

Effectiveness of Government Employee Orientation with Work Agreements (Pppk), Leadership Support and Work Motivation in Building Work Culture and Human Resource Performance in Work Units of the Ministry of Religion in Central Java Province

Novita Dwi Ariningrum¹⁾ & Hendar²⁾

¹⁾Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: novitadwiariningrum.std@unissula.ac.id

²⁾Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: hendar@unissula.ac.id

Abstract. *The recruitment of PPPK by the Ministry of Religious Affairs has not had a significant impact on meeting staffing needs, not only in terms of quantity but also quality. This is due to several factors, including the educational background and experience of PPPK employees that are not in line with the job positions obtained by PPPK in their respective work units. The objectives of this study are as follows: a) To describe and analyze the influence of PPPK human resource orientation, leadership support, and work motivation on the performance of the Ministry of Religion's human resources, moderated by the work culture within the work units of the Regional Office of the Ministry of Religion Affairs of Central Java Province, the Religious Training Center in Semarang, and the Religious Research and Development Center in Semarang. The research was conducted using a quantitative method with a correlational approach. The sample consisted of 365 respondents, namely PPPK employees in the environment of the Ministry of Religion Office of Central Java Province, the Religious Training Center in Semarang, and the Religious Research and Development Center in Semarang. The data sources used were primary and secondary data. The data were processed using SMARTPLS and analyzed using descriptive and inferential approaches. The results of the study prove that employee orientation has a significant effect on human resource performance, while leadership support and work motivation do not have a significant effect on human resource performance. The role of work culture in this study cannot serve as a moderating variable, as work culture has an independent role in human resource performance. Conclusion: improving PPPK performance does not only depend on employee orientation but also on system management and leadership support.*

Keywords: Culture; Employee; Managerial; Orientation.

1. Introduction

The availability of employees or human resources (HR) is crucial for any agency. All government agencies are required to compile a Civil Service Candidate (CASN) requirement based on a workload analysis to map positions and determine projected HR needs. The Ministry of Administrative and Bureaucratic Reform then determines the allocation of CASN positions for each ministry/institution.

Ministry of the Ministry of Religious Affairs is one of the Ministries implementing the National Civil Service Candidate (CASN) recruitment. This CASN recruitment consists of Civil Servant Candidates (CPNS) and Government Employee Candidates with Work Agreements (CPPPK). In 2022, the Ministry of Religious Affairs received an allocation of 49,549 CASN positions specifically for CPPPK, while in 2023, the Ministry of Religious Affairs received an allocation of 49,549 positions.

Sourcer human resources with the status of Government Employees with Work Agreements (PPPK) are State Civil Apparatus (ASN) in accordance with Article 6 of Law Number 5 of 2014 concerning State Civil Apparatus, that ASN consists of Civil Servants (PNS) and PPPK; further reaffirmed in Article 7 that PPPK are appointed as employee by using a performance agreement by the Personnel Development Officer in accordance with the needs of government agencies and statutory provisions A This law was then updated with Law Number 20 of 2023 concerning State Civil Apparatus, in Article 5 which explains the division of ASN into 2, namely PNS and PPPK. Human resources with PPPK status have the same management as PNS (Article 27) and can occupy managerial and non-managerial positions as PNS (Article 34 Paragraph (2)). Based on this regulation, human resources with PNS and PPPK status have the same opportunities and rights in obtaining positions and personnel management.

Ministry of The Religious Affairs Agency (Riyan Agama) requires human resources with PPPK status to carry out the work required by the agency. According to data from the Semarang Religious Education and Training Center (Balai Diklat Keagamaan Semarang), after the implementation of CPPPK recruitment for the 2022 and 2023 formation years, it was followed up with the implementation of PPPK Orientation. This was carried out in 2023 with a total of 2,651 alumni and in 2024 with a total of 1,128 alumni 3,779 PPPK orientation alumni spread across various work units of the Ministry of Religious Affairs in Central Java Province, including the Regional Office of the Ministry of Religious Affairs of Central Java Province along with all District/City Ministry of Religious Affairs Offices; the Regional Office of the Ministry of Religious Affairs of DI Yogyakarta along with all District/City Ministry of Religious Affairs Offices; State Religious College and the Semarang Religious Research and Development Center (Semarang Religious Research and Development Center) and the Semarang Religious Training Center.

This PPPK orientation was held to improve the performance of PPPK with materials on human resource development, an introduction to organizational structure and work procedures, religious development, job introduction, an introduction to organizational performance

management, the application of ASN functions and duties in the workplace, and group dynamics. The orientation was aimed at improving PPPK knowledge and competency before entering the workforce. However, the PPPK orientation that has been implemented has not yet had a significant impact on PPPK work culture or performance. This is according to the results of an initial interview with the PPPK Orientation Training Committee at the Semarang Religious Education and Training Center on March 15 2025. That the PPPK problems at the Ministry of Religion are as follows.

Recruitment does not match needs PPPK recruitment is not based on a proper job analysis and workload, but is often conducted for political reasons. As a result, the placement of PPPK personnel does not align with the competencies and needs of the organization, impacting performance. A concrete example is a PPPK with a religious education background who is placed in a position where Position Functional Archivist, thus the HR does not have a scientific background that is linear with his field of work.

The orientation provided to PPPK only covers general management theory, but not human resource development to improve performance in accordance with their respective areas of responsibility. Therefore, the orientation provided cannot be used as a basis for carrying out work because the time allotted for human resource development or orientation is very short and detailed provision cannot be provided for each position. The same information was obtained from the Human Resources Analyst for Civil Servants at the Office of Region Ministry of Religion of Central Java Province on March 16 2025. That the orientation held cannot be used as provisions for carrying out work in accordance with the position, this is due to the following factors.

Placement for PPPK is often implemented not in accordance with competencies, such as a librarian being assigned as a policy analyst, this is because there are PPPK positions that can be applied for by all educational backgrounds that are not specific. On the other hand, PPPK who apply to the Regional Office of the Ministry of Religious Affairs Province some receive PPPK HR not according to the work unit they initially worked in, but are instead placed in district/city another so that it is far from the family and causes new problems.

The 2022 PPPK recruitment at the Ministry of Religious Affairs was implemented using a special formation mechanism that required a Statement of Work Experience for at least two years relevant to the position applied for. With the national goal of immediately resolving the status of Non-Civil Servants (NSCs), many conditions were imposed, particularly regarding the gap between work experience and the position applied for. A real-life example would be a dormitory guard with a bachelor's degree applying for an archivist position. However, upon being accepted, the employee lacked the necessary experience to perform archivist duties, hampering their performance.

Based on these problems, the recruitment and orientation carried out for PPPK is contrary to the essence of the reasons for PPPK recruitment as stated in Law Number 20 2023, the State Civil Apparatus stipulates that PPPK is determined based on need. This phenomenon

regarding PPPK is also inconsistent with the results of Artisa's (2015) research, which stated that the main objective of PPPK recruitment in the bureaucracy is to provide assistance to civil servants in carrying out their duties so that they can improve bureaucratic performance. Problems with The orientation of PPPK will impact the development of the Ministry of Religious Affairs' work culture, namely Integrity, Professionalism, Innovation, Responsibility, and Exemplary Behavior. The development of work culture is carried out by the existing human resources in the agency through the implementation and embodiment of values in the work culture (Rohmah, 2020). However, in the phenomenon that occurs in several work units of the Ministry of Religious Affairs that accept PPPK as additional human resources, the problem of human resource development is carried out at the initiative of the Personnel Section, the implementation of which is still tentative because it depends on budget availability, so the implementation of human resource development has not been a priority for leaders in providing support.

The problem with PPPK is not only the orientation period, which does not support new employees in carrying out their work according to their new positions, resulting in an unfulfilled work culture. It also stems from errors caused by the leadership's managerial system, which does not pay enough attention to HR competencies in carrying out their duties. Leadership plays a crucial role in an institution, particularly in fostering proactive HR behavior, namely by providing support (Lubis, 2018). However, not all leaders can demonstrate this behavior, for example, leaders who adopt a laissez-faire style (Imtinan, 2021). Lack of support from leadership can also impact HR work motivation, which will weaken, because motivation is a person's strength that can increase enthusiasm in carrying out work. Work motivation is an important variable. HR management because HR work motivation will have an impact on achieving goals or targets that have been set by the institution, whereas work motivation will be effective if a person has confidence and belief to progress (Husnah, 2022), then the role of leadership in increasing HR work motivation is by providing support such as communication with subordinates, providing solution options, providing solutions in solving problems at work (Feinberg, 2013).

2. Research Methods

Research This study was conducted using a quantitative method with an explanatory research type, namely a study that tests the relationship or association between variables through hypothesis testing (Singarimbun & Effendi, 2011). In the context of this research, the study was conducted to determine the influence of HR orientation, leadership support, and work motivation in building a work culture and HR performance.

3. Results and Discussion

Servants (ASN) with PPPK status has been carried out by the Ministry of Religious Affairs Work Unit in Central Java Province, consisting of the Regional Office of the Ministry of Religious Affairs of Central Java Province, the Semarang Center for Religious Research and Development, and the Semarang Center for Religious Education and Training, in 2023 and

2024, with a total of 3,770 employees. Based on this number, only 365 people were made respondents of the study with 210 men or 58% and 155 men or 42%. A total of 365 respondents were placed in work according to the required formation, consisting of 139 teachers, 111 extension workers, 2 planners, 12 archivists, 3 registrars, 18 policy analysts, 1 scientific publication organizer, 1 computer administrator.

Desk Variable analysis is used to empirically describe the data collected in a study. This study uses an assessment score between 1 and 4. The index values used are as follows.

$$\text{Indigoi Index} = ((\%F1 \times 1) + (\%F2 \times 2) + (\%F3 \times 3) + (\%F4 \times 4)) / 4$$

Where:

F1 = Frequency of respondents who answered 1

F2 = Frequency of respondents who answered 2

F3 = Frequency of respondents who answered 3

F4 = Frequency of respondents who answered 4

$$\text{Skor maximum index: } (\%F \times 4) / 4 = (365 \times 4) / 4 = 365$$

$$\text{Skor minimum index: } (\%F \times 1) / 4 = (365 \times 1) / 4 = 91.25$$

Referring to the calculation results, the index score obtained shows a score of 91.25-365, with a score interval of 100. By using the three box method criteria, the interval value obtained is divided into three categories that will be used to interpret the index value, namely as follows.

91.25 – 191.25 : low

192.25 – 292.25 : moderate

293.25 – 393.25 : high

Based on the number of respondents used in this study, which was 365 respondents, if a Likert scale between 1-4 was used, the following results would be obtained.

1. The minimum value is $1 \times 365 = 365$

2. The maximum value is $4 \times 365 = 1,460$

In this study, the HR performance variable was measured using 5 indicators, measured using a Likert scale of 1-4. The results of the questionnaire completed by respondents are described in the following table.

Pada human resource orientation variable, researchers used 5 indicators, and each indicator used 4 Likert scales, namely from 1-4. The results of the frequency distribution of each indicator are as follows.

This study used outer model tests, namely convergent validity, Average Variance Extracted (AVE), Discriminant Validity, and Composite Reliability. These tests were used to verify that the questionnaire used in the study met the elements of validity, reliability, and consistency, thus allowing it to be used for hypothesis testing.

a. Convergent Validity Test

In a convergent validity test, a validity test was conducted on all statement items in the questionnaire. According to Ghazali (2018), the validity test can be obtained through the calculation of convergent validity, namely by using the loading factor value obtained from each indicator to measure each variable. An indicator can be declared valid if it has a correlation value of more than 0.70 with the construct to be measured.

Pada convergent validity test, all indicators of the Employee Orientation variable (X1) are declared valid because they have a loading factor value above 0.7; likewise for each item of the Leadership Support variable (X2) also has a loading factor value above 0.7 so it is declared valid. However, in the indicator items of the Work Motivation variable, there are 3 indicator items that are declared invalid because they have a loading factor value below 0.7, namely as follows.

a. Number 1 with the statement, I have a need to achieve, has a loading factor of $0.643 < 0.7$.

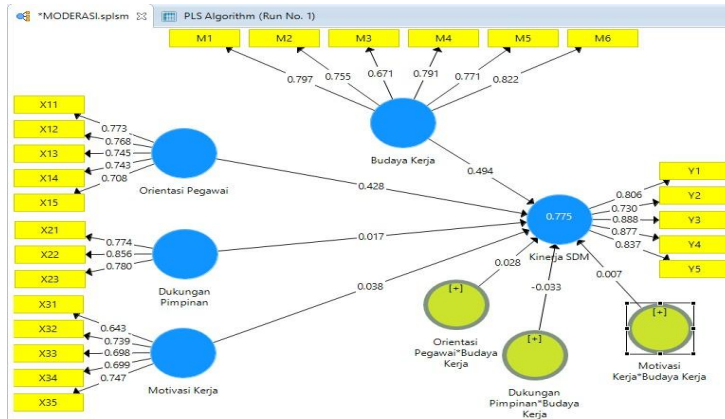
b. Number 3, with the statement, I need appreciation for the work I have done, has a loading factor of $0.698 < 0.7$.

c. Number 4, with the statement, I like challenges in work, has a loading factor of $0.699 < 0.7$.

Pada moderating variable of Work Culture indicator number 3, with

In fact, I have the initiative to carry out work without being ordered by my superiors, also has a loading factor value of $0.671 < 0.7$, thus declared invalid. For the HR performance variable, all variable items had loading factor values above 0.7 and were declared valid.

The spirit of the indicator items from the five variables totaled 24 statements, and 4 were discarded due to their invalidity. The results of the first convergent validity test are described in Figure below.



Picturer First Convergent Validity Test

Sourcer: Primary Data Processing with SmartPLS3 (2025)

Based on Figure there are 4 items that have a loading factor value below 0.7, so they are declared invalid and must be dropped or deleted so that the calculation results are obtained.

Based on the results of the convergent validity test as shown in Figure 4.2, all indicator items in each variable are declared valid because they have a loading factor value above 0.7, so all items can be used for the next research stage. Fork makes it easier to understand when reading loading factors pada each item, then it will be described in the following table.

The results of the study showed that the role of the moderating variable, namely Work Culture (M), actually reduced the correlation between the independent and dependent variables. Work culture did not improve HR performance but instead worsened employee performance. This is evidenced by the results of the hypothesis test using the moderating variable having a lower level of significance than without the moderating variable. The Employee Orientation variable (X1) when correlated with HR Performance (Y) showed significant results, but when the Work Culture variable (M) was added as a moderating variable, the correlation between the variables became insignificant.

Pada Leadership Support variable (X2) when correlated with HR Performance (Y) has a p value of $0.791 > 0.05$, but when the Work Culture variable (M) is used as a moderating variable, the p value becomes lower, namely $0.377 > 0.05$. The decrease in the p value indicates that the moderating variable has an effect on improving performance but the impact is not significant. On the other hand, the Work Motivation variable (X3) when correlated using HR Performance (Y) has a p value of $0.444 > 0.05$ so it is concluded that it is not significant, but when the moderating variable, namely Work Culture (M), is added, the role of the moderating variable actually worsens or weakens the correlation so that it becomes $0.652 > 0.05$.

Based on the results of the hypothesis test, the moderating variable, Work Culture (M), was insignificant, meaning it did not significantly influence the correlation between the

independent and dependent variables. Therefore, the hypothesis test in this study yields the following results.

- a. HR orientation has a significant effect on HR performance, namely accepting alternative hypothesis 1, as evidenced by a p value of $0.000 < 0.05$.
- b. Leadership support does not have a significant effect on HR performance, namely rejecting alternative hypothesis 2, as evidenced by a p value of $0.791 > 0.05$.
- c. Work motivation does not have a significant effect on HR performance, namely rejecting alternative hypothesis 3, as evidenced by a p value of $0.444 > 0.05$.
- d. Work culture has a significant influence on HR performance, namely accepting alternative hypothesis 4, which is proven by the p value $< 0.000 < 0.05$.
- e. Employee orientation moderated by work culture does not have a significant effect on HR performance, namely rejecting alternative hypothesis 5, as evidenced by the p value of $0.622 > 0.05$.
- f. Support leadership moderated by work culture does not have a significant influence on HR performance, namely refusing hypothesis alternative 6, which is proven by p value $0.377 > 0.005$.
- g. Work motivation moderated by work culture does not have a significant effect on HR performance, namely rejecting alternative hypothesis 7, as evidenced by a p value of $0.652 > 0.05$.

Discussion:

Phenomena regarding PPPK has different characteristics from Civil Servants (PNS), but both are regulated in Law Number 5 of 2014 concerning ASN which was updated by Law Number 20 of 2023 concerning ASN, Article 5 that ASN consists of PPPK and PNS. Civil Servants are ASN who are appointed as permanent employees who have a clear Retirement Age Limit (BUP) according to their position, on the other hand PPPK are ASN who are appointed as employees with a work agreement with a contract system of at least one (1) year and a maximum of five (5) years and the contract can be extended until the BUP according to the needs of government agencies. Article 11 explains that ASN employees have the task of implementing public policies, providing public services and strengthening national unity and integrity, and Article 13 explains that ASN can occupy managerial and non-managerial positions. Based on these regulations, PPPK and PNS have the opportunity to occupy the same positions and duties, the difference is their status as permanent or contract employees based on institutional needs.

Article 2 of Government Regulation Number 49 of 2018 concerning the Management of Government Employees with Work Agreements explains that PPPK can occupy Functional Positions or High-Leading Positions, or other positions determined by the Minister. Article 3 explains that PPPK management includes determining needs, procurement, performance assessment, salaries and allowances, competency development, awards, discipline, termination of employment agreements, and protection. These provisions for PPPK are in line with Government Regulation Number 17 Known 2020 concerning Amendments to Government Regulation Number 11 of 2020 2017 concerning Civil Servant Management which outlines the positions that can be occupied by Civil Servants, namely Functional Positions of expertise and skills and High Leadership Positions.

Based on these two regulations, it can be seen that PPPK and PNS have the same rights and obligations, the only differences being their employment status and compensation provisions. PPPK and PNS placements are also carried out within the Secretariat General, directorates, and agencies within the Ministry of Religious Affairs, as stipulated in Presidential Regulation Number 12Known 2023 Concerning the Ministry of Religion.

1) The Influence of Employee Orientation (X1) PPPK on the Performance of Human Resources (Y) of the Ministry of Religion in the work unit environment of the Regional Office of the Ministry of Religion of Central Java Province, the Semarang Religious Education and Training Center and the Semarang Religious Research and Development Center Religiousn Semarang, Dr. H. Muchammad Toha, S.Ag., M.Si on June 24 2025, it was stated that the employee orientation, namely PPPK, was very adequate and met the standards needed to provide training for new HR. The material provided for new HR was very comprehensive, starting from an introduction to the organizational structure and work procedures, an introduction to positions, an introduction to organizational performance management, the application of ASN functions and duties in the workplace, group dynamics, religious development, human resource development and program direction, including the implementation of pre- and post-tests as evaluation materials.

Results The interview is in line with the definition of HR orientation according to Sunyoto (2016) that HR orientation is a program aimed at new employees by introducing new jobs, organizations, policies and values that apply in the organization where the employee will be placed. The existence of an employee orientation program also provides benefits to PPPK, namely providing information to PPPK regarding the characteristics of the job and organization so that it can increase PPPK's confidence when carrying out the work. This is as expressed by Sedarmayanti (2018:120) that employee orientation can increase self-confidence, productivity, build communication, increase retention and reduce the possibility of resigning from work.

Fork conducting employee orientation requires the important role of widyaiswara, according to the results of an interview with Dr. Nikmatul Afiah as a Widyaiswara at the Semarang Religious Education and Training Center, employee orientation has used models and materials that meet standards, but there is insufficient time allocation so that character

building cannot be carried out optimally. To overcome time constraints, employee orientation is carried out using e-learning and classical with the aim of strengthening the main duties and functions of PPPK.

Based on interviews with several informants, it was concluded that the employee orientation conducted by the Education and Training Center has met standards and can be used as information and self-development for PPPK before entering the workforce. This is also supported by the results of the hypothesis test of the Employee Orientation variable (X1) on HR Performance (Y), with a p-value of $0.000. < 0.05$.

Results This research is also supported by previous research by Acevedo & Yancey (2011) which states that appropriate HR orientation will be related to HR readiness in entering the workforce. Furthermore, research by Rompas & Trang (2018) also states that HR orientation plays a crucial role in HR management because it contributes to job performance.

a. Introducing new HR in an organizational environment. Introducing HR in an organizational environment is very important because the orientation period is used to increase understanding of work culture, organizational work systems and communication development (Nurchayani & Amaliyah, 2025). In the real conditions of work units within the Regional Office of the Ministry of Religious Affairs of Central Java Province, employee orientation can be carried out by introducing the work culture of the Ministry of Religious Affairs, performance standards at the Ministry of Religious Affairs, and how to communicate effectively with fellow coworkers and superiors.

b. Providing information on policies implemented in the organization. This is in line with research by Latif et al., (2025) that providing information on policies and work programs for PPPK will reduce protests from PPPK employees when carrying out their work. In work units within the Central Java Provincial Ministry of Religious Affairs Office, orientation is carried out by informing the policies and priority programs that must be implemented by ASN, including PPPK, and how PPPK's role in carrying out tasks to realize these programs.

c. Avoiding the emergence of chaos by PPPK in carrying out the work entrusted to him. Orientation employee can provide work support to HR, especially regarding the information needed in carrying out work, thereby increasing employee satisfaction in carrying out work (Setiawan et al., 2024). In conditions at the work unit of the Regional Office of the Ministry of Religious Affairs of Central Java Province, orientation is used to provide information, especially regarding the job regulations held by PPPK so that PPPK can adjust the positions and work to be carried out in each work unit.

d. Providing opportunities for human resources to obtain information related to the work that will be their responsibility. This is supported by research conducted by Sikumbang et al., (2024) which states that employee orientation has a positive and significant correlation with performance improvement, because during the orientation period, new human resources have the opportunity to explore information about new jobs. However, in the context of

employee orientation conducted by the Ministry of Religious Affairs Training Center, technical information for the implementation of PPPK work cannot be fulfilled due to limited allocation of time for the orientation period and orientation supervisors who do not all master the PPPK work field. For example, not all instructors understand the functional positions that exist in the Ministry of Religious Affairs, so that instructors cannot provide technical guidance. implement PPPK work. Therefore, to improve the quality of employee orientation, the Ministry of Religious Affairs Training Center needs to expand its training system by involving other professional resource persons in their respective fields.

2) The Influence of Leadership Support (X2) on the Performance of Human Resources (Y) of the Ministry of Religion in the work unit environment of the Regional Office of the Ministry of Religion of Central Java Province, the Semarang Religious Education and Training Center and the Semarang Religious Research and Development Center.

Support Leadership in HR, specifically the PPPK (Commissioners and Supervisors), plays a vital role in the organization. Lubis (2018) stated that direct and indirect leadership support will influence work culture and performance. With strong leadership support, HR will strive to innovate and motivate in completing work (Sutopo et al., 2024).

Based on the results of interviews and data processing of respondents regarding leadership support for performance that did not show any significance, it can be seen that in efforts to improve PPPK performance, leadership contribution and concern for subordinates are needed (Suharyono, 2017). Leadership support is not only providing motivational words to subordinates, but this support can be realized by helping determine goals for orientation, providing help when HR carries out new work and provides feedback on subordinate task performance (Feinberg, 2013). Based on observations made by researchers, not all leaders provide support to PPPK in each work unit for the following reasons.

a. Leaders do not understand the regulations on functional positions but tend to blame the distribution of employees given to work units, for example, in a work unit that does not require a policy analyst but is allocated the distribution of employees with the functional position of policy analyst so that the employee does not carry out the tasks as stated in the main duties and functions of his functional position. Thus, the performance reporting on Employee Performance Targets does not match the actual conditions.

b. The leader does not conduct performance evaluations so that the leader does not understand that there are errors in the placement and implementation of work in his work unit.

c. Leaders are indifferent to the condition of human resources within their work units. This indifference stems from a lack of understanding of the cascading performance and human resource management that contribute to improved performance within a work unit.

d. The work system in public institutions has rigid rules, so when leaders only focus on realizing the vision, work unit leaders will not make corrections to HR performance.

On the other hand, the Head of Section at Echelon II or the Head of the Administration Sub-Section, whose duties include organizational structure, does not understand the regulations regarding positions, thus, they cannot monitor the work results of PPPK; while the personnel department does not have access to monitor performance because it is the responsibility of the direct superior, thus, they cannot conduct performance analysis. This is as stated in the research of Driyantini et al., (2020) that to increase HR productivity, work flexibility is needed, so that top leaders can also evaluate subordinates even though they are not direct subordinates. Thus, to improve HR performance in the Ministry of Religious Affairs work units in Central Java Province, an understanding is needed that leaders in a work unit must know and understand regulations, especially PPPK, so that all work assigned to PPPK is in accordance with their positions even though there are additional tasks that must be carried out. This will be related to the suitability between job regulations, the creation of Employee Performance Targets (SKP) and assessment evidence. If this is implemented, the leadership will not only provide motivation to subordinates, but also provide solutions to the problem of PPPK whose job placement does not match their work experience and educational background.

e. The leader does not have a visionary thinking so that the leader does not predict the long-term sustainability of the PPPK in his agency, but only carries out short-term management so that the leader does not delegate to carry out the management of PPPK by the PPPK's direct superior and staffing appropriately. If this happens, there will be errors in human resource management in PPPK, because as explained in ASN Law Number 20 of 2023 that PPPK is an ASN recruited because of the needs of the agency, so that the management of PPPK must be in accordance with the position obtained, as well as the tasks given must be in accordance with the position. The managerial practice of a leader should have a visionary attitude so that the management carried out takes into account long-term planning so that the work carried out by the leader can be gradually improved in quality (Moynihan & Pandey, (2007).

Desk The above-mentioned analysis is also related to the Path-Goal Theory of Leadership because the leadership believes that the work environment and characteristics of the PPPK are adequate, so that leadership support is not the main determinant in achieving HR performance. This is as stated in previous research by Eisenberger et al., (1986), which states that organizational support plays an important role for employees in achieving performance. If leadership support is not aligned with support in an organization, the impacts can vary. In the context of this research, insignificant leadership support not only impacts work culture but also performance and reduces work motivation.

3) The Influence of Work Motivation (X3) on the Performance of Human Resources (Y) of the Ministry of Religion in the work unit environment of the Regional Office of the Ministry of Religion of Central Java Province, the Semarang Religious Education and Training Center and the Semarang Religious Research and Development Center.

Motivation The workload in this study was not significantly related to performance. This is evidenced by the results of the hypothesis test with a p-value of 0.444.

0.05. These results contradict previous research by Daikme (2013), which stated that work motivation has a significant influence on determining performance.

Name The results of this study are also supported by conditions in the field that minimal leadership support for PPPK in carrying out their work will have an impact on decreasing work motivation. This is in line with the results of an interview with the Head of Islamic Religious Education at the Regional Office of the Ministry of Religious Affairs of Central Java Province, H Nur Zaini Wahyu Widodo, S.Kom., SH., M.Hum on June 18, 2025, which stated that the leadership's task in supporting PPPK performance is not only to provide work recommendations, but also to find solutions for subordinates who experience work difficulties so that they can motivate PPPK to be able to work in accordance with their main duties and functions.

4) The Influence of Work Culture (M) on the Performance of Human Resources (Y) of the Ministry of Religion in the work unit environment of the Regional Office of the Ministry of Religion of Central Java Province, the Semarang Religious Education and Training Center and the Semarang Religious Research and Development Center.

Work Culture (M) as a moderating variable has a significant level of correlation with HR Performance (Y). This is proven in the results of the hypothesis test which shows the correlation value between Work Culture (M) and HR Performance has a p-value of $0.000 < 0.05$. The results of this study are in line with the results of previous research by Sutopo et al. (2024) which stated that work culture is a supporting factor in the creation of HR initiatives and creativity.

Work culture influences performance because it is a habit that an organization has that underpins all work activities, thereby improving the quality of human resources (Fahmi, 2016). Thus, work culture has a significant influence on performance (Rifai et al., 2016).

2022). However, when work culture is used as a moderating variable, culture a work does not have a significant impact so it does not affect performance improvement.

4. Conclusion

In this study, several research findings can be used as research results. The conclusions based on these research results are as follows. a. Employee Orientation (X1) has a significant influence on HR Performance (Y). Thus, the PPPK employee orientation program as new employees is not only in the field of administrative procedures but also requires instilling the vision, mission, values and goals of the organization so that all employees can contribute to realizing these goals. b. Leadership Support (X2) does not have a significant influence on HR Performance (Y). This occurs because there is a lack of understanding of the leadership in reviewing regulations regarding PPPK, a lack of understanding of the leadership in managing HR, and the assessment of the leadership that HR has met the criteria as an employee so that it is considered not to require special leadership support. c. Work Motivation (X3) does not have a significant influence on HR Performance (Y). This can be proven by the low support

from leaders and the organizational management system as an effort to increase PPPK motivation externally. Lack of support There PPPK who experience obstacles in carrying out their work do not receive direction, guidance and solutions from the leadership and organizational management system so that PPPK do not get work motivation and this has an impact on low HR performance. d. Work Culture (M) has a significant influence on HR Performance (Y), but Work Culture (M) cannot support or weaken the independent variable on the dependent variable. This is caused by a more prominent direct influence compared to using work culture as a moderating variable.

5. References

- Acevedo, J. M., & Yancey, G. B. (2011). Assessing new employee orientation programs. *Journal of Workplace Learning*, 23(5), 349–354. <https://doi.org/10.1108/13665621111141939>
- Artisa, R. A. (2015). PEGAWAI PEMERINTAH DENGAN PERJANJIAN KERJA (PPPK): Review terhadap UU No. 5 Tahun 2014 Tentang Aparatur Sipil Negara. *Jurnal Pembangunan Dan Kebijakan Publik*, 6(1), 33–42. <https://journal.uniga.ac.id/index.php/JPKP/article/download/214/pdf>
- Ayu, W., & Kustini, K. (2021). Analisis Pengaruh Budaya Kerja dan Kompensasi
- Barney, J. (1986). Organizational Culture: Can It Be a Source of Sustained Competitive Advantage? *Academy of Management Review*, 11, 656–665. Burns, P. (2016). *Entrepreneurship and Small Business*. Palgrave.
- Chairunnisah, R. (2021). *Kinerja Karyawan*. Widina Bhakti Persada.
- Deikme, P. (2013). Motivasi Kerja Dan Budaya Organisasi Pengaruhnya
- Denison, D. R., & Mishra, A. K. (1995). Toward a Theory of Organizational
- Driyantini, E., Pramukaningtyas, H. R. P., & Agustiani, Y. K. (2020). Flexible Working Space, Budaya Kerja Baru Untuk Tingkatkan Produktivitas Dan Kinerja Organisasi. *Jurnal Ilmu Administrasi: Media Pengembangan Ilmu Dan Praktek Administrasi*, 17(2), 206–220. <https://doi.org/10.31113/jia.v17i2.584>
- Dwijayanti, N. K. S., Widayani, A. A. D., & Manek, D. (2022). Pengaruh Edison, E., Anwar, Y., & Komariyah, I. (2016). *Manajemen Sumber Daya*
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500–507. <https://doi.org/10.4324/9780429325755-6>
- Enny, M. (2019). *Manajemen Sumber Daya Manusia*. Ubhara Manajemen Press. Fahmi, I. (2016). *Manajemen Sumber Daya Manusia Teori dan Alikasi*. Alfabeta.
- Feinberg, E. G. (2013). *Cross-Cultural Competence Training Effectiveness*
- Firmansyah, A. D. (2020). Pengaruh Kompetensi Terhadap Kinerja Pegawai Pada Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kota Tasikmalaya.

Jurnal Ilmu Administrasi Negara (JUAN), 8(1), 51–59.
<https://doi.org/10.31629/juan.v8i1.2163>

Ghozali, I. (2018). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS*.

H, S. (2018). *Perencanaan dan Pengembangan Sumber Daya Manusia*

Husnah, W. (2022). Hubungan Motivasi Kerja Dan Kinerja Pegawai Di Balai Kota Makassar. *Learning Society: Jurnal CSR, Pendidikan Dan Pemberdayaan Masyarakat*, 3(2), 161–167. <https://doi.org/10.30872/lis.v3i2.2122>