

Psychological Factors and Organizational Factors on Employee Performance

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ABSTRACT

This research is a type of Quantitative research that aims to determine the influence and analyze how the influence of Psychological and Organizational Factors on Employee Performance at the Class 1A Sungguminasa District Court Office in Gowa Regency. The independent variables in this study are Psychological Factors and Organizational Factors while the dependent variable is Employee Performance. The number of respondents in this study was 70 employees at the Sungguminasa District Court Office Class 1A in Gowa Regency. Research data were obtained using Observation, Interview, Documentation, and Questionnaire Techniques. The data analysis methods used are descriptive analysis tests, research instrument tests (validity tests and reliability tests), multiple linear regression analysis tests, hypothesis tests (t tests, f tests, correlation coefficient tests, and determination coefficient tests). The results of this study show that Psychological Factors partially have a positive and significant effect on Employee Performance, Organizational Factors partially have a positive but not significant effect on Employee Performance, and Psychological Factors and Organizational Factors together or simultaneously affect Employee Performance at the Sungguminasa District Court Office Class 1A in Gowa Regency.

ABSTRAK

Penelitian ini merupakan jenis penelitian Kuantitatif yang bertujuan untuk mengetahui pengaruh dan menganalisis bagaimana pengaruh Faktor Psikologi, dan Organisasi terhadap Kinerja Pegawai pada Kantor Pengadilan Negeri Sungguminasa Kelas 1A di Kabupaten Gowa. Variabel bebas dalam penelitian ini adalah Faktor Psikologi dan Faktor Organisasi sedangkan variabel terikatnya adalah Kinerja Pegawai. Jumlah responden dalam penelitian ini adalah sebanyak 70 pegawai yang ada pada Kantor Pengadilan Negeri Sungguminasa Kelas 1A di Kabupaten Gowa. Data hasil penelitian diperoleh dengan menggunakan Teknik Observasi, Wawancara, Dokumentasi, dan Angket/Kuisisioner. Metode analisis data yang digunakan adalah uji analisis deskriptif, uji instrumen penelitian (uji uji validitas dan uji reabilitas), uji analisis regresi linear berganda, uji hipotesis (uji t, uji f, uji koefisien korelasi, dan uji koefisien determinasi). Hasil penelitian ini menunjukkan bahwa Faktor Psikologi secara parsial berpengaruh positif dan signifikan terhadap Kinerja Pegawai, Faktor Organisasi secara parsial berpengaruh positif tetapi tidak signifikan terhadap Kinerja Pegawai, serta Faktor Psikologi dan Faktor Organisasi secara bersama-sama atau secara simultan berpengaruh terhadap Kinerja Pegawai pada Kantor Pengadilan Negeri Sungguminasa Kelas 1A di Kabupaten Gowa.



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INTRODUCTION

The present epoch of globalization is a significant challenge for companies since the rapid advancement of information technology gives rise to new competitors, hence intensifying competitiveness among firms in Indonesia. Organizations must be able to adapt to and navigate changes swiftly and effectively. Organizations must rely on more than advanced technology to survive and succeed in a competitive environment. They must also have competent human resources (HR) who are trustworthy in their respective disciplines and capable of confronting the difficulties and changes that arise (Yanche, 2017). Human resources are vital and indispensable components of every organization, be it an institution or a company. Human

resources refer to the individuals employed inside an organization who serve as catalysts, strategists, and organizers to accomplish the business's objectives. Human resources are a crucial asset in management (Wibowo, 2020). The function of human resources remains crucial in determining an agency's success. Effectively managing quality and skilled human resources (HR) is a crucial aspect that determines the success or failure of an organization in attaining its objectives. The significance of employee performance is crucial for a firm's success in this scenario. Employee performance serves as a standard for assessing competence and efficiency and providing valuable insights regarding personnel for relevant organizations (Rosmaini & Tanjung, 2019). Nevertheless, it is undeniable that corporations and organizations face constraints in fulfilling their responsibilities, as not all employees exhibit satisfactory performance. Therefore, it becomes imperative to make concerted efforts to enhance employee performance to attain organizational objectives. When aiming to enhance an employee's performance, a manager or organizational leader must consider many elements that contribute to increasing the firm's overall success.

Employee performance pertains to the execution of employees' assigned activities and obligations. In this scenario, the organization evaluates employee performance to determine their suitability for assessment purposes while also assessing the person's potential. Prawirosentono (2008) defines performance as the collective efforts of individuals or groups within an organization, acting within their assigned roles and responsibilities, to achieve its primary goals while adhering to ethical and moral principles. Employee performance can be defined as the measure of the quality and quantity attained by employees in fulfilling their assigned duties and obligations as directed by the employer. Bahri, 2019 Every organization desires and requires that all employees consistently fulfill their work to the highest standard. Several detrimental factors can diminish employee performance, such as a decrease in employees' motivation to achieve optimal work performance, frequent absences, and a lack of punctuality in completing tasks, resulting in non-compliance with rules. To enhance employee performance, companies/organizations must prioritize the elements that influence performance. Gibson et al. (2012) identified psychological and organizational factors as the key determinants of performance.

Leaders must carefully examine the psychological elements in employees, as internal processes might be concealed, hindering the identification and resolution of behavioral and performance issues (Devi & Suwena, 2017). Gibson's theory posits that psychological factors, including familial dynamics, motivation, and work-related stress, significantly impact employee performance outcomes. Consequently, individual work results will only be optimized within the organization and in the context of dual roles within the family. This dearth of motivation exacerbates work-related stress and detrimentally affects employee performance. Consequently, psychological aspects have significant importance and necessitate careful consideration by leaders to effectively address employee behavioral and performance issues. Organizational factors pertain to the formal patterns of activity and reciprocal connections among different organizational subunits (Devi & Suwena, 2017). Organizational variables pertain to a well-defined relationship system delineating power, accountability, and division of labor. This framework dramatically facilitates employees in attaining optimal work performance. Organizational factors, also perceived as organizational support (POS), are significant concepts in an organization's behavioral literature. They can help explain the connection between how employees are treated by the organization, their attitudes, and their behavior towards their work and the organization. Ramdhani & Sawitri, (2017) contend that organizations are crucial in

fulfilling employees' socioemotional demands, including respect, care, and tangible advantages such as income and health benefits. Experiencing a sense of worth from the organization fulfills employees' desires for recognition, respect, and social connection.

The Sungguminasa District Court is a judicial institution responsible for receiving, analyzing, deciding, and resolving criminal and civil cases at the primary level under the jurisdiction of Gowa Regency. The Sungguminasa District Court is committed to consistently carrying out the vision and mission of the Supreme Court of the Republic of Indonesia. Specifically, the Sungguminasa District Court aims to establish a highly esteemed institution by upholding its independence, delivering equitable legal services to those seeking justice, enhancing the leadership quality within the court, and bolstering its credibility and transparency. The primary objective of the Sungguminasa District Court is to deliver exceptional legal services to the community in pursuit of justice, thereby facilitating the enforcement of the law and the administration of justice. Nevertheless, these efforts still need to eliminate the possibility that the Sungguminasa District Court will encounter issues with decreased employee performance while fulfilling their responsibilities and obligations. This conclusion is drawn from the outcomes of interviews conducted during the preliminary investigation with a staff member from the Sungguminasa District Court's Class 1A office in Gowa Regency.

The prevailing issue affecting employee performance at the Sungguminasa District Court Office Class 1A in Gowa Regency is employee indiscipline, which is influenced by psychological reasons. Employees frequently violate the established regulations by arriving late to the workplace. Some employees delegate their absences to their colleagues, who arrive late to work without detection from their supervisors. Employees need to deliver optimal performance at work, resulting in unattainable targets. Furthermore, employees expressed dissatisfaction regarding the burdensome workload, compounded by the rising number of criminal and civil cases that necessitate resolution. The Sungguhminasa Class 1A District Court Office employees in Gowa Regency demonstrate low motivation, as evidenced by their lack of passion for completing their work. This lack of motivation has resulted in a deterioration in employee performance.

The phenomenon observed in the Sungguminasa District Court Office Class 1A in Gowa Regency is the impact of organizational factors on employee performance. Specifically, some employees perceive a need for more organizational support, such as insufficient recognition for working beyond regular hours. This lack of appreciation hinders their ability to focus on their work and improve their performance. Additionally, the leadership needs to acknowledge or appreciate employees' contributions, which leads to a lack of motivation to carry out their duties. Employees also experience discomfort due to deficiencies in the organization of workspaces, which need to be better arranged and have several rooms with faulty facilities. For instance, the staff room lacks a functioning air conditioner, resulting in a hot and uncomfortable atmosphere. The Sungguminasa District Court Class 1A management in Gowa Regency should prioritize these conditions to encourage its staff to enhance their performance quality. The performance of individuals can be influenced by various elements, including the environmental conditions and the level of support provided by the organization. Unfavorable environmental conditions, such as unsupportive superiors, uncooperative coworkers, or inadequate facilities and infrastructure, can lead to suboptimal performance.

Human resource management is the strategic management of an organization's workforce, encompassing planning, recruitment, training, career development, and organizational development. Human Resource Management (HRM) acknowledges the

significance of an organization's workforce as a crucial human resource in achieving corporate objectives. It involves implementing various functions and activities to ensure the efficient and equitable utilization of human resources for the betterment of individuals, organizations, and society. (Iskandar, 2018). Recruitment and selection processes prioritize considering potential employees from external and internal sources within the firm. Research on the performance of these tasks is conducted post-employment for candidates or applicants in organizational operations. The organization establishes its operational framework and, after that, incentivizes the performance it attains. On the other hand, the business must also assess whether there is any detrimental performance where personnel cannot meet the set performance benchmarks.

Psychology is a scientific discipline investigating human behavior, mental functioning, and mental processes using scientific methods. Psychology explores and examines human cognitive functions and behaviors. Specialized psychology focuses on studying and researching the unique facets of human mental functioning. Technical psychology focuses on discussing specific phenomena that depart from broad patterns. Moreover, psychology proves valuable in facilitating problem-solving for others, enhancing overall well-being and happiness, comprehending mental manifestations, obtaining insight into behavior, and fostering unwavering confidence in transforming one's lifestyle, conduct, and social interactions. According to Gibson et al. (Devi & Suwena, 2017), leaders must pay attention to psychological factors in employees. This is because internal processes among employees can be easily concealed, making it essential to uncover them to gain valuable insights for addressing behavioral and performance issues. Psychological factors refer to internal elements within individual employees that are related to their psychiatric and mental disorders. These factors can impact the quantity and quality of employee performance acquisition.

The assistance of employees can alleviate the burden of many operational and managerial tasks. Hence, an organization must ascertain the level of employees' desire to work. Tama & Dewi, (2017) argue that work should be structured to enhance employees' psychological well-being. The psychological aspects that can be influenced include work that instills employees with a sense of purpose, fosters a sense of accountability for the outcomes, and enables employees to acquire knowledge from the results. Organizational factors refer to the formal activity patterns and reciprocal relationships between different organizational subunits (Devi et al., 2017). Organizational factors encompass the structured framework that outlines authority, responsibility, and division of labor, significantly facilitating employees in achieving work performance. These factors include clear job descriptions, challenging work targets, effective communication patterns, harmonious work relationships, a respectful and dynamic work climate, career opportunities, and adequate work facilities. Support provided by an organization Organizational support pertains to the way employees perceive the organization's appreciation for their efforts, provision of assistance, and concern for their well-being. Moreover, Eisenberger and Rhoades added that to enhance organizational trust, it is crucial to have a favorable evaluation of the company, which will lead employees to prioritize the recognition they receive from their superiors. Administrative aspects encompass three elements: recognition of worth, company readiness to assist, and company solicitude (Ramdhani & Sawitri, 2017). Organizational factors refer to a company's support in terms of training, resources, performance standards, and practical work groups. According to Robbins & Judge, (2008), perceived organizational support refers to how employees perceive that the organization values their contributions and cares about their well-being. If employees do not perceive support from management, they may view their tasks as unpleasant and exhibit ineffective work

performance, which can negatively impact the organization. Mathis & Jackson, (2019) identify numerous indications of organizational support, including leadership, compensation, job design, training and development, and equipment and technology.

Employee performance is a metric that can be utilized to assess the correlation between job outcomes and assigned responsibilities within a specific timeframe. It can also serve as a gauge for both individual work performance and overall organizational performance. (Ermatasari et al., 2019) Employee performance is characterized by the person's proficiency in executing specific competencies. Employee performance is crucial, as it provides insight into the extent of an employee's capability to fulfill specified responsibilities. To ensure clarity and precision, it is imperative to establish explicit, quantifiable, and mutually agreed-upon standards that may be used as a benchmark. The impact of psychological and organizational aspects on employee performance is intricately linked to employees' emotional state and sentiments at work, stemming from the uncertainty surrounding their employment status or contract. If employee uneasiness increases, it will lead to a drop in performance due to the prevailing sense of instability..

H₁: Psychological factors have a positive and significant effect on employee performance.

H₂: Organizational factors have a positive and significant effect on employee performance.

RESEARCH METHOD

This study encompasses a quantitative research methodology that involves a sample size of 70 individuals from the Sungguminasa District Court Office. The data utilized in this study is primary data collected through the distribution of questionnaires to respondents. These questionnaires consist of written inquiries about psychological and organizational aspects that influence employee performance, which are the focus of this research. The research employed various data analysis techniques, including descriptive analysis, research instrument testing, classical assumption testing, hypothesis testing, and multiple linear regression analysis, utilizing the SPSS version 25 software.

RESULTS AND DISCUSSION

The validity test compares the computed r value with the reference r value from a table. The item is deemed legitimate if the estimated correlation coefficient (r) is higher than the critical value (table r) and the coefficient is positive. Alternatively, the item is deemed invalid if the computed r value is less than the reference r value. The calculated coefficient of correlation (r -value) can be observed from the Pearson correlation. At a significant level of 5% or 0.05, the r -table value is being sought. The total number of observations is 70, resulting in a matter of 0.2352. The reliability test was assessed using Cronbach's alpha statistical test. Sugiyono, (2009) states that questionnaire items are credible if Cronbach's alpha value exceeds 0.6. The statistical analysis was conducted using SPSS software.

All items from the three variables in Table 1 have a determined correlation coefficient (r) higher than the critical value (r table). Thus, all statement items in the questionnaire pass the validity test. All variables exhibit a Cronbach's alpha coefficient surpassing 0.6. Thus, all the statement items in the questionnaire pass the reliability test.

Table 1. Validity and Reliability Test Results

Variable	Item	r-calculated	cronbach's alpa	Info
Psychological Factors (PF)	PF.1	0.841	0.891	Valid and Reliabe
	PF.2	0.823		
	PF.3	0.895		
	PF.4	0.468		
	PF.5	0.895		
	PF.6	0.841		
Organizational Factors (OF)	OF.1	0.815	0.758	Valid and Reliabe
	OF.2	0.747		
	OF.3	0.781		
	OF.4	0.542		
	OF.5	0.315		
	OF.6	0.783		
Employee Performance (Y)	EP.1	0.682	0.645	Valid and Reliabe
	EP.2	0.736		
	EP.3	0.688		
	EP.4	0.766		
	EP.5	0.255		

Source: Data Processing Results, 2023

**Figure 1. Normality Test Results**

An optimal regression model has a normal or almost normal distribution, making it well-suited for statistical testing. A regression model is said to have a normal distribution when the plotted data representing the actual data follows a diagonal line (Ghozali, 2018). Figure 1 clearly illustrates that the plotted data, representing the actual data, follows a diagonal line. Thus, it can be inferred that the regression model follows a normal distribution.

Subsequently, a multicollinearity test was conducted to ascertain the presence of any link among the independent variables in the regression model. The purpose of the multicollinearity test is to determine whether there is a significant correlation, either high or perfect, between the independent variables in the regression model (Ghozali, 2018). They are conducting multicollinearity testing using SPSS software. If the tolerance value is above 0.100 and the VIF value is below 10.00, multicollinearity is considered absent. Table 3 shows that the

tolerance value for the psychological and organizational factors variables is over 0.100, while the VIF value for both variables is below 10.00. Thus, it can be inferred that the regression model is free from any signs of multicollinearity.

Table 2. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	Psychological Factors	.120	8.354
	Organizational Factors	.120	8.354

Source: Data Processing Results, 2023

The study employed multiple linear regression to analyze the data to ascertain the impact of psychology and organization on employee performance. The Statistical Package for Social Science (SPSS) will facilitate the multiple linear analysis procedure.

Table 3. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,392	1,175		4.591	.000
Psychological Factors	.445	.116	.691	3.837	.000
Organizational Factors	.137	.138	.178	.991	.325

Source: Data Processing Results, 2023

The results of regression testing, as shown in Table 3 show the regression equation obtained as follows:

$$EP = 5.392 + 0.445PF + 0.137OF$$

The derived constant value is 5.392. This indicates that when the independent variables (psychological factors and organizational factors) have a value of zero (0), the dependent variable (employee performance) equals 5,392 units. Assuming all other independent factors remain identical, a 1 unit rise in the psychological element will result in a 0.445 increase in the employee's performance value. The positive coefficient indicates a correlation between psychological elements and employee performance. Assuming all other independent variables remain constant, a one-unit increase in organizational factors will result in a 0.137 rise in employee performance. The coefficient exhibits a positive value, indicating a correlation between organizational characteristics and employee performance.

Subsequently, a partial t-test was conducted to quantify the extent of the impact of a single independent variable on the dependent variable (Ghozali, 2018). The Coefficients table provides the significant value, the foundation for decision-making. A sig value below 0.05 indicates a partial influence of the independent variable on the dependent variable.

Table 3 displays the results for the Psychological Factor (PF) variable, which has a computed t-value of 3.837 and a significance value of 0.000. This indicates that the variable has a positive impact, and the significance value is less than 0.05. Thus, Psychological Factors (PF) positively and substantially impact Employee Performance (EP). The Organizational Factor

(OF) variable has a computed t-value of 0.991 and a significance value of 0.325. This indicates that the variable in question has a significant influence, with a p-value greater than 0.05. Thus, the Organizational variable (OF) has a positive, albeit statistically insignificant, impact on Employee Performance (EP). Subsequently, an F-test (Simultaneous Test) is conducted to see if all independent factors collectively influence the dependent variable (Ghozali, 2018). The ANOVA table's significant value serves as the foundation for decision-making. If the significance value is less than 0.05, it indicates that all independent factors simultaneously influence the dependent variable (Ghozali, 2018). The F test was employed in this investigation using the SPSS software.

Table 4. Simultaneous Test Results (Uji F)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	272.800	2	136.400	95.409	.000 ^b
	Residual	95.785	67	1.430		
	Total	368.586	69			

Source: Data Processing Results, 2023

Table 4 shows that the Sig value is 0.000. This indicates that the significance value is less than 0.05. Thus, it can be inferred that all independent variables collectively impact the dependent variable. Subsequently, a Pearson correlation test is conducted to ascertain the degree of proximity between variables, as shown by the correlation coefficient (r). A p-value of less than 0.05 indicates a statistically significant correlation or relationship. Conversely, if the p-value exceeds 0.05, it suggests no significant correlation or link.

Table 5. Correlation Coefficient Test Results (r)

		Psychological Factors	Organizational Factors	Employee Performance
Psychological Factors	Pearson Correlation	1	.938**	.858**
	Sig. (2-tailed)		.000	.000
	N	70	70	70
Organizational Factors	Pearson Correlation	.938**	1	.826**
	Sig. (2-tailed)	.000		.000
	N	70	70	70
Employee Performance	Pearson Correlation	.858**	.826**	1
	Sig. (2-tailed)	.000	.000	
	N	70	70	70

Source: Data Processing Results, 2023

Variabel Faktor Psikologi (PF), Faktor Organisasi (OF), dan kinerja pegawai (Y), seperti yang ditunjukkan pada tabel 5, berkorelasi positif dengan nilai $r = 0,858$ dan $0,826$ seperti yang terlihat pada grafik. Akibatnya, tampaknya ada korelasi sempurna antara faktor psikologi dan

faktor organisasi terhadap kinerja karyawan. Nilai signifikan dari ketiga variabel (PF), (OF) dan (Y) ketiganya di bawah ambang batas signifikansi 0.

Selanjutnya dilakukan uji koefisien determinasi untuk mengukur seberapa jauh kemampuan model dalam menerangkan variasi variabel dependen (Ghozali, 2018). Nilai koefisien determinasi (r^2) adalah antara nol dan satu. Koefisien determinasi (r^2) mempunyai interval antara 0 sampai 1. Semakin besar nilai koefisien determinasi (r^2) maka semakin besar pula pengaruh variabel-variabel independen untuk memprediksi variasi variabel dependen. Namun jika semakin kecil, maka variabel independen secara keseluruhan tidak dapat menjelaskan pengaruhnya terhadap variabel dependen. Analisis koefisien determinasi (r^2) pada penelitian ini menggunakan perangkat lunak SPSS. Nilai koefisien determinasi (r^2) terdapat pada kolom Adjusted R Square.

Table 6. Results of Determination Coefficient Analysis (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,860 ^a	,740	,732	1,196

Source: Data Processing Results, 2023

Berdasarkan Tabel 6, dapat dilihat bahwa nilai R Square menunjukkan 0,740. Hal ini berarti kemampuan variabel independen dalam menjelaskan variabel dependen adalah sebesar 0,740 atau 74%. Sedangkan 26% sisanya dijelaskan oleh faktor di luar variabel penelitian ini

Discussion

The initial hypothesis test results indicate that psychological factor variables positively and statistically significantly impact employee performance variables at the Sungguminasa Class 1A District Court Office within the district. Enter. Optimal psychological elements will enhance employee performance. This research measures six indicators: perception, attitude, personality, learning, stress, and motivation. The PF.5 (stress) indicator exhibits the highest average value among the six indicators mentioned. This implies that personnel possess the necessary competence to handle and mitigate stress effectively, enabling them to fulfill their responsibilities and perform their work efficiently. Conversely, the PF.4 indicator (learning) exhibits the lowest average. This indicates that employees must still acquire new knowledge and skills relevant to their responsibilities and tasks. The management of the Sungguminasa Class 1A District Court office should prioritize their attention to this matter. Gowa aims to enhance its employees' support and motivation, fostering a heightened inclination to acquire new knowledge and skills about their responsibilities and tasks. This, in turn, is expected to influence the business's overall productivity positively. The findings of this study align with the research conducted by (Devi et al., 2017) on the influence of psychological and organizational factors on Employee performance.

The results of the second hypothesis test indicate that the organizational factor variables have a negligible impact on the employee performance variables at the Sungguminasa Class 1A District Court Office in the Gowa district. Therefore, rejecting the second hypothesis implies that enhancing the existing organizational characteristics will subsequently improve employee performance. As defined by Devi et al. (2017), organizational factors are formal patterns of activity and reciprocal interactions between different subunits within an organization that impact employee performance. This study measures six indicators: leadership, salary, job

design, training and development, equipment and technology, and work environment. Among the six indicators mentioned, indicator OF.5 (equipment and technology) exhibits the highest average. This implies that employees perceive the equipment and technology in their workplace as supporting their ability to do their obligations and tasks. Conversely, the OF.4 indicator, which measures training and development, has the lowest average score. Consequently, employees perceive a need for more opportunities within the working environment to enhance their skills and knowledge, such as through external educational programs or training. The explanation is from rules perceived as impeding employees' ability to pursue more education. However, the office has implemented a consistent education and training program for its personnel – the management of the Sungguminasa Class 1A District Court Office in Kab. Gowa should prioritize facilitating the process of obtaining permission for employees to participate in or continue education and training outside the office. This would result in improved organizational productivity. The findings of this study align with the research undertaken by (Faidzin et al., 2021), which demonstrates that organizational characteristics do not substantially impact employee performance.

CONCLUSIONS

The study discovered that psychological factors exert a favorable and substantial impact on the performance of employees at the Sungguminasa Class 1A District Court Office in Gowa Regency. While employees demonstrated effective stress management, the research emphasized enhancing the learning component, which received the lowest rating. Consequently, management should offer supplementary assistance and encouragement to foster employees' inclination towards acquiring new knowledge relevant to their jobs, thereby enhancing organizational efficiency. Conversely, the results indicate that organizational characteristics do not substantially impact employee performance in the Sungguminasa District Court Office. While workplace equipment and technology were rated highly, weaknesses in training and development were identified as hurdles that must be addressed. Management must prioritize training and development metrics, facilitating employees' ability to enhance their talents beyond the workplace. Therefore, this enhancement will positively affect the organization's overall performance, aligning with past research that suggests organizational characteristics have a limited impact on personnel performance.

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