The Socio-Psychological Dimension in Enhancing Employee Performance at the Ministry of Religious Affairs Office

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Abstract. This study explores the influence of socio-psychological dimensions on employee performance at the Ministry of Religious Affairs Office in Cimahi City, Indonesia. Employing a case study design, data were collected through in-depth interviews, participant observation, and document analysis. Eight participants including the Head of Office, Head of General Affairs, Human Resource (HR) Officials, and Staff were selected using purposive sampling. The findings highlight that work motivation, interpersonal relationships, a supportive environment, and perceived organizational fairness significantly enhance civil servant performance. However, issues such as competency mismatches, inadequate post-training evaluations, and weak interdepartmental coordination hinder optimal HR development. The study contributes to organizational psychology by affirming the relevance of self-efficacy, social identity, psychological safety, and organizational justice theories. Practically, it emphasizes the need to incorporate socio-psychological insights into HR strategies to foster a more adaptive, motivated, and collaborative public sector workforce.

Keywords: socio-psychological dimensions, employee performance, public sector, human resource development

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Introduction

Enhancing human resource (HR) performance has become a central concern in organizational management, particularly in the public sector, which is directly responsible for serving the community (Mudassir et al., 2023). Human resources are not merely organizational assets but fundamental pillars that determine the success of bureaucratic functions. In the context of governance, civil servant performance is shaped not only by technical competence but also by socio-psychological factors (Muhammad, 2016). Consequently, strategies to improve HR performance must extend beyond technical training and managerial systems to include a deeper understanding of work motivation, interpersonal relationships, group dynamics, and supportive work environments.

Wulandari (2023) emphasizes that managing public servants requires comprehensive capacity development, especially as government responsibilities grow increasingly complex and demand adaptive, innovative responses. Social aspects such as interpersonal communication, team collaboration, and the impact of social environments on work behavior are therefore essential areas of concern. Civil servants lacking intrinsic motivation, social recognition, or the ability to engage constructively with peers often demonstrate underperformance, even when technically capable.

Grindle's (1980) capacity-building theory posits that employee development must go beyond training and recruitment to include attention to welfare, working conditions, and the organizational social climate. Failing to integrate these socio-psychological components can create a disconnect between HR policies and on-the-ground realities. Employees do not operate solely based on formal directives; their behavior is influenced by perceptions, relationships, and daily social interactions in the workplace.

Observations across public institutions reveal a persistent neglect of these social dimensions in HR management (Al-Hussami et al., 2018). Bureaucracies are often characterized by internal conflict, limited inter-unit communication, and leadership's insensitivity to subordinate psychological needs. Such conditions result in low motivation, poor collaboration, and diminished public service quality. In short, the

absence of socio-psychological support within the organizational climate can significantly undermine bureaucratic effectiveness (Al-Hussami et al., 2018; Bandura, 2023).

The Ministry of Religious Affairs Office in Cimahi City faces similar challenges. As a strategic agency responsible for religious services, it is under increasing public pressure to deliver fast, transparent, and responsive services. However, employee capacity remains limited. Not all personnel possess the necessary educational background or competencies aligned with their roles. Moreover, interpersonal collaboration is often suboptimal, post-training evaluations are weak, and development budgets are constrained.

Motivation is another key concern (Afsar et al., 2016). Some employees perform duties merely to meet administrative requirements, lacking initiative and concern for service quality. This indicates that structural approaches alone are insufficient to drive high performance. A more nuanced understanding of intrinsic motivation such as the need for recognition, self-actualization, and institutional belonging is critical. This aligns with Mangkunegara's view in Sinambela (2016), which highlights motivation as an internal drive that propels employees toward achieving organizational goals.

Social relationships within the workplace also play a critical role in shaping a healthy organizational climate (Alves-dos-Santos et al., 2020; Barnir et al., 2011). Harmonious supervisor-subordinate relations, open communication, and a collaborative work culture contribute to psychological safety, encouraging proactivity, openness to feedback, and continuous learning. In contrast, a workplace characterized by excessive pressure, unhealthy competition, and lack of dialogue suppresses creativity and morale.

Regulatory frameworks also support the development of socio-psychological aspects. Law No. 5 of 2014 on State Civil Apparatus and Government Regulation No. 11 of 2017 mandate competency development. However, the implementation of these regulations must be aligned with social approaches to ensure they function not only as formal legal instruments but also respond to the psychological and social needs of employees.

The urgency of this research is reinforced by the broader agenda of bureaucratic reform, which calls for not only administrative efficiency but also cultural transformation within the public sector. The Ministry of Religious Affairs, grounded in religious and moral values, is expected to exemplify HR management rooted in values and social cohesion. Therefore, investigating the socio-psychological dimensions of HR performance is essential to inform more humane and contextually appropriate development strategies.

Based on this background, the present study aims to identify and analyze the role of socio-psychological factors such as work motivation, interpersonal relationships, working conditions, and collaboration in enhancing HR performance at the Ministry of Religious Affairs Office in Cimahi City. The study seeks to contribute theoretically to applied social sciences and practically to more holistic, human-centered HR practices in the public sector.

Methods

This study employed a qualitative approach using a case study design. The case study was chosen to enable an in-depth exploration of the organizational complexities within the selected research setting (Chanifah et al., 2021). Specifically, the study aimed to examine the socio-psychological factors that influence organizational performance enhancement.

The research was conducted at the Ministry of Religious Affairs Office in Cimahi City, West Java Province which is a strategic public institution tasked with delivering services grounded in religious values. The location was purposively selected based on its relevance to the study's objectives, particularly its ongoing challenges in optimizing employee performance, both technically and socio-psychologically. Participants were selected purposively and consisted of eight individuals, including the Head of Office, the Head of the Subdivision of General Affairs, human resource officials, and staff members directly involved in HR capacity-building initiatives.

The data sources included both primary and secondary data. Primary data were obtained through in-depth interviews with key informants and participant observation of organizational activities. Secondary data were collected from institutional documents such as personnel reports, training evaluation results, internal regulations, and other relevant records.

Data collection was carried out using three main techniques: in-depth interviews, participant observation, and document analysis (Cerezo et al., 2016). The interviews were conducted openly and semi-structurally to explore informants' perceptions, experiences, and attitudes toward socio-psychological factors affecting their performance. Interview questions included: (1) What factors enable you to be productive at work? (2) What challenges do you face in performing your job? and (3) What personal strengths support your optimal work outcomes? Observation was used to directly examine social interactions, work patterns, and workplace dynamics. The researcher employed participant observation, immersing themselves in the field and documenting unique phenomena relevant to the research locus. Document

analysis was conducted to triangulate and complement data gathered from interviews and observations.

Data were analyzed using the interactive model proposed by Miles, Huberman, and Saldana (2014), which involves four stages: (1) data collection, (2) data reduction, (3) data display, and (4) conclusion drawing and verification. Analysis occurred concurrently with data collection to enable continuous reflection, clarification, and deep exploration of emerging insights. To ensure the validity of the findings, the study employed triangulation techniques, including source triangulation, methodological triangulation, and time triangulation. Source triangulation was achieved by comparing data from multiple informants; methodological triangulation by integrating interviews, observations, and document analysis; and time triangulation by collecting data at different time points to verify consistency (Carter et al., 2014).

Results and Discussion
Results
This study aims to identify the role of socio-psychological dimensions in improving human resource (HR) performance at the Ministry of Religious Affairs Office in Cimahi City.

Education and Training as a Means of Capacity Building and Motivational Driver
Education and training (Diklat) activities are perceived as strategic efforts to enhance technical competencies while fostering employees' enthusiasm and self-confidence. These trainings are conducted in collaboration with the Religious Training Center in Bandung, including Workplace-Based Training (DDTK), as well as structural and functional programs. As stated by the Head of the General Affairs Subdivision:

"Diklat pegawai kami upayakan berjalan setiap tahun, minimal orientasi dasar atau DDTK. Memang tidak semua bisa ikut karena kuota terbatas, tapi yang sudah ikut biasanya lebih percaya diri saat menjalankan tugasnya." (IN-01/KepTU)

"We strive to organize training every year, at least the basic orientation or DDTK. Not everyone can participate due to limited quotas, but those who attend usually become more confident in performing their duties." (IN-01/Head of General Affairs)

A staff member echoed this sentiment:

"Saya merasa lebih siap setelah ikut diklat teknis. Selain menambah wawasan, juga jadi lebih pede kalau harus bicara di forum atau melayani masyarakat." (IN-04/JFU)

"I felt more prepared after attending technical training. It broadened my perspective and boosted my confidence when speaking in public or serving the community." (IN-04/Administrative Staff)

Training not only enhances competence but also fosters a sense of belonging and a desire to contribute more positively to the institution. Observations conducted throughout the research process also revealed that employees demonstrated strong enthusiasm in participating in the training programs. This was evident from high attendance rates and positive evaluations of the training activities, which were perceived as effective in enhancing knowledge and improving overall staff quality.

A Comfortable Work Environment and Supportive Interpersonal Relationships
Work environment factors both physical and social greatly influence employee comfort and performance. Open relationships between superiors and subordinates, along with a relaxed work atmosphere, were seen as contributing positively to a healthy organizational climate. As one staff member stated:

"Menurut saya suasana kerja di sini cukup cair, kita bisa diskusi langsung dengan pimpinan tanpa harus formal-formalan. Itu bikin kita lebih nyaman." (IN-03/JFT)

"In my opinion, the work atmosphere here is quite relaxed. We can talk directly to our superiors without excessive formality, and that makes us feel more comfortable." (IN-03/Functional Staff)

Another employee added:

"Kondisi kantor sudah cukup baik, fasilitas mendukung, dan yang paling penting adalah hubungan antarkolega yang saling membantu." (IN-06/JFU)

"The office conditions are fairly good, the facilities are supportive, and the most important thing is the collegial relationships, which are very helpful." (IN-06/Administrative Staff)

The researcher's observations also indicate that the office meets the standards of a proper workplace. The work environment is equipped with optimal facilities, which are well-maintained through consistent maintenance activities, ensuring their durability. Furthermore, daily operations provide employees with opportunities to develop their communication skills, supported by the availability of numerous comfortable discussion rooms. Facilities such as internet access, laptops, and adequate workspaces contribute to creating a conducive atmosphere for effective collaboration.

Salary and Allowances System as a Reinforcer of Work Satisfaction and Loyalty

The performance-based salary and allowances system is viewed as a form of appreciation for employee effort. It has both economic and psychological impacts, encouraging better performance. As one informant stated:

"Sistem penggajian kami ikuti aturan pusat. Tapi kalau tunjangan berbasis kinerja itu cukup membantu meningkatkan semangat kerja pegawai." (IN-02/KepPeg)

"Our salary system follows central regulations. But performance-based allowances really help to boost morale." (IN-02/HR Officer)

Another staff member affirmed:

"Saya merasa lebih semangat kalau tahu kinerja dinilai dan diapresiasi. Walau sederhana, tapi itu jadi bentuk penghargaan." (IN-07/JFU)

"I feel more motivated knowing that my performance is evaluated and appreciated. Even small rewards feel like recognition." (IN-07/Administrative Staff)

Fair and transparent compensation strengthens employee loyalty and fosters a positive perception of the institution. Observations also revealed that work activities were carried out at a manageable pace, avoiding excessive burdens on employees. Periodically, team-building activities such as group meals and recreational outings were organized to foster cohesion and camaraderie among staff. A clear financial system enabled employees to align themselves appropriately with their job responsibilities. Moreover, this system positively influenced their productivity, allowing for the provision of additional incentives to high-performing employees.

Recruitment and Perceptions of Competency Match

Although civil servant recruitment follows the national SSCASN system, mismatches still occur between job requirements and employees' educational backgrounds. This affects self-confidence and task effectiveness.

"Kami hanya usulkan formasi, selebihnya pusat yang menentukan. Kadang hasilnya tidak sesuai dengan kebutuhan teknis di lapangan." (IN-02/KepPeg)

"We propose job formations, but the central office makes the final decision. Sometimes the results don't align with the technical needs in the field." (IN-02/HR Officer)

"Saya berlatar belakang pendidikan umum, tapi ditempatkan di bidang keagamaan. Awalnya cukup sulit menyesuaikan." (IN-08/JFU)

"My background is in general education, but I was placed in a religious field. It was hard to adjust at first." (IN-08/Administrative Staff)

This highlights the need for post-placement evaluations and mentoring to help employees grow according to their potential. Furthermore, observations indicated that employees were frequently given opportunities for self-development by participating in activities aimed at enhancing their capacities. Within the context of workplace relationships, employees were encouraged to assist colleagues facing difficulties, thereby strengthening teamwork.

Discussion

Education and training serve as strategic instruments for human resource development, especially in public sector bureaucracies (Mahmood et al., 2018). This study shows that training improves not only technical skills but also significantly boosts employee motivation and confidence. Trainings held in collaboration with the Religious Training Center in Bandung have helped cultivate professionalism and integrity among civil servants.

Interviews confirm that although training participation remains limited, its psychological effects particularly in boosting confidence are substantial. This aligns with Grindle's (1980) view that capacity building includes Enhancing competencies through education, training, and a supportive work environment. The motivation that emerges from training is related to the concept of motivational enhancement, where individuals feel more capable and thus more driven to achieve organizational goals. According to Mangkunegara in Sinambela (2016), strong work motivation stems from belief in one's ability to perform tasks well, which reflects the importance of self-efficacy.

Training also fosters a sense of belonging. Empowered employees tend to show higher loyalty and active participation. This echoes the concept of employee engagement, which, according to Robbins and Judge (2017), arises when organizations support personal actualization and continuous development. However, only 31% of employees had participated in training in the past two years, indicating that the collective motivational impact remains suboptimal. Disparities in training access can undermine institutional synergy.

The most trained employees reported being more prepared to handle the challenges of public religious service. Relevance of training to daily work is crucial overly theoretical programs with limited practical

application reduce their effectiveness. From a social psychology perspective, collective training also fosters social norms and group identity, building team climate, which West et al. (2003) identify as a predictor of team effectiveness.

A conducive work environment encompasses not only physical facilities but also socio-psychological comfort (Bulińska-Stangrecka & Bagieńska, 2021). This study reveals that a relaxed atmosphere and harmonious superior-subordinate relationships have significant positive effects on employee performance. Informants indicated that they felt comfortable discussing directly with supervisors, reflecting the presence of psychological safety a state where individuals feel safe to express ideas or concerns without fear of embarrassment or punishment (Edmondson, 1999). In addition to psychological safety, social openness enhances team cohesion. Employees are more engaged when mutual understanding and support exist. Robbins and Judge (2017) argue that organizational effectiveness relies heavily on interpersonal relationships.

Physical facilities such as internet access, functional equipment, and organized workspaces also contribute to workplace comfort. According to Sedarmayanti (2009), physical workplace conditions significantly impact job satisfaction and productivity. However, collaborative culture is essential. Observations revealed gaps in interdepartmental coordination, suggesting the need to strengthen cross-unit teamwork for organizational synergy. Social identity theory (Tajfel & Turner, 1986) explains that employees who feel acknowledged and included are more likely to contribute positively.

Salaries and allowances influence not only material well-being but also perceptions and motivation. Although salaries follow national standards, performance-based incentives provide psychological encouragement and foster loyalty. These findings support organizational justice theory (Greenberg, 1990), which posits that perceived fairness transparency, clarity, and appropriate reward drives motivation. Incentives also address esteem needs (Maslow) and enhance both extrinsic and intrinsic motivation (Deci & Ryan, 1985). When managed fairly, reward systems reinforce positive behavior (Skinner, 1953). Conversely, unfair or unclear systems can lead to social jealousy and reduced motivation.

Despite transparent national recruitment via SSCASN, results often misalign with local technical needs. Mismatches between educational background and job duties affect self-efficacy (Bandura, 1997) and reduce job satisfaction. Robbins and Judge (2017) assert that alignment between tasks and interests promotes satisfaction, while mismatches lead to stagnation and transfer requests. Moreover, post-

placement evaluations are lacking, hindering adaptive task adjustments. Job crafting adapting tasks to align with employee strengths and interests offers a solution (Wrzesniewski & Dutton, 2001). This strategy enhances job meaning and productivity, especially within the limitations of public-sector mobility.

Several factors either support or hinder HR performance improvement. Supportive elements include regulations, training, facilities, and healthy relationships. Inhibitors include budget constraints, weak training evaluation, and lack of inter-unit synergy. Although Law No. 5 of 2014 and its derivatives provide a legal framework, structural reform is insufficient without social and cultural adaptation at the unit level (Tjokroamidjojo, 1996). Supportive work environments are dominant enablers non-hierarchical, collegial relationships foster information flow, team effectiveness, and task efficiency.

On the other hand, ineffective inter-unit coordination and absence of post-training evaluation obstruct progress. According to Senge (1990), a learning organization must encourage knowledge sharing and collective understanding. Budget limitations are also significant barriers. Investing in HR development is a long-term strategy that is vital for sustaining organizational performance.

This study contributes to human resource management discourse in the public sector by incorporating a socio-psychological perspective. Findings confirm that civil servant performance is influenced not only by structural systems but also by individual motivation, social relationships, perceptions of justice, and workplace atmosphere.

Theoretically, this research affirms key concepts from social and organizational psychology such as social identity theory (Tajfel & Turner), organizational justice (Greenberg), self-efficacy (Bandura), and psychological safety (Edmondson). These concepts help explain civil servant behavior and validate the view that bureaucracies are dynamic social communities (Arghode et al., 2021; Bandura, 2023; Nahar & Richters, 2011).

Practically, the study highlights the need to reformulate HR development policies to incorporate socio-psychological strategies. Training must foster confidence, collaboration, and shared identity. Public managers should develop sensitivity to workplace social dynamics, employing empathetic communication, conflict management, and transformational leadership to boost engagement. Moreover, continuous learning systems, post-training evaluation, and proactive employee empowerment through mentoring, cross-unit forums, and collaborative teams are essential.

Attention must also be given to compensation fairness. Transparent processes and employee involvement in performance evaluation enhance a sense of ownership. Recruitment and placement must align with employee characteristics, education, and job requirements. Long-term public service quality hinges on competency alignment, requiring regular monitoring and implementation of job crafting strategies.

Despite its valuable insights, this study has several limitations. First, the research was conducted in a single institutional setting, which may limit the generalizability of its findings to other public sector organizations with different structures, cultures, or resource capacities. Second, the relatively small number of participants and the qualitative nature of the data collection may have restricted the diversity of perspectives captured, particularly regarding differing experiences across hierarchical levels or departments. Third, the study relied heavily on self-reported data through interviews and observations, which are inherently subject to social desirability and observer bias. Furthermore, due to time and resource constraints, post-training performance was not measured longitudinally, making it difficult to assess the long-term impact of capacity-building efforts. Future research is encouraged to include multiple institutions, adopt mixed-method approaches, and incorporate longitudinal tracking to deepen understanding of socio-psychological dynamics in public sector HR development.

Conclusion

This study concludes that socio-psychological factors play a crucial role in shaping the performance of civil servants at the Ministry of Religious Affairs Office in Cimahi. While technical training and organizational systems provide the necessary structural support, intrinsic motivation, social interaction, and perceived fairness serve as the underlying psychological drivers that sustain high performance. A supportive work environment that encourages open communication, mutual respect, and collaboration enhances both individual and organizational outcomes. Conversely, issues such as mismatched competencies, lack of feedback mechanisms, and fragmented inter-unit collaboration hinder optimal performance. Therefore, human resource management in public institutions should adopt a holistic approach that balances structural reforms with initiatives that nurture psychological well-being, relational trust, and inclusive workplace culture. This implies a strategic shift toward policies that emphasize self-efficacy development, psychological safety, and social cohesion as core elements of sustainable bureaucratic reform.

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