, so the null hypothesis is again rejected and H3 is accepted.

However, in contrast to other variables, work ability does not show a significant influence on the interaction between political actors in the organisation. This is indicated by the t_count value of 1.626 which is smaller than the t_table of 1.992, so H0 is accepted and H4 is rejected, as shown in Figure 2.

Picture 2. Interaction of Political Actors in Organizations



Source: Data processed by researchers, 2024

Simultaneously, the results of the F test show that all variables: work quality, responsibility, teamwork, and work ability, together have a significant influence on the quality of interaction of political actors in the organisation, indicated by the F_{hitung} value of 75.259 which is greater than the F_{table} of 3.12.

Thus, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted, indicating that the dimensions of performance together make a significant contribution to the interaction between political actors in the organisation.

Discussion

a. The effect of implementing the dimensions of employee work quality on political actors in the organisation

The results of the analysis show that the quality of employee work has a significant influence on the interaction between political actors in the organisation, which is implemented at the Salatiga Environmental Health Laboratory. This finding is in line with the opinion of (Rao, 1996: 11) which defines work quality as behaviour that not only meets the targets to be achieved, but also considers aspects

of effectiveness and efficiency. Quality of work is a fundamental element in improving the quality of interaction between political actors in the organisation as a whole. In the context of politics in organisations, work quality not only reflects the ability of employees to perform their duties well, but also indicates the success of organisational leaders as political actors in motivating and equipping employees with the skills and knowledge needed to optimally achieve organisational goals.

This study strengthens the results of previous research, as shown by Lestari, (2015), through an analysis that reveals a strong relationship between the quality of employee work and the quality of interactions between political actors in the organisation, as well as Hadiati et al.'s research (2020). This indicates that when organisational leaders and employees have high quality of work, they tend to provide better organisational services to the community.

b. The effect of implementing the dimensions of employee work responsibility on the interaction of political actors in the organisation

The analysis of the second hypothesis shows that employee responsibility has a significant influence on the quality of political actor interactions in the organisation implemented by BBLKL Salatiga. This finding confirms the importance of the role of leaders as political actors and employee responsibility, where each leader and individual is expected to be able to carry out their duties with full commitment and awareness of the impact of their work on the quality of political actor interactions in the organisation that will be seen by the public.

As stated by (Mangkunegara, 2017), individual performance both as leaders and employees, not only reflects the amount of work completed, but also the quality of the work results. Leaders must be able to motivate employees to take on greater responsibility and encourage them to work effectively and efficiently, so that the results of their work contribute positively to the quality of interaction of political actors in the organisation that the leadership has built.

Draha's research (2010) also supports these findings, stating that responsibility, service quality, and the level of public trust in the organisation are interrelated variables and form a dynamic organisational system.

c. The effect of implementing the dimension of employee work cooperation on the interaction of political actors in the organisation

The analysis of the third hypothesis shows that there is a strong relationship between teamwork and the quality of political actor interaction in the organisation at BBLKL Salatiga. Leaders monitor teamwork, cooperation reflects employees' ability to collaborate with colleagues effectively, vertically (between different managerial levels) and horizontally (between peers), as well as beyond the boundaries of their individual tasks. This collaboration aims to achieve higher quality work outcomes. Sanyal & Hisam, (2018).

The relationship between leaders and employees vertically and horizontally through teamwork, can indicate the quality of interaction of political actors in the organisation, which can resolve conflicts completely or incompletely. Effective teamwork allows leaders & employees to share information optimally, but on the contrary, ineffective teamwork means that they have not succeeded in solving problems collectively, as in Hadiati et al.'s research, (2020). This not only slows down the process of political actors delivering information, but also increases the inaccuracy of the data needed by political actors in completing work.

d. The effect of implementing the work ability dimension of employee work on the interaction of political actors in the organisation

The results of the fourth hypothesis analysis show that there is no significant relationship between employee work ability and the quality of interaction of political actors in the organisation. However, employability, which reflects an individual's capability in carrying out tasks assigned by the organisation, is influenced by various other factors such as knowledge, skills, and dedication (Hasibuan, 2006).

This finding is different from the results of previous studies, such as those reported by Kuspini, (2021), which showed a significant influence between work ability and the quality of interaction of political actors in organisations. This shows that the relationship between employee work ability and the quality of interaction of political actors in organisations is not always consistent and can be influenced by other variables that have not been taken into account in this study.

e. The effect of simultaneous application of the dimensions of work quality, responsibility, cooperation and employee work ability on the interaction of political actors in the organisation

The results of the fifth hypothesis analysis show that the dimensions of employee performance including work quality, responsibility, teamwork, and work ability have a significant influence simultaneously on the quality of interaction of political actors in the organisation. This finding underlines that each dimension of employee performance contributes integrally in determining the level of interaction of political actors in the organisation. Improvements in each aspect of employee performance are directly proportional to improvements in the quality of political actor interactions in organisations, with democratic leaders. This confirms that employee performance directly affects the end result of the organisation's (BBLKL) Salatiga service received by the public.

Optimal employee performance not only contributes to improving the quality of services and interactions between political actors in the organisation, but is also a key element in helping political actors in the organisation achieve their goals. The combination of these dimensions creates a work environment that supports the improvement of service quality and interactions of political actors in the organisation.

Research by Saputra, (2022) which examines the effectiveness of performance during the Covid-19 pandemic provides additional context that the dimensions of performance remain relevant and influential even in the interaction of political actors in organisations. This finding is consistent with the theory of Robert M. Steers, which states that employee performance can be measured based on their ability to carry out tasks in accordance with predetermined targets. Good performance reflects the capability of the organisation, leaders as elite political actors and employees to meet or even exceed the expectations expected by the organisation, which in turn contributes to improving the quality of service and interaction of political actors in the organisation.

The results of this study emphasise the importance of the interaction of political actors or leaders as the main actor elite, in managing and developing all dimensions of employee performance holistically. In achieving optimal service quality, elite organisational leaders must focus on the development of individual employees related to the quality of their work, their responsibilities, teamwork, and

work abilities simultaneously and comprehensively. This approach not only improves the effectiveness of organisational services, but the interaction of political actors who are leaders of organisations and employees solidly seeks to achieve the strategic goals of the organisation and increase public satisfaction.

4. CONCLUSION

Based on the results of data analysis, it can be concluded that several dimensions of employee performance at the Salatiga Environmental Health Laboratory (BBLKL) have a significant correlation with the quality of political actor interactions in the organisation. Partially, the dimension of employee work quality shows a strong correlation with the quality and interaction of political actors in the organisation, with a t_{count} value of 4.623 which is greater than the t_{table} of 1.992. In addition, the employee responsibility dimension also contributes significantly to the quality and interaction of political actors in the organisation, where the t_{count} value of 2.787 exceeds the t_{table} of 1.992, indicating a significant influence of job responsibilities on the quality and interaction of political actors in the organisation. The teamwork dimension is also proven to have a significant relationship with the quality and interactions of political actors in the organisation, as evidenced by the t_{count} value of 2.728 which is greater than the t_{table} of 1.992.

However, the dimension of employee work ability does not show a strong correlation with the quality of service and interaction of political actors in the organisation. This is indicated by the results of hypothesis testing which obtained a t_{count} value of 1.626, which is smaller than the t_{table} of 1.992, so there is no significant effect of work ability on service quality and interaction of political actors in the organisation.

Simultaneously, the quality of work, responsibility, teamwork, and work ability of employees together have a significant influence on the services and interactions of political actors in the organisation. This is evidenced by the F_{count} value of 75.259 which is much greater than the F_{table} of 3.12, indicating that the four dimensions of employee performance collectively contribute significantly to improving the service and interaction quality of political actors in the organisation run by the Salatiga Environmental Health Laboratory.

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