

Mental Health As A Moderating Variable Of The Effect Of Work Performance Assessment On Employee Performance Of Health Workers In East Java

Septin Maisharah

Administrasi Rumah Sakit, STIKES Muhammadiyah Bojonegoro, Indonesia
Jl. A. Yani no 14 & Jl. Teuku Umar No. 48 Bojonegoro
Email * : camaisharah09@gmail.com

ABSTRACT

This study investigates the influence of work performance assessment on employee performance, with mental health as a moderating variable. Employing a quantitative explanatory approach, data were collected from 300 health workers and analyzed using SmartPLS 4.0. The findings demonstrate that work performance assessment positively and significantly affects employee performance ($p = 0.014$). Furthermore, mental health strengthens this relationship, acting as a significant moderating factor ($p < 0.001$). These results suggest that systematic performance evaluation enhances employee enthusiasm, motivation, and output and highlights the critical role of mental health in optimizing performance outcomes. The study confirms both proposed hypotheses and emphasizes the importance of integrating psychological well-being into human resource management strategies to sustain employee effectiveness and organizational success.

Keywords: *Mental Health, Employee Performance, Work Performance Assessment*

Introduction

Work or Job Performance Assessment is an integral part of the entire work process of the employee concerned. The importance of performance evaluation, for employees: the assessment serves as feedback on various things such as abilities, fatigue, shortcomings, and potential, which help determine goals, paths, plans and career development [1]. The results of the work performance assessment are significant and play a role in decision making, such as identifying the need for training programs, recruitment, selection, provision, placement, promotion, reward systems and others. The following are some definitions of work performance assessment by several experts. According to [2], work performance assessment is a systematic evaluation of the work done by employees and is designed for development.

According to the article, work performance assessment is used to obtain helpful information in decision-making related to human resource management activities, such as career planning and development, programs, compensation, promotion, demotion, retirement, and employee termination. According to [3], "Work Performance Assessment is a work result achieved by someone in carrying out the tasks assigned to him based on skills, experience, sincerity and time. According to [4], Work Performance is a function of motivation and ability. According to [5], work performance assessment is a process by which companies evaluate a person's work performance. This activity can provide feedback to employees about their work implementation.

Based on the definition described on the previous page, work performance assessment evaluates employees' ability to carry out their duties well. Work performance assessment is a form of feedback from the employees, which is a formal process of periodically reviewing and evaluating a person's work performance to understand their work performance [6]. The Purpose and Usefulness of Work Performance Assessment according to [7] are as follows: a. As a basis for making decisions used for promotions, demotions, dismissals, and determining compensation amounts. b. To measure work performance, namely, the extent to which employees can succeed. c. As a basis for evaluating the effectiveness of all activities within the company. d. As a basis for evaluating training programs and the effectiveness of work schedules, work methods, organizational structures, supervisory styles, work conditions, and work equipment. e. As an indicator to determine the need for employee training within the organization. f. As a tool to increase employee work motivation, the goal of achieving good work performance can be achieved. g. It is a tool to encourage or accustom superiors (supervisors, managers, administrators) to observe subordinates' behaviour to know their subordinates' interests and needs. h. As a tool to see deficiencies or weaknesses in the past and improve the capabilities of future employees. i. As a criterion in determining employee selection and placement. j. As a tool to identify personnel weaknesses, it can thus be used as a consideration for inclusion in employee work training programs. k. As a tool to improve or develop employee skills. l. As a tool to enhance and develop job descriptions.

According to Siswanto in [8] the indicators for work performance assessment are as follows: a. Loyalty The assessment measures employee loyalty to their work, position, and organization. This loyalty is reflected in the employee's willingness to maintain and defend the organization inside and outside of work from being undermined by irresponsible people. b. Honesty: The assessor assesses honesty in carrying out their duties to fulfil agreements with themselves and others, such as their subordinates. c. Discipline: The assessor assesses employee discipline in complying with existing regulations and carrying out their work according to the instructions. d. Creativity: The assessor assesses the employees' ability to develop their creativity to complete their work so that they work more effectively and efficiently. e. Cooperation The assessor assesses the employee's willingness to collaborate with other employees vertically and horizontally inside and outside of work, so that the work results will be better. f. Leadership Assessor's ability to lead, influence, have a strong personality, be respected, have authority, and motivate others or subordinates to work effectively. Personality Assessor assesses employees based on their behavioural attitudes, politeness, cheerfulness, likeability, pleasant impression, good attitude, and sympathetic and natural appearance. h. The Initiative Assessor assesses the ability to think originally and, based on one's own initiative, to analyse, assess, provide reasons for reaching conclusions, and make decisions to solve problems faced. i. The Competence Assessor assesses the employee's ability to unite and harmonise various elements involved in formulating policies and management situations.

Based on the explanation above, researchers believe that Job Performance Assessment can have a positive relationship direction and significantly influence Employee Performance. The definition of performance is a work result produced by an employee interpreted to achieve the expected goals within a predetermined time period. According to experts regarding performance, as follows: According to [9], performance is the work result in quality and quantity achieved by an employee in carrying out his duties according to his responsibilities. According to [10], each individual's responsibility towards the job helps define performance expectations and provides a framework for supervisors and workers to communicate with each other. According to [11], Performance is the work result in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. According to [12], performance can be defined as the work result achieved by workers or employees in terms of quality and quantity that is in accordance with their duties and responsibilities.

According to [13], Performance is an implementation of the balance theory, which says that a person will show optimal performance if they get benefits. There is stimulation (inducement) in their work fairly and reasonably. It can be concluded that performance results from individual or group work in achieving organisational goals according to the time period set by the organisation. In this study, the author wants to prove that performance is influenced by discipline and the amount of incentives given to the employee. According to [14], several factors influence a person's performance: a. Efforts devoted, consisting of motivation, work ethics, attendance, and task design. b. Individual abilities consist of talent, interest, and personality factors. c. Organisational support includes training and development, equipment and technology, performance standards, management, and coworkers. Other factors influencing performance are as follows: According to [15], 1. Establishing organizational goals, objectives, and strategies 2. Formulating performance indicators and measures 3. Measuring the level of achievement of organizational goals and objectives 4. Performance evaluation/Feedback, Organizational Progress Assessment Improving the quality of decision making and accountability.

Other Factors Affecting Performance According to [16], 1. Attitude and mentality 2. Education 3. Skills 4. Leadership Management 5. Income Level 6. Salary and health 7. Social Security 8. Work climate 9. Facilities and infrastructure 10. Technology 11. Work Performance. Her research [1] shows that the variable of Work Performance Assessment can have a positive relationship direction and a significant influence on Employee Performance. In contrast to her research[1], this article adds the Mental Health variable as a moderating variable.

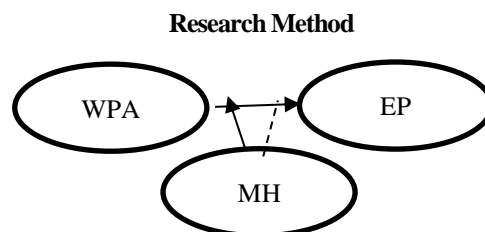


Figure 1. Model

Noted:

WPA: Work Performance Assessment

EP: Employee Performance

MH: Mental Health

Hypothesis:

H1: The Influence of Work Performance Assessment on Employee Performance

H2: Mental Health Can Moderate The Influence of Work Performance Assessment on Employee Performance

The first image of the three solid arrow line diagrams and the dotted arrow line above shows that this article aims to analyse the influence of the Work Performance Assessment variable on the Employee Performance variable [17] & [18]. This objective is in line with his research [1]; the difference is that this article adds the Mental Health variable as a moderating variable, which the researcher, namely the Mental Health variable, can strengthen the influence of the Work Performance Assessment variable on the Employee Performance variable [19] & [20]. This research is a quantitative study with an explanatory approach, which relies on previous research as the main material in this research, namely, his research [1]. The data used in this study are primary data that the researcher obtained from three hundred health workers at East Java Hospital, namely 100 health workers at X Hospital Malang, 100 health workers at Y Hospital Surabaya, and 100 health workers at Z Hospital Lamongan. The data were analyzed using the SmartPLS 4.0 analysis tool, with a more complete explanation below.

Result and Discussion

Background Analysis

Work or Job Performance Assessment is an important part of the entire work process of the employee concerned. The importance of performance evaluation, for employees: the assessment serves as feedback on various things such as abilities, fatigue, shortcomings, and potential, which are useful for determining goals, paths, plans and career development [1]. The results of the work performance assessment are very important and play a role in decision making, such as identifying the need for training programs, recruitment, selection, provision, placement, promotion, reward systems and others. Several experts have put forward the following definitions of work performance assessment. According to [2], work performance assessment is a systematic evaluation of the work done by employees and is designed for development.

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Validity Test

As explained by the researcher in the research methodology section above, the data used in this study came from three hundred healthcare workers at XYZ Hospital in East Java, namely one hundred healthcare workers from Hospital X Malang, one hundred healthcare workers from Hospital Y Surabaya, and one hundred healthcare workers from Hospital Z Surabaya. To ensure this, the following are the validity test results contained in this article [21].

Table 1. Validity Test

Variable	Question Item	Loading Factor
Work Performance Assessment (X)	Work Performance Assessments Can Influence Employee Performance	0.854
	Work Performance Assessments	0.898
	can increase employee enthusiasm for work	0.921
	Work Performance Assessments	0.899
	can increase employee motivation	0.945
Employee Performance (Y)	Work Performance Assessments	0.967
	can encourage employees to prioritise their work	0.924
	Work Performance Assessments Can Influence Employee Performance	0.898
Mental Health (Z)	Mental Health Can Influence Employee Performance	0.987
	Employee Performance Can Be Influenced by Work Motivation	0.964

Valid > 0.70

Reliability Test

The next stage is the reliability test. This stage validates the variables used in this article, such as Work Performance Assessments, Employee Performance, and Mental Health. Based on this, the following are the reliability test results for this article [22].

Table 2. Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Work Performance Assessment	0.952	0.915	Reliable
Employee Performance	0.976	0.925	Reliable
Mental Health	0.987	0.936	Reliable

Reliable > 0.70

Path Coefficient

The researcher has reached the final stage of the two previous stages: the validity and reliability testing. These stages can be considered the most crucial in this article. The two hypotheses used in this article are that the Work Performance Assessment variable can have a positive relationship and significant influence on Employee Performance, and the Mental Health variable can moderate the influence of the Work Performance Assessment variable on Employee Performance [23].

Table 3. Path Coefficient

	Variable	P-Values	Noted
Direct Influence	WPA->EP	0.014	Accepted
Indirect Influence	MH* WPA->EP	0.000	Accepted

Significant Level and Accepted < 0.05

The results of the first three rows of the table above show that the Work Performance Assessment variable can have a positive relationship direction and a significant influence on Employee Performance because the P-Values are positive and below the 0.05 significance level, namely 0.014. These results are in line with his research [1]. These results indicate that Work Performance Assessment can make health workers work more enthusiastically, work motivation is stronger, work results are better, and ultimately can affect Employee Performance. In addition, the Mental Health variable can also moderate the influence of the Work Performance Assessment variable on the Employee Performance variable because the P-Values are positive and below the 0.05 significance level, namely 0.00. Thus, it can be concluded that this article's first and second hypotheses are accepted and proven.

Conclusion

The results of the first three rows of the table above show that the Work Performance Assessment variable can have a positive relationship direction and a significant influence on Employee Performance because the P-Values are positive and below the 0.05 significance level, namely 0.014. These results are in line with his research [1]. These results indicate that Work Performance Assessment can make health workers work more enthusiastically, work motivation is stronger, work results are better, and ultimately can affect Employee Performance. In addition, the Mental Health variable can also moderate the influence of the Work Performance Assessment variable on the Employee Performance variable because the P-Values are positive and below the 0.05 significance level, namely 0.00. Thus, it can be concluded that this article's first and second hypotheses are accepted and proven.

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