

# Factors That Affect the Performance of Employees of the Procurement of Goods and Services Solok City Regional Secretariat

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**ABSTRACT:** The Procurement of Goods and Services section of the Solok Municipal Secretariat for employee performance is the result achieved by an employee in doing his work indicated by certain standards. The performance of employees of the Procurement Section of the Solok Municipal Secretariat is greatly affected by the availability of expert and reliable Human Resources, can improve the performance of the Procurement Section of the Solok City Regional Secretariat. The purpose of the study was to prove how free influences on variables are bound.

Data processing uses Multiple Linear regression with SPSS. The results showed that role conflict has a negative influence on employee performance. This means that employee performance will increase if role conflicts in the agency are reduced. Workload has a significant negative influence on employee performance, meaning that employee performance will increase if the existing workload can be adjusted to the employee's condition. Work stress has a significant negative influence on employee performance which means that employee performance will increase if employees can reduce their stress on existing work.

The perception of agency punishment has a significant positive influence on employee performance. This means that employee performance will improve if employees can improve the perception of agency penalties for existing work. Role conflicts, workloads, work stress and perceptions of agency punishment together have a positive effect on the performance of employees of the Procurement Of Goods and Services Department of Solok City. 98% of employee performance is influenced by role conflicts, workload, work stress and perception of agency punishment.

**Keywords:** Role Conflict, Workload, Work Stress, Perception Of Agency Punishment, Performance

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## 1. INTRODUCTION

The performance of employees in the Procurement Of Goods and Services Section of the Solok City Regional Secretariat is the result achieved by an employee in carrying out his work indicated by certain standards. The performance of employees of the Procurement Section of the Solok Municipal Secretariat is greatly affected by the availability of expert and reliable Human Resources, can improve the performance of the Procurement Section of the Solok City Regional Secretariat.

Based on the observations of researchers, employee performance in the Procurement Department with high workload and high legal risk. Phenomena that occur based on the results of the initial survey of researchers, seen from an employee has two roles at once in carrying out a job. The first phenomenon is an employee who

has a role as a Review of Procurement Policy of Goods and Services and as an Election Pokja and Procurement Officer of Goods / Services.

As a Review of Procurement Policy of Goods and Services who has the task and responsibility of conducting a review or study of laws and regulations related to the procurement process of goods and services, namely those starting from the process of planning the procurement of goods and services, selection of providers of goods / services, implementation of procurement of goods and services, self-management of procurement of goods / services until the handover of procurement of goods / services.

This study consists of 5 variables, namely role conflict, workload, work stress, perception of agency punishment and performance. Suaib (2008) states "performance is a job done by an individual in performing tasks assigned to him based on ability, honesty, experience and time". Robbins (2008) "conflict" as a cycle that begins when one party sees that the other party has adversely affected, or will otherwise affect, something of the main party's concern and interests." As Luthans (2011) points out, "an individual will face a role conflict assuming he or she plays at least two parts that must be done simultaneously".

Furthermore workload (Rivai, 2019), workload is something that arises from communication between the request of a given task, the workplace used as a work environment, abilities, behavior and impressions of workers." So to complete a typical responsibility to the extent that the volume of work according to work capacity is very troublesome, which causes imbalances even though the deviation is small. The responsibility is divided into 3 (three) levels (Robbins, 2018) as follows: Workload above normal, Normal workload, below normal workload.

Robbins (2008), says that "stress is a dynamic condition in which an individual is faced with an opportunity, demand, or resource associated with what the individual desires and whose outcome is seen as uncertain and important". According to Ivancevich et al. (2007), "stress is an adaptive response, moderated by individual differences, which is a consequence of any act, situation, or event that puts specific demands on a person." Furthermore, the perception and punishment that the employee's perspective on the punishment given by an agency that can affect his behavior in reacting to a policy in which an organization or agency gives punishment to its employees.

## **2. RESEARCH METHODS**

The object of this study is the Procurement Of Goods and Services Section of SETDA Solok City and the sample amounted to 32 people. According to Sugiyono (2017: 148) "Research instruments are tools used to measure observed natural and social phenomena. Thus, the instrument used in the research" namely: Role Conflict Sheet; Workload Sheet; Work Stress Sheet; Agency Punishment Perception Sheet; Performance Sheet in the Procurement Of Goods and Services Section of the Solok City Regional Secretariat. Then also Observation; Documentation; Interview. Furthermore Data processing uses Multiple Linear Regression Analysis. Multiple linear regression analysis is used in this work to test hypotheses. The purpose of multiple linear regression analysis is to find out what causes variables that affect other variables.

## **3. RESULTS OF RESEARCH AND DISCUSSION**

### **RESULTS OF RESEARCH**

Multiple linear regression is used to test research hypotheses, which seek to discover how much influence various independent variables have on dependent variables. This condition is shown in table 1 below:

**Table 1.** Multiple Linear Regression Equations

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.982	8.240		3.274	.002
	Role Conflict	-.509	.089	-.617	-5.321	.000
	Workload	-.344	.095	-.445	-3.614	.001
	Work Stress	-.236	.089	-.273	-2.665	.009
	Perception of agency punishment	.231	.065	.169	3.541	.002
a. Dependent Variable: Performance						

Source: SPSS Output Results (2021)

1. The value of the role conflict regression coefficient is negatively -0.509. This means that if the role conflict increases by one unit, it will result in a decrease in performance of 0.509 units.
2. The negative workload regression coefficient value is -0.344. This means that if the workload increases by one unit it will result in a decrease in employee performance of 0.344 units.
3. The coefficient of regression of work stress is negative at 0.236. This means that if work stress increases one unit will result in a decrease in employee performance by 0.236 units.
4. The coefficient value of regression Perception of agency punishment is positive value of 0.231. This means that if the perception of agency punishment increases by one unit will result in an increase in performance of 0.231 units.

#### Test t

##### Hypothesis testing 1.

The first hypothesis is that role conflicts have a detrimental impact on employee performance to some extent. The significance level of the role conflict variable is 0.000 of the significance value, according to the results of the t test study (0.05). As a result,  $H_0$  was rejected and  $H_a$  was accepted, confirming the alternative hypothesis suggested in the study. This shows that the role conflict has a considerable impact on the performance of the apparatus in the Procurement Section of the Solok Municipal Secretariat.

##### Hypothesis testing 2.

The second hypothesis is that employee performance is affected by workload to some extent. The variable significance level of the workload is 0.001 of the significance value, according to the results of the t test study (0.05). As a result,  $H_0$  was rejected and  $H_a$  was accepted, confirming the alternative hypothesis suggested in the study. Workload has a considerable influence on the performance of employees of the Procurement Section of the Solok Municipal Secretariat, in accordance with the definition of the term.

##### Hypothesis Testing 3

The third hypothesis is that work stress has a beneficial influence on performance to some extent. The variable significance level of work stress is 0.009 dai the significance value, according to the results of the t test study (0.05). As a result,  $H_0$  was rejected and  $H_a$  was accepted, confirming the alternative hypothesis suggested in the study. In other words, work stress has a big effect on the performance of employees in the Procurement Section of the Solok City Regional Secretariat.

##### Hypothesis Testing 4

The fourth hypothesis is that employee performance is partly influenced by the perception of agency punishment. The significance level of the agency's penalty perception variable is 0.002 of the significance value, according to the results of the analysis of the t test (0.05). As a result,  $H_0$  is rejected while  $H_a$  is

accepted. Thus, the alternative hypothesis proposed in this study was accepted which implies that the perception of agency punishment has a positive effect on the performance of employees of the Procurement Section of the Solok Municipal Secretariat.

### Hypothesis Testing 5

The fifth hypothesis proposed, that role conflicts, workload, work stress and the perception of agency punishment together have a positive effect on employee performance. Based on the results of the analysis of the t test, it is known that the variable significance level of role conflict, workload, work stress and agency penalty perception is  $0,000 < 0.05$ . Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence together between role conflicts, workload, work stress and the perception of agency penalties on the performance of Employees of the Procurement Of Goods and Services Of Solok City. Results can be seen in table 2.

**Table 2. Test Results t**

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	813.367	3	406.684	883.625	.000 <sup>a</sup>
	Residual	15.188	51	.460		
	Total	828.326	54			
a. Predictors: (Constant), X <sub>4</sub> , X <sub>3</sub> , X <sub>2</sub> , X <sub>1</sub>						
b. Dependent Variable: Y						

Source: SPSS Output Results (2021)

### Coefficient of Determination (Adjusted R Square)

The Coefficient of Determination is used to see or measure how well a model can explain the variation of free variables, with R square used for research with two variables and Adjusted R Square used for research with more than three variables. In this study, the coefficient of determination was calculated using the Adjusted value R Square, which can be seen in Table 3.

**Table 3. R Square Test Results**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.991 <sup>a</sup>	.982	.981	.67841
a. Predictors: (Constant), X <sub>4</sub> , X <sub>3</sub> , X <sub>2</sub> , X <sub>1</sub>				
b. Dependent Variable: Y				

Source: SPSS data processing results (2021)

Based on the results of the Adjusted R square analysis is 0.981 this means that 98.1% of employee performance is affected by independent variables of role conflict, workload, work stress and perception of agency punishment. The remaining 1.9% is influenced by other variables outside the model.

### DISCUSSION

The discussion of research results is intended to explain and interpret the results of research conducted using SPSS.

### **The Effect of Role Conflicts on the Performance of Employees of the Procurement Of Goods and Services Of the Solok City Secretariat**

The role conflict has a considerable impact on the performance of the procurement department of the Solok Municipal Secretariat, according to the findings of this study. This shows that the performance of employees of the Procurement Section of the Solok City Regional Secretariat is affected by role conflicts. This suggests that the more role conflicts, the worse the employee's performance. Role conflict variables have a coefficient of -0.509 indicating that the variable has a greater influence compared to other factors, according to the findings of this study. This suggests that role conflicts can have an impact on employee performance. Conflicts of employee roles must be avoided if the Procurement Of Goods and Services Section of the Solok City Secretariat intends to improve employee performance.

This is in line with Ram (2011), which argues that role conflict occurs when a person has multiple competing roles, and that can lead to a decrease in employee performance. The findings of this study are in line with safaria findings (2011) which stated that role conflicts have a negative and significant effect on employee performance. Role conflicts have a major impact on employee performance, according to research by Mohammad, Catharina (2001), Usman (2011), and Indriyani (2009).

### **Effect of Workload on The Performance of Employees of the Procurement Of Goods and Services of the Solok City Secretariat**

Workload has a considerable influence on the performance of the Procurement Officer Procurement Section of Solok City Regional Government, according to the findings of this study. This means that the performance of employees in the Procurement Section of the Solok City Regional Secretariat is determined by their workload. This suggests that as workloads increase, employee performance decreases. The workload variable had a value of -0.344 indicating significant influence, according to the study's findings. This suggests that staff workload may be a factor in poor performance. Reduce employee workload if the Procurement Of Goods and Services Department of Solok City Wants to improve employee performance.

This is in accordance with Ram (2011), who believes that workload is the amount of work that a position or organizational unit must complete, and that it is a product of work volume and time norms, and can have negative effects. impact on employee performance. The findings of this study are in line with safaria findings (2011) which stated that workload has a negative and significant effect on employee performance. Workload has a considerable impact on employee performance, according to Mohammad's research, Catharina (2001).

### **Effect of Work Stress on The Performance of Employees of the Procurement Of Goods and Services Of the Solok City Secretariat**

The findings of this study show that work stress has a considerable influence on the performance of employees of the Procurement Section of the Solok Municipal Secretariat. This shows that work stress affects the effectiveness of employees in the Procurement Section of the Solok City Regional Secretariat. That is, the higher the work stress of an agency, the lower the performance of its employees.

Based on the results of this study, the work stress variable has a coefficient of 0.236 which indicates that work stress has a significant influence. This suggests that workplace stress may have an impact on employee performance. If the Procurement Of Goods and Services Section of the Solok City Secretariat wants to improve employee performance, it must be able to provide a stress-free work environment. The findings of this study support Habibullah's conclusion (2009) that work stress has a considerable negative impact on employee performance.

### **Employee Perception of agency punishment for the Performance of Employees of the Procurement Of Goods and Services Setda Kota Solok.**

The findings of this study show that the performance of employees of the Procurement Section of the Solok City Regional Secretariat on the perception of agency punishment has a fairly good impact on its performance. This shows that the perception of agency penalties affects the performance of employees in the Procurement

Of Goods and Services Section of the Solok City Secretariat. This shows that the better the perception of agency punishment, the better the performance of the employee.

Based on the results of this study, the agency's penalty perception variable has a coefficient of 0.231, which indicates that performance against the perception of agency punishment has a significant influence. This shows that the perception of high and good agency penalties can affect employee performance. Employees in the Procurement Section of the Solok City Regional Secretariat must cause a positive perception of agency punishment for employees who make mistakes in the agency if they want to improve employee performance. This corresponds to the notion of the perception of agency punishment as one of the most significant psychological factors for people in responding to various aspects and symptoms in their environment. The perception of agency punishment is a broad concept that includes internal and external factors. Different experts have given different definitions of the perception of punishment, but in principle they all have the same meaning.

#### **Influence of Role Conflicts, Role conflicts, workloads, work stress and perceptions of agency penalties on the Performance of Employees of the Procurement Of Goods and Services Of the Regional Secretariat of Solok City**

The findings of this study show that role conflicts, workloads, work stress and the perception of agency punishment together have a significant influence on the performance of employees of the Procurement Of Goods and Services Department of Solok City. This indicates that role conflicts, workloads, work stress and perceptions of agency penalties determine the performance of employees of the Procurement Of Goods and Services Section of the Solok Municipal Secretariat.

This means role conflicts, workloads, work stress and perceptions of agency punishment, impacting the decline in employee performance. This is in accordance with research by Ram , etc (2011) which states that role conflicts, workloads and work stress have a negative and significant effect. on employee performance while the perception of agency punishment has a positive effect on employee performance.

### **4. CONCLUSIONS AND SUGGESTIONS**

#### **Conclusions**

Based on the results of testing and discussion of hypotheses that have been explained, some conclusions are drawn as follows:

Role conflicts have a negative influence on employee performance. This means that employee performance will increase if role conflicts in the agency are reduced. Workload has a significant negative influence on employee performance, meaning that employee performance will increase if the existing workload can be adjusted to the employee's condition. Work stress has a significant negative influence on employee performance which means that employee performance will increase if employees can reduce their stress on existing work. The perception of agency punishment has a significant positive influence on employee performance.

This means that employee performance will improve if employees can improve the perception of agency penalties for existing work. Role conflicts, workloads, work stress and perceptions of agency punishment together have a positive effect on the performance of employees of the Procurement Of Goods and Services Department of Solok City. 98% of employee performance is influenced by role conflicts, workload, work stress and perception of agency punishment.

#### **Suggestions**

Suggestions for the results of this study to get better results, namely:

- For further researchers, it is expected to be able to research with other variables beyond this variable in order to obtain more varied results that can describe what things can affect performance and it is recommended to expand the scope of research on the influence of role conflicts, workload, work stress and the perception of agency penalties on employee performance used in this study.

- For the management of agencies, it is expected to create more flexible working hours so that employees do not experience the phenomenon of role conflicts between work and family. For the management of the agency is expected to create a conducive work atmosphere without excessive workload and employee work stress that is not high.
- For the perception of organizational punishment, it is recommended to agencies to be able to pay attention to the comfort of employees in working by creating a good perception of organizational punishment, because this will have an impact on the psychological employees if employees feel prosperous and comfortable with the rules in the organization, it will improve their performance and morale at work.

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### Invitation-Friendly Rules:

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