



The Influence of Work Orientation and Work Motivation on Employee Performance at the Education Office of Central Tapanuli Regency

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ABSTRACT

This study aims to examine the influence of Work Orientation and Work Motivation on Employee Performance at the Department of Education, Tapanuli Tengah Regency. The research uses a quantitative method with a descriptive approach. The sample consisted of 56 employees of the Department of Education who were respondents through questionnaires. The results show a strong correlation between Work Orientation and Employee Performance ($r = 0.776$) and between Work Motivation and Employee Performance ($r = 0.698$). The coefficient of determination analysis indicates a value of 0.659, meaning that 65.9% of the variation in Employee Performance is simultaneously influenced by Work Orientation and Work Motivation, while the remaining 34.1% is affected by other factors not discussed in this study. Based on the t-test, Work Orientation ($t_{\text{calculated}} = 5.164 > t_{\text{table}} = 1.674$) and Work Motivation ($t_{\text{calculated}} = 2.966 > t_{\text{table}} = 1.674$) have a significant partial effect on Employee Performance. Furthermore, the F-test shows $F_{\text{calculated}} = 51.246 > F_{\text{table}} = 3.17$ with a significance of $0.000 < 0.05$, indicating a significant simultaneous effect. Therefore, Work Orientation and Work Motivation positively affect Employee Performance at the Department of Education, Tapanuli Tengah Regency.

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INTRODUCTION

The improvement of human resource (HR) quality has become a central concern for both organizations and government institutions, as human resources play a crucial role in ensuring organizational effectiveness and success. High-quality human resources represent a valuable asset, as they are capable of addressing both internal and external challenges in achieving organizational goals (Putu, 2017; Eti, 2021). The quality of human resources can be enhanced through the development of intellectual capacity, personality, and employee competencies, which subsequently have a positive impact on employee performance (Kasmir, 2019).

Employee performance refers to work outcomes and behaviors demonstrated in completing tasks and responsibilities in accordance with established organizational standards. High performance is not solely achieved through formal training but also through effective job orientation. Job orientation is the process of introducing new employees to the organizational structure, colleagues, and work environment to facilitate adjustment and understanding of assigned duties (Kurniawan, 2022; Ricky, 2016). Without adequate orientation, new employees may experience confusion, reduced productivity, and a mismatch between job positions and job descriptions, which may ultimately diminish organizational performance.

In addition to job orientation, work motivation plays a significant role in enhancing employee performance. Work motivation is the driving force that encourages individuals to work productively, achieve organizational objectives, and fulfill both material and non-material needs (Setyawati, 2024). Motivated employees tend to exhibit high enthusiasm, discipline, and responsibility in carrying out their duties. Conversely, low motivation can negatively affect performance, service quality, and work efficiency.

Previous studies have demonstrated a significant influence of job orientation and work motivation on employee performance. Tasik (2022) found that job orientation significantly influenced employee performance at PT Matahari Department Store, while Norkhalisah (2024) reported that work motivation significantly affected employee performance at the Department of Education and Culture of Balangan Regency. Other studies have also emphasized that the combination of effective job orientation and strong work motivation can substantially enhance employee productivity.

Based on preliminary observations conducted at the Department of Education of Central Tapanuli Regency, employee performance has not yet reached an optimal level. Contributing factors include low intrinsic motivation, insufficient responsibility in carrying out duties, limited recognition and rewards from the

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organization, and the absence of a systematic job orientation program. These conditions highlight the need to strengthen job orientation and work motivation to support improved employee performance and overall organizational progress.

Accordingly, this study aims to analyze the effect of job orientation and work motivation on employee performance at the Department of Education of Central Tapanuli Regency, with the objective of providing strategic recommendations to enhance human resource performance within the institution.

METHODS

This study employed a quantitative research design with a descriptive approach. Quantitative research is defined as a method grounded in positivist philosophy, used to examine specific populations or samples, where data collection is conducted through research instruments and data analysis is quantitative or statistical in nature, with the objective of hypothesis testing (Sugiyono, 2017:17). This research was conducted to examine the influence of Job Orientation and Work Motivation on Employee Performance at the Department of Education of Central Tapanuli Regency. The study took place at the Department of Education of Central Tapanuli Regency, located at Jl. Raja Junjungan Lubis No. 11, Pandan District, Central Tapanuli Regency, North Sumatra Province, during the period from April 2025 to August 2025.

The population of this study consisted of 56 employees, comprising 37 civil servants and 19 honorary staff (Sugiyono, 2017:215). According to Arikunto (2016:103), when the total number of subjects is fewer than one hundred, it is advisable to include the entire population as the sample. Therefore, this study employed a saturated sampling technique, in which all 56 employees were included as research respondents (Sugiyono, 2017:10).

The data utilized in this research were quantitative data in numerical form, including both discrete data (results of counting) and continuous data (results of measurement) (Sugiyono, 2017:14; Kuncoro, 2016:145). This study is descriptive-quantitative in nature, providing an objective understanding of the influence of Job Orientation and Work Motivation on Employee Performance (Ambarita, 2022:127).

The data sources were categorized into primary and secondary data. Primary data were obtained directly from respondents through interviews, field observations, and questionnaires (Sugiyono, 2017:137), involving all employees of the Department of Education of Central Tapanuli Regency. Secondary data were collected indirectly from documents and archives, such as books, academic journals, and government documentation (Sugiyono, 2017:193).

Data were collected through literature study and field study. The literature study involved reviewing relevant scientific books and regulatory documents, with attention to the quality and accreditation of sources (Tanjung, 2023:867). The field study involved direct data collection at the research site through observation, interviews, and questionnaires. Observation aimed to obtain factual data regarding the research object. Interviews were conducted through face-to-face discussions with individuals knowledgeable about job orientation, work motivation, and employee performance. The questionnaire consisted of structured written questions answered by respondents in written form.

This study involved two types of variables: independent variables and a dependent variable (Sugiyono, 2017:39). The independent variables were Job Orientation (X_1) and Work Motivation (X_2), which were presumed to influence employee performance. The dependent variable was Employee Performance (Y), which is influenced by job orientation and work motivation. A variable is defined as an attribute, characteristic, or value of a person, object, or activity that exhibits variation and is determined by the researcher for study and conclusion (Sugiyono, 2017:68).

- a. Job Orientation (X_1) refers to activities that provide a foundation for new employees to function effectively and comfortably in their new roles (Tasik, 2022:7). The indicators include: relationships with colleagues, organizational introduction, solidarity, communication, orientation programs, and socialization.
- b. Work Motivation (X_2) refers to the driving force that stimulates enthusiasm for work, enabling individuals to collaborate effectively and maintain integrity in achieving satisfaction (Wahjono et al., 2020:72). The indicators include: physiological needs, safety needs, social needs, esteem needs, and self-actualization needs.

- c. Employee Performance (Y) is defined as the quality and quantity of work achieved by employees in performing their duties in accordance with assigned responsibilities (Robbins in Bintaro, 2017:107). The indicators include: quality, quantity, timeliness, effectiveness, and independence.

The questionnaire consisted of 30 items, with each variable—Job Orientation, Work Motivation, and Employee Performance—represented by 10 items. Each item was measured using a five-point Likert scale: Strongly Agree (5), Agree (4), Less Agree (3), Disagree (2), and Strongly Disagree (1). To classify the data, the measurement interval was calculated using the formula:

$$\text{Interval} = \frac{\text{Range}}{5 - 1} = 0.8$$

Based on the interval value of 0.8, the scale categories were determined as follows:

- 4.20–5.00 = Very Good;
- 3.30–4.10 = Good;
- 2.40–3.20 = Fair;
- 1.50–2.30 = Poor;
- 0.60–1.40 = Very Poor (Furchan, 2016:197).

Data analysis was conducted using descriptive quantitative analysis with the assistance of Statistical Package for the Social Sciences (SPSS) version 26 for Windows. The analysis process included several stages.

First, instrument testing was conducted through validity and reliability tests. The validity test aimed to determine whether the instrument accurately measured the intended variables. A questionnaire item was considered valid if the item correlation coefficient was ≥ 0.30 (Arikunto, 2016:211; Azwar, 2017:36). The reliability test assessed the consistency of the instrument, with a Cronbach's Alpha coefficient greater than 0.60 indicating reliability.

Second, classical assumption tests were performed to ensure the appropriateness of the regression model. These included:

- a. Normality test, using the One-Sample Kolmogorov-Smirnov Test, where data are considered normally distributed if the significance value is ≥ 0.05 (Ghozali, 2018:161).
- b. Heteroscedasticity test, using the Glejser method, where a probability value ≥ 0.05 indicates the absence of heteroscedasticity (Ghozali, 2018:137).
- c. Multicollinearity test, where tolerance values > 0.10 and Variance Inflation Factor (VIF) values < 10 indicate no multicollinearity (Ghozali, 2018:107–108).

Subsequently, correlation coefficient analysis was conducted. Simple correlation used the Pearson Product-Moment method to measure the strength of the relationship between independent and dependent variables. According to Sugiyono (2017:250), the interpretation of the correlation coefficient (r) is as follows: 0.00–0.19 = very low; 0.20–0.39 = low; 0.40–0.59 = moderate; 0.60–0.79 = strong; 0.80–1.00 = very strong. Multiple correlation analysis was used to examine the simultaneous relationship between X_1 and X_2 with Y.

The coefficient of determination (Kd) was calculated to determine the proportion of variance in the dependent variable explained by the independent variables, using the formula:

$$Kd = r^2 \times 100\%$$

(Supranto, 2016:53).

To examine the linear relationship between Job Orientation (X_1), Work Motivation (X_2), and Employee Performance (Y), multiple linear regression analysis was employed using the formula:

$$Y = a + b_1X_1 + b_2X_2$$

where a represents the constant, and b_1 and b_2 represent the regression coefficients.

Finally, hypothesis testing was conducted using the t-test and F-test (ANOVA). The t-test examined the partial effect of each independent variable on the dependent variable, with the formula:

$$t = \frac{r\sqrt{(n-2)}}{\sqrt{(1-r^2)}}$$

The alternative hypothesis (Ha) was accepted if the calculated t-value was \geq the critical t-value at a significance level of 0.05 (Sugiyono, 2017:250).

The F-test examined the simultaneous effect of the independent variables on the dependent variable. The alternative hypothesis (Ha) stated that Job Orientation and Work Motivation have a positive and significant effect on Employee Performance, whereas the null hypothesis (Ho) stated otherwise. The degrees of freedom were calculated as $df(\text{numerator}) = k - 1$ and $df(\text{denominator}) = n - k$, where n is the sample size and k is the number of variables (Sugiyono, 2017).

RESULTS AND DISCUSSION

In this study, respondents were classified by gender to determine the proportion of male and female participation.

Table 1. Distribution of Respondents by Gender

No	Gender	Frequency	Percentage
1	Male	18	32%
2	Female	38	68%
	Total	56	100%

Based on Table 1 above, it can be observed that female respondents constitute the majority of the sample, accounting for 68% of the total respondents, compared to 32% male respondents. This indicates that the workforce composition at the Department of Education of Central Tapanuli Regency is predominantly female, which may reflect the general demographic pattern commonly found in educational institutions.

Based on the descriptive analysis of the research questionnaire concerning Job Orientation (Variable X₁) at the Department of Education of Central Tapanuli Regency, data from 56 respondents indicate that the mean scores for each item range from 3.77 to 4.14. The findings reveal that respondents feel capable of working responsibly (mean = 4.05), experience satisfaction when completing difficult tasks and achieving targets (3.77), are able to utilize their potential and work independently (3.88), value opportunities for career advancement (3.89), are willing to work overtime when necessary (3.98), enjoy work challenges (3.88), perceive their tasks as aligned with their abilities and educational background (3.82), have many friends at work (3.95), are satisfied with performance-based bonuses (4.14), and are motivated to work accurately and efficiently according to targets (3.93).

Using the 0.8 interval classification based on Furchan (2016:197), all Job Orientation indicators fall within the “good” category. The overall mean score of 3.93 indicates that Job Orientation among employees at the Department of Education of Central Tapanuli Regency is considered good and supports the improvement of employee performance.

Based on the descriptive results of the questionnaire regarding Work Motivation (Variable X₂), the data show that the mean scores for each item range from 3.70 to 4.11. The results indicate that work objectives are aligned with employees’ expertise (mean = 4.11), relationships among employees are positive (3.73), workloads are challenging yet achievable (3.70), leaders are firm in enforcing work regulations (4.04), leaders set a good example of discipline (3.93), the institution provides appropriate compensation (3.91), employees who commit errors receive sanctions according to procedures (3.82), leaders provide guidance to employees experiencing difficulties (3.91), employees comply with the institutional code of ethics (4.07), and employees leave work according to designated working hours (3.80).

Based on Furchan’s (2016:197) classification scale, all indicators are categorized as “good.” The overall mean score of 3.90 indicates that Work Motivation among employees is good and contributes positively to optimal performance achievement.

Regarding Employee Performance (Variable Y), the descriptive analysis shows that the mean scores range from 3.89 to 4.21. Specifically, responsibility for decisions made received a mean score of 4.21 (very good), satisfactory work results 4.02 (good), timely task completion 3.96 (good), discipline supporting

effectiveness 4.11 (good), measurable and efficient work 3.89 (good), goal-oriented work 4.13 (good), quality of work 3.91 (good), managerial appreciation of performance 4.05 (good), positive recognition from leaders for goal achievement 4.21 (very good), and teamwork in achieving targets 4.04 (good).

Using Furchan’s (2016:197) classification, all indicators fall within the “good” to “very good” categories. The overall mean score of 4.05 indicates that employee performance at the Department of Education of Central Tapanuli Regency is generally good and supports the optimal achievement of institutional objectives.

Table 2. Validity Test Results of Job Orientation, Work Motivation, and Employee Performance

Item	R _{count}	R _{critical}	Conclusion
Variable X₁ (Job Orientation)			
Item 1	0,582	0,30	Valid
Item 2	0,461	0,30	Valid
Item 3	0,648	0,30	Valid
Item 4	0,621	0,30	Valid
Item 5	0,538	0,30	Valid
Item 6	0,588	0,30	Valid
Item 7	0,349	0,30	Valid
Item 8	0,589	0,30	Valid
Item 9	0,529	0,30	Valid
Item 10	0,554	0,30	Valid
Variable X₂ (Work Motivation)			
Item 1	0,580	0,30	Valid
Item 2	0,618	0,30	Valid
Item 3	0,655	0,30	Valid
Item 4	0,591	0,30	Valid
Item 5	0,616	0,30	Valid
Item 6	0,580	0,30	Valid
Item 7	0,370	0,30	Valid
Item 8	0,629	0,30	Valid
Item 9	0,534	0,30	Valid
Item 10	0,539	0,30	Valid
Variable Y (Employee Performance)			
Item 1	0,691	0,30	Valid
Item 2	0,761	0,30	Valid
Item 3	0,675	0,30	Valid
Item 4	0,646	0,30	Valid
Item 5	0,742	0,30	Valid
Item 6	0,749	0,30	Valid
Item 7	0,548	0,30	Valid
Item 8	0,720	0,30	Valid
Item 9	0,609	0,30	Valid
Item 10	0,519	0,30	Valid

In addition to the validity test, a reliability test was conducted to examine the consistency of the questionnaire instruments for Job Orientation (X₁), Work Motivation (X₂), and Employee Performance (Y).

In this study, the validity test was conducted to ensure that all questionnaire items measuring Job Orientation (X₁), Work Motivation (X₂), and Employee Performance (Y) function as valid measurement instruments. Based on Table 2, all items across the three variables show r-count values greater than the r-critical value of 0.30. Therefore, all questionnaire items are declared valid. This indicates that the items used to measure Job Orientation, Work Motivation, and Employee Performance meet the requirements as appropriate research instruments.

Table 3. Reliability Test Results for Job Orientation, Work Motivation, and Employee Performance

No	Variable	Cronbach's Alpha	Remark
1	Job Orientation	0,848	Reliable
2	Work Motivation	0,862	Reliable
3	Employee Performance	0,907	Reliable

Based on Table 3, the Cronbach's Alpha coefficients are 0.848 for Job Orientation, 0.862 for Work Motivation, and 0.907 for Employee Performance. Since all values exceed the threshold of 0.70, each variable is considered reliable. Thus, the research instruments are deemed consistent and dependable for measuring Job Orientation, Work Motivation, and Employee Performance.

Classical Assumption Test

The normality test was conducted to determine whether the research data follow or approximate a normal distribution, characterized by a symmetrical bell-shaped curve. Normally distributed data are indicated by a pattern that is not skewed either to the left or to the right. In this study, the normality test was performed using both graphical and Kolmogorov–Smirnov approaches.

The results of the normality test using histograms for the variables of Job Orientation, Work Motivation, and Employee Performance are presented in Figure 1. The histogram shows that the data for each variable are normally distributed, as the distribution pattern is symmetrical and not skewed to either side.

Furthermore, analysis using the Normal Probability Plot (P–P Plot) demonstrates that the data points are distributed along and closely follow the diagonal line, which indicates that the residuals are normally distributed (see Figure 2). Thus, based on both graphical approaches, the assumption of normality is satisfied.

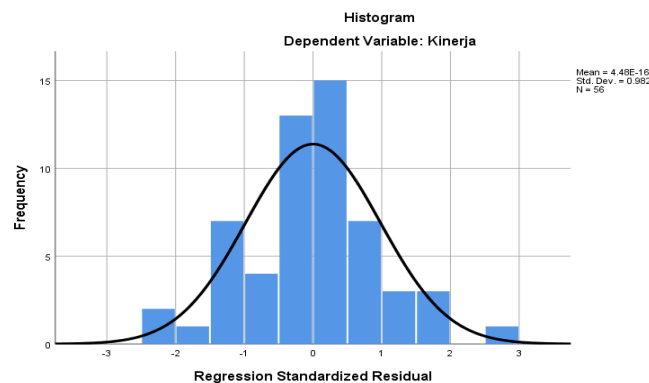


Figure 1. Histogram of Job Orientation, Work Motivation, and Employee Performance Variables

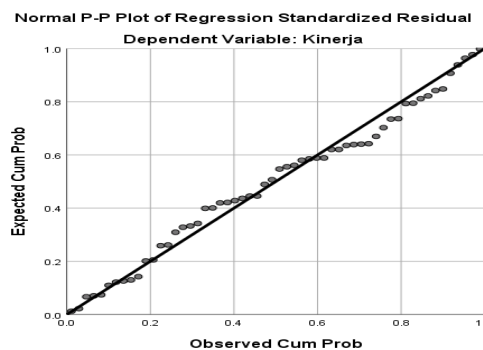


Figure 2. Normal P–P Plot of Regression Standardized Residual

As shown in Figure 2, the P–P Plot indicates that the data points are distributed around and closely follow the diagonal line. This pattern suggests that the residuals are normally distributed. Therefore, it can be concluded that the data obtained in this study meet the assumption of normality.

Table 4. Results of the Kolmogorov–Smirnov Normality Test for Job Orientation, Work Motivation, and Employee Performance Variables

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		56
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.91557139
Most Extreme Differences	Absolute	.087
	Positive	.087
	Negative	-.076
Test Statistic		.087
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

The results of the Kolmogorov–Smirnov test for the variables Work Orientation, Work Motivation, and Performance are presented in Table 4. The table shows that the Asymp. Sig. value is 0.200, which is greater than 0.05. This indicates that the residual data are normally distributed and meet the normality assumption required for subsequent analysis.

The heteroscedasticity test was conducted to determine whether there is any violation of the classical assumption in the form of unequal residual variances across all observations in the regression model. In regression analysis, one of the prerequisites that must be satisfied is the absence of heteroscedasticity, meaning that the residuals should have constant variance (homoscedasticity).

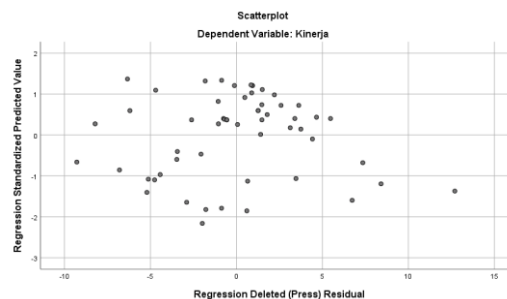


Figure 3. Heteroscedasticity Test Results

The results of the heteroscedasticity test are presented in Figure 3. The figure shows that the data points are randomly distributed and scattered both above and below the zero value on the Y-axis. This pattern indicates the absence of any specific form or systematic structure that would suggest heteroscedasticity.

Therefore, it can be concluded that the regression model is free from heteroscedasticity issues and satisfies the classical assumption required for further regression analysis.

In this study, multicollinearity was detected using the tolerance value and the Variance Inflation Factor (VIF). Tolerance measures the proportion of variability in an independent variable that is not explained by other independent variables. The lower the tolerance value, the higher the VIF value, since VIF is calculated as 1 divided by the tolerance value ($VIF = 1/tolerance$).

Table 5. Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
	1 (Constant)	2.725	3.793					.719

Orientasi Kerja	.614	.119	.560	5.164	.000	.547	1.828
Motivasi Kerja	.351	.118	.322	2.966	.005	.547	1.828

a. Dependent Variable: Kinerja

Based on Table 5, the tolerance values for the variables Work Orientation and Work Motivation are each 0.547, while the VIF values for both variables are 1.828. Since the tolerance values are greater than 0.10 and the VIF values are less than 10, it can be concluded that there is no multicollinearity among the variables in the regression model. Therefore, all independent variables in this study can be analyzed simultaneously without causing correlation problems among the predictors.

To determine the relationship between Work Orientation (X1) and Work Motivation (X2) with Performance (Y), the research data were analyzed using SPSS version 26. The results of the Pearson correlation analysis are presented in Table 6.

Table 6. Correlation Coefficient Output

		Work Orientation	Work Motivation	Employee Performance
Work Orientation	Pearson Correlation	1	.673**	.776**
	Sig. (2-tailed)		.000	.000
	N	56	56	56
Work Motivation	Pearson Correlation	.673**	1	.698**
	Sig. (2-tailed)	.000		.000
	N	56	56	56
Employee Performance	Pearson Correlation	.776**	.698**	1
	Sig. (2-tailed)	.000	.000	
	N	56	56	56

** . Correlation is significant at the 0.01 level (2-tailed).

Based on the results in Table 6, it is known that:

- There is a strong and positive relationship between Work Orientation (X1) and Performance (Y), with a correlation coefficient of 0.776, which falls into the strong category.
- There is also a strong and positive relationship between Work Motivation (X2) and Performance (Y), with a correlation coefficient of 0.698, which is likewise categorized as strong.

The significance value (Sig. 2-tailed) for both relationships is $0.000 < 0.01$, indicating that the relationships between the variables are statistically significant. Therefore, it can be concluded that both Work Orientation and Work Motivation have a strong and positive influence on Performance at the Education Office of Central Tapanuli Regency.

To determine the magnitude of the influence of Work Orientation (X1) and Work Motivation (X2) on Performance (Y), a coefficient of determination analysis was conducted using SPSS version 26. The results of the analysis are presented in Table 7.

Table 7. Coefficient of Determination Output

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.812 ^a	.659	.646	3.98877	2.152

a. Predictors: (Constant), Work Orientation, Work Motivation

b. Dependent Variable: Employee Performance

Based on the results presented in Table 7, the R Square value is 0.659, indicating that 65.9% of the variation in Performance (Y) can be jointly explained by the independent variables Work Orientation (X1) and

Work Motivation (X2). The remaining 34.1% is influenced by other factors outside the scope of this study, such as work experience, environmental conditions, or external motivational factors that were not measured.

Thus, Work Orientation and Work Motivation simultaneously make a significant contribution to improving employee Performance at the Education Office of Central Tapanuli Regency.

To determine the significant effect of Work Orientation (X1) and Work Motivation (X2) on Performance (Y), a multiple linear regression analysis was conducted using the following general equation:

$$Y = a + b_1X_1 + b_2X_2$$

Table 8. Multiple Linear Regression Coefficient Output
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.725	3.793		.719	.476
Work Orientation	.614	.119	.560	5.164	.000
Work Motivation	.351	.118	.322	2.966	.005

a. Dependent Variable: Employee Performance

Based on the analysis presented in Table 4.18, the following regression equation was obtained:

$$Y = 2,725 + 0,614X_1 + 0,351X_2$$

The interpretation of this regression equation is as follows:

- Work Orientation (X1) has a regression coefficient of 0.614, indicating a positive effect on Performance (Y). This means that if Work Orientation increases by one unit, assuming the other variable remains constant, Employee Performance will increase by 0.614 units. Thus, Work Orientation contributes positively and significantly to improving Performance and represents the dominant influencing variable.
- Work Motivation (X2) has a regression coefficient of 0.351, which also indicates a positive effect on Performance (Y). This implies that if Work Motivation increases by one unit, while other variables are held constant, Employee Performance will increase by 0.351 units. Therefore, Work Motivation contributes positively and significantly to the improvement of Performance.
- Simultaneously, both independent variables exert a positive influence on Employee Performance at the Education Office of Central Tapanuli Regency, with Work Orientation having a more dominant effect compared to Work Motivation.

The t-test was conducted to determine the individual (partial) effects of Work Orientation (X1) and Work Motivation (X2) on Employee Performance (Y) at the Education Office of Central Tapanuli Regency.

Table 9. T-Test Results (Partial Test)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.725	3.793		.719	.476
Work Orientation	.614	.119	.560	5.164	.000
Work Motivation	.351	.118	.322	2.966	.005

a. Dependent Variable: Employee Performance

Based on the analysis presented in Table 9, the following results were obtained:

1. **Work Orientation (X1)**

- Conventionally, at a significance level of $\alpha = 0.05$ with $df = 56 - 2$, the t_{table} value is 1.674 and the $t_{calculated}$ value is 5.164. Since $t_{calculated} > t_{table}$, X1 has a significant effect on Performance.

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- b. Based on the SPSS results, the p-value is $0.000 < 0.05$; therefore, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. This indicates that Work Orientation has a positive and significant effect on Performance.

2. Work Motivation (X2)

- a. Conventionally, at a significance level of $\alpha = 0.05$ with $df = 54$, the t_{table} value is 1.674 and the $t_{calculated}$ value is 2.966. Since $t_{calculated} > t_{table}$, X2 has a significant effect on Performance.
- b. Based on the SPSS output, the p-value is $0.005 < 0.05$; thus, H_0 is rejected and H_1 is accepted. This means that Work Motivation has a positive and significant effect on Performance.

The F-test was conducted to determine the simultaneous effect of Work Orientation and Work Motivation on Employee Performance.

Table 10. F-Test Results (ANOVA Test)

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1630.685	2	815.343	51.246	.000 ^b
	Residual	843.243	53	15.910		
	Total	2473.929	55			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Orientation, Work Motivation

Based on Table 10, the following results were obtained:

- a. Conventionally, at a significance level of $\alpha = 0.05$ with $df_1 = 2$ and $df_2 = 53$, the F_{table} value is 3.17 and the $F_{calculated}$ value is 51.246. Since $F_{calculated} > F_{table}$, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted.
- b. Based on the SPSS output, the p-value is $0.000 < 0.05$. Therefore, it can be concluded that Work Orientation and Work Motivation simultaneously have a positive and significant effect on Employee Performance at the Education Office of Central Tapanuli Regency.

Partially, both Work Orientation and Work Motivation each have a positive and significant effect on Employee Performance. Simultaneously, these two independent variables also exert a positive and significant influence on Employee Performance.

Discussion

The Effect of Work Orientation on Employee Performance at the Education Office of Central Tapanuli Regency

Based on the research findings, Work Orientation is defined as a socialization process for new employees aimed at instilling organizational attitudes, values, standards, and behavioral patterns so that employees can adapt and maximize their potential (Effendi, 2021:2). The study conducted at the Education Office of Central Tapanuli Regency indicates that Work Orientation has a positive and significant effect on Employee Performance. This is evidenced by the t-test results showing that $t_{calculated} = 5.164 > t_{table} = 1.67356$ with a significance value of $0.000 < 0.05$, leading to the acceptance of the hypothesis.

These findings are consistent with the study conducted by Tasik (2022) at PT. Matahari Department Store Tbk, Palopo City, which demonstrated that Work Orientation and Employee Placement have a positive and significant effect on employee performance, both partially and simultaneously, with $F_{calculated} = 22.906 > F_{table} = 3.187$. In that study, the knowledge variable exerted the greatest influence on performance. Therefore, effective Work Orientation significantly contributes to improving employee performance.

The Effect of Work Motivation on Employee Performance at the Education Office of Central Tapanuli Regency

Work Motivation is defined as the driving force that encourages individuals to participate in achieving organizational goals (Sunyoto, 2016:11). The findings of this study reveal that Work Motivation has a positive

and significant effect on Employee Performance at the Education Office of Central Tapanuli Regency. This is supported by the t-test results indicating that $t_{\text{calculated}} = 2.966 > t_{\text{table}} = 1.67356$ with a significance value of $0.000 < 0.05$, thus confirming the hypothesis.

These results align with the research conducted by Norkhalisah (2024) at the Department of Education and Culture of Balangan Regency, which found a significant and positive relationship between work motivation and employee performance, with a Pearson correlation coefficient of 0.752. The coefficient of determination showed that 55.7% of the variation in employee performance was explained by work motivation, while the remaining 44.3% was influenced by other factors. It can therefore be concluded that higher levels of work motivation correspond to higher levels of employee performance, and vice versa.

The Effect of Work Orientation and Work Motivation on Employee Performance at the Education Office of Central Tapanuli Regency

Employee Performance is defined as the work results and behaviors achieved in carrying out duties and responsibilities to accomplish organizational objectives while minimizing losses (Kasmir, 2019:182). The analysis in this study demonstrates that Work Orientation (X1) and Work Motivation (X2) simultaneously have a positive and significant effect on Employee Performance (Y) at the Education Office of Central Tapanuli Regency. This is evidenced by the F-test results showing $F_{\text{calculated}} = 51.246 > F_{\text{table}} = 3.17$ with a significance value of $0.000 < 0.05$, indicating that the hypothesis is accepted.

These findings are consistent with the study conducted by Prayogi (2023) at the Transportation Office of Central Tapanuli Regency, which employed a descriptive quantitative method with a sample of 45 respondents. All questionnaire items were declared valid. The coefficient of determination of 0.846 indicated that 84.6% of the variation in Employee Performance was explained by Work Orientation and Work Motivation, while the remaining 15.4% was influenced by other factors. The regression equation obtained, $Y = 1.354 + 0.488X1 + 0.485X2 + e$, further confirms that Employee Performance is significantly influenced by both independent variables. The t-test results ($t_{\text{calculated}} = 11.434 > t_{\text{table}} = 8.464$) provide additional evidence of the positive and significant influence of Work Orientation and Work Motivation on Employee Performance.

CONCLUSION

Based on the findings of this study, it can be concluded that all research instruments, including the variables of Work Orientation (X1), Work Motivation (X2), and Employee Performance (Y), have met the requirements of validity and reliability. This is indicated by corrected item-total correlation values exceeding 0.30 and Cronbach's Alpha values above 0.60. The results of the analysis reveal a positive and significant relationship between Work Orientation and Employee Performance ($r = 0.776$, categorized as strong), as well as between Work Motivation and Employee Performance ($r = 0.698$, categorized as strong). Furthermore, the coefficient of determination analysis indicates that 65.9% of the variance in Employee Performance is simultaneously explained by Work Orientation and Work Motivation, while the remaining 34.1% is influenced by other factors not examined in this study. Hypothesis testing demonstrates that Work Orientation and Work Motivation simultaneously have a significant effect on Employee Performance ($F_{\text{calculated}} = 51.246 > F_{\text{table}} = 3.17$, $p < 0.05$). Partially, both Work Orientation ($t_{\text{calculated}} = 5.164 > t_{\text{table}} = 1.674$, $p < 0.05$) and Work Motivation ($t_{\text{calculated}} = 2.966 > t_{\text{table}} = 1.674$, $p < 0.05$) also show a significant effect on Employee Performance. Based on these findings, it is recommended that the Education Office of Central Tapanuli Regency continue to prioritize and enhance employees' Work Orientation and Work Motivation by providing appropriate orientation programs and motivation aligned with employees' capabilities in order to improve performance. Future researchers are encouraged to expand this study by incorporating different variables and indicators to obtain more comprehensive information regarding factors influencing performance improvement.

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