

The Effect of Work Patterns on Employee Performance at the Regional Office of the Ministry of Law, North Sumatra

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Abstract

This study aims to examine the effect of Work Patterns on Employee Performance at the Regional Office of the Ministry of Law, North Sumatra. In the context of public sector governance, improving employee performance is essential to enhance organizational effectiveness and ensure the successful implementation of structured work systems. A quantitative approach was employed using survey data collected from 50 respondents through a structured questionnaire. The validity and reliability of the research instrument were tested using Pearson's correlation and Cronbach's Alpha, confirming that all items were valid and reliable. Descriptive statistical analysis showed that both Work Patterns and Employee Performance were perceived at a moderate level, with mean scores of 20.2000 and 20.4400, respectively, and relatively consistent responses among participants. Furthermore, simple linear regression analysis and a t-test were conducted to test the research hypothesis. The results revealed that Work Patterns have a positive and statistically significant effect on Employee Performance, with a significance value of 0.000 and a regression coefficient of 1.037. The coefficient of determination ($R^2 = 0.947$) indicates that 94.7% of the variance in Employee Performance can be explained by Work Patterns. In addition, the t-value of 29.399 confirms a very strong relationship between the variables. These findings highlight that improving work patterns such as clear task distribution, effective time management, and well-defined work procedures plays a crucial role in enhancing employee performance within the organization. Therefore, organizations are encouraged to strengthen their work systems to achieve better performance outcomes and overall organizational effectiveness.

Keywords: Employee Performance; Work Patterns; Human Resource Management

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Introduction

In the context of public sector reform and organizational modernization, improving employee performance has become a strategic priority for government institutions. Public organizations are increasingly required to enhance their efficiency, effectiveness, and service quality in order to meet the growing expectations of society. In this regard, employee performance serves as a crucial indicator in evaluating the success of organizational management and the achievement of institutional goals (1);(2).

The Regional Office of the Ministry of Law in North Sumatra, as a government institution responsible for delivering legal and administrative services, plays a significant role in supporting governance and public service delivery. The effectiveness of its services is highly dependent on the performance of its employees. Therefore, improving employee performance is essential to ensure the quality, accountability, and sustainability of public services provided by the institution (2).

Employee performance is influenced by various organizational factors, one of which is work patterns. Work patterns refer to the system or method of organizing work, including task distribution, working time arrangements, and methods of job implementation. Effective work patterns enable employees to carry out their duties more systematically, efficiently, and productively. Conversely, poorly structured work patterns may lead to inefficiency, role ambiguity, and decreased employee performance (3).

Furthermore, work patterns play a crucial role in shaping employees' work behavior and productivity. A well-designed work system ensures clarity of roles, effective coordination, and smooth workflow, which ultimately contributes to better performance outcomes. Employees who work under clear and structured patterns are more likely to complete their tasks on time, achieve higher quality results, and maintain consistency in their performance (3); (2).

In public sector organizations, the importance of effective work patterns becomes even more significant due to the complexity of administrative processes and the need for accountability in public service delivery. Government institutions must ensure that work processes are well-organized and aligned with established procedures to minimize inefficiencies and enhance service quality (2)

Despite its importance, the implementation of effective work patterns in public organizations does not always run optimally. In practice, several challenges are often encountered, such as unclear task distribution, ineffective coordination, and inconsistencies in work procedures. These issues can hinder employee productivity and reduce overall organizational performance (4).

Preliminary observations indicate that work patterns at the Regional Office of the Ministry of Law in North Sumatra are not yet fully optimized. Some employees experience difficulties in managing their tasks effectively due to unclear work procedures and coordination gaps. As a result, employee performance remains suboptimal, particularly in terms of timeliness and quality of work outcomes.

This condition reflects a gap between theoretical expectations and empirical realities. Theoretically, structured and well-managed work patterns are expected to improve employee performance by enhancing efficiency and clarity in task execution. However, in practice, these expected outcomes have not been fully realized (3).

Previous studies have highlighted the importance of organizational work systems in influencing employee performance across various contexts (5). However, empirical studies focusing specifically on work patterns and employee performance within government institutions remain relatively limited. Considering the strategic role of the Regional Office of the Ministry of Law in North Sumatra, it is important to examine how work patterns affect employee performance in this institutional setting.

Therefore, this study aims to analyze the effect of work patterns on employee performance at the Regional Office of the Ministry of Law, North Sumatra. The findings of this

study are expected to provide empirical evidence regarding the role of work patterns in improving employee performance and to offer practical recommendations for enhancing work systems and organizational effectiveness in the public sector.

Literature Review Work Patterns

Work patterns refer to the system or method of organizing work that includes task distribution, working time arrangements, and methods of task execution within an organization. Work patterns describe how tasks are designed, assigned, and carried out by employees in order to achieve organizational goals effectively and efficiently. Well-structured work patterns create order, role clarity, and optimal coordination in task implementation (3).

In the context of public sector organizations, structured work patterns are essential to ensure that public services are delivered effectively. Clear and systematic work arrangements help employees understand their duties and responsibilities, thereby improving productivity and performance quality. Conversely, poorly organized work patterns may lead to inefficiency, overlapping tasks, and decreased employee performance (2).

Indicators of Work Patterns

The indicators of work patterns in this study are adapted from (3) which include:

1. Clear division of tasks
2. Work time arrangement
3. Methods of task implementation
4. Coordination among employees
5. Clarity of work procedures

Employee Performance

Employee performance refers to the level of achievement of work results accomplished by employees in carrying out their duties and responsibilities in accordance with organizational standards. It reflects how well employees perform their tasks in terms of quality, quantity, timeliness, and overall effectiveness (1)

In public sector organizations, employee performance is closely related to the quality of public service delivery and the achievement of institutional goals. High-performing employees contribute significantly to organizational effectiveness, while low performance may hinder service quality and organizational success (2)

Indicators of Employee Performance

According to (1), the indicators of employee performance include:

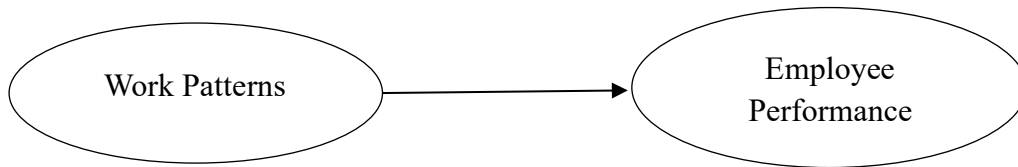
1. Quality of work results
2. Quantity of work results
3. Timeliness in completing tasks
4. Work effectiveness
5. Responsibility in carrying out duties

Conceptual Framework and Hypothesis

This study conceptualizes Work Patterns as the independent variable, while Employee Performance acts as the dependent variable.

The conceptual framework assumes that well-structured and effective work patterns will improve employee performance. Employees who work within clear task distributions, organized schedules, and well-defined procedures are more likely to perform their duties efficiently and achieve better work outcomes. Improved work patterns are expected to contribute positively to overall employee performance.

Based on this framework, the hypotheses of this study are formulated as follows:



The hypothesis is:

Ha: Work Patterns have a positive and significant effect on Employee Performance at the Regional Office of the Ministry of Law, North Sumatra.

Ho: Work Patterns do not have a positive and significant effect on Employee Performance at the Regional Office of the Ministry of Law, North Sumatra.

Research Methodology

This study employed a quantitative associative research design, which aims to examine the relationship between two or more variables (6); (7). The quantitative approach was selected to statistically test the hypothesized relationships among the research variables. However, in the present study, the primary focus is on analyzing the effect of Work Patterns on Employee performance .

The research was conducted at at the Regional Office of the Ministry of Law, North Sumatra, located at Jln. Putri Hijau No. 4 Medan Sumatera Utara. The study was carried out over a three-month period, from March 2026 to June 2026.

The population of this study consisted of all employees working at the Regional Office of the Ministry of Law, North Sumatra. According to (8); (9), a population refers to the entire group of subjects or objects that possess specific characteristics relevant to the research problem and serve as the basis for data collection and generalization of findings. In this study, the total population comprised 50 employees, all of whom were civil servants (ASN).

Given the relatively small size of the population, this research applied a saturated sampling technique (census sampling), in which all members of the population were included as research respondents. As defined by (9), a sample represents a subset of the population selected to reflect the characteristics of the entire population. However, since the population in this study was limited to 50 employees, all individuals were involved as respondents. Therefore, the total sample size was 50 employees.

The study relied on primary data collected through a structured questionnaire distributed to all respondents. The questionnaire items were developed based on established theoretical indicators of Work Patterns and employee performance. Responses were measured using a fivepoint Likert scale ranging from strongly disagree to strongly agree. In addition, secondary data were obtained from institutional documents, official reports, and relevant administrative records to complement and support the primary data.

The collected data were analyzed using quantitative statistical methods with the assistance of SPSS version 26.0. The analysis was conducted in several stages. First, a validity test was performed to assess whether each questionnaire item accurately measured the intended variable (10). An item was considered valid if the calculated correlation coefficient (r-count) exceeded the r-table value. Second, a reliability test was conducted using Cronbach's Alpha, where a coefficient greater than 0.70 indicated that the instrument was reliable.

The regression model applied in this study is formulated as follows: $Y = a + bX$, Where:

Y = Employee performance

X = Work Patterns a =

Constant

b = Regression Coefficient

The t-test is used to determine whether Work Patterns has a significant effect on employee performance. The hypothesis is accepted if the t-count value is greater than the t-table value or

if the significance level (p-value) is less than 0.05. Additionally, the coefficient of determination (R^2) is calculated to measure the proportion of variance in employee performance explained by Work patterns. The R^2 value ranges from 0 to 1, with values closer to 1 indicating a stronger influence of the independent variable.

Results Validity and Reliability Tests

Validity was assessed using Pearson's correlation coefficient (r-value) by correlating each individual item score with the total composite score of its respective variable. With a sample size of $N = 50$ and a significance level of 5% (two-tailed), the critical r-table value was 0,2017. An item was considered valid if its r-value exceeded the r-table value.

Based on the results of the validity test using Pearson Correlation, the correlation coefficients obtained were 0.954, 0.984, 0.886, 0.975 and 0.975 with a significance value (Sig. 2-tailed) of 0.000 for all indicators of work patterns variable.

Since all correlation coefficients are very high and the significance values are below 0.05, it can be concluded that all indicators are statistically significant and valid in measuring the Work patterns.

The results of the validity test using Pearson Correlation of Employee performance variable, obtained were 0.988, 0.989, 0.999, 0.999 and 0.999 with a significance value (Sig. 2tailed) of 0.000 for all indicators of the Employee performance variable.

According to (7) since all correlation coefficients are above the commonly accepted minimum threshold ($r > 0.30$) and fall within the moderate to very strong correlation range, and because the significance values are below 0.05, it can be concluded that all indicators are statistically significant and valid in measuring the Employee performance variable.

Reliability was evaluated using Cronbach's Alpha to measure the internal consistency of each variable. A research instrument is generally considered reliable if its Cronbach's Alpha value exceeds 0.60 (11).

Table 2. Reliability Results

Variable	Cronbach's Alpha	Benchmark	Result
Work patterns	0.976	> 0.60	Reliable
Employee performance	0.997	> 0.60	Reliable

The Work patterns variable achieved a Cronbach's Alpha value of 0.976, while the Employee performance variable obtained a value of 0.997. Both values were well above the 0.60 benchmark, indicating strong internal consistency. These findings confirmed that the measurement instruments were both valid and reliable.

Descriptive Analysis

The first step in the descriptive analysis was to examine the summary statistics of the two main variables (Work patterns and Employee performance). The analysis was conducted to provide an overview of respondents' perceptions based on the composite scores obtained from the questionnaire items. Each variable score represents the total accumulation of responses across its respective indicators.

Table 3. Descriptive Statistics

Variable	Mean	Std. Deviation	N
Work patterns	20.2000	3.75255	50
Employee performance	20.4400	3.52345	50

As shown in Table 3, the mean score for Work Patterns is 20.2000, with a standard deviation of 3.75255, based on 50 respondents. This result indicates that, on average, respondents perceive the implementation of work patterns within the organization to be at a

moderate level. The standard deviation, which is relatively smaller than the mean, suggests that the responses are fairly consistent among respondents. This implies that employees tend to have relatively similar perceptions regarding the implementation of work patterns, including aspects such as task distribution, work scheduling, methods of task execution, and coordination among employees, although some variation still exists.

Meanwhile, the mean score for Employee Performance is 20.4400, with a standard deviation of 3.52345, also based on 50 respondents. This finding indicates that the overall level of employee performance is perceived to be in the moderate to relatively good category. The relatively lower standard deviation compared to the mean shows that respondents' assessments of employee performance are quite consistent. In other words, most employees tend to evaluate performance similarly in terms of work quality, timeliness, responsibility, and effectiveness.

Overall, the descriptive statistics indicate that both Work Patterns and Employee Performance are perceived at a moderate level, with relatively consistent responses among participants. These findings provide an initial indication that work patterns may play a role in influencing employee performance. Therefore, further inferential analysis is required to examine the relationship and the extent of the effect of work patterns on employee performance within the organization (12); (13).

These findings are in line with previous studies, which suggest that work patterns have a significant relationship with employee performance. The results highlight that well-structured work patterns contribute positively to improving employee performance (14).

Regression Analysis Simple Linear Regression

A simple linear regression analysis was conducted to examine the effect of Work Patterns on Employee Performance. The analysis was based on questionnaire data collected from 50 respondents, with Work Patterns as the dependent variable and Employee Performance as the independent variable, as presented in Table 4.

Table 4. Regression Results

Model	B	Std. Error	Beta	t	Sig. (p)
(Constant)	-.989	.731		-1.352	.183
Employee performance	1.037	.035	.973	29.399	.000

a. Dependent Variable: Work patterns

Based on the regression output, the regression equation can be formulated as:

$$Y = -0.989 + 1.037X$$

The constant value ($B = -0.989$) indicates that when the value of Employee Performance is assumed to be zero, the predicted score of Work Patterns would be -0.989 . Although this value has limited practical interpretation, it serves as a baseline in the regression model.

The regression coefficient ($B = 1.037$) indicates that for every one-unit increase in Employee Performance, the Work Patterns score is predicted to increase by 1.037 units, assuming other factors remain constant. This positive coefficient suggests that higher levels of employee performance are associated with better implementation of work patterns within the organization.

The significance value ($p = 0.000$) is lower than the significance level of 0.05, indicating that Work Patterns has a statistically significant effect on Employee Performance. Furthermore, the standardized beta coefficient ($Beta = 0.973$) shows a very strong positive relationship between the two variables.

The t-value of 29.399, which is much higher than the critical t-table value (approximately 2.009 for $df = 48$, $\alpha = 0.05$), further confirms that the effect of Work Patterns on Employee Performance is statistically significant.

Overall, these findings indicate a strong and significant relationship between Work Patterns and Employee Performance. Therefore, the results demonstrate that changes in work

patterns are closely associated with variations in employee performance within the organization (14).

Coefficient of Determination (R^2)

The coefficient of determination (R^2) was calculated ;to measure the proportion of variance in Work patterns that could be explained by Employee performance at the Regional Office of the Ministry of Law, North Sumatra.

Table 5. Coefficient of Determination

<u>Model</u>	<u>R</u>	<u>R²</u>	<u>Adjusted R²</u>
1	.973a	.947	.946

Based on Table 5, the results of the analysis show that the coefficient of determination (R^2) is 0.947. This indicates that 94.7% of the variance in Employee Performance can be explained by Work Patterns. In other words, the independent variable included in this regression model has a very strong explanatory power in predicting changes in work patterns. The remaining 5.3% of the variance is influenced by other factors not included in this research model, such as leadership style, organizational culture, work environment, training systems, or other managerial aspects within the organization.

Furthermore, the correlation coefficient ($R = 0.973$) indicates a very strong positive relationship between Employee Performance and Work Patterns. This suggests that higher levels of employee performance are strongly associated with better implementation of work patterns within the organization.

The Adjusted R^2 value of 0.946 also demonstrates that the regression model remains highly reliable even after adjustment. This indicates that the model has strong predictive capability and provides a robust explanation of the relationship between the variables.

Overall, these findings confirm that Work Patterns makes a substantial contribution to explaining variations in Employee Performance, while only a small proportion is influenced by other factors beyond the scope of this study (15); (16).

Hypothesis Testing (t-Test)

Hypothesis testing was conducted using a t-test to determine whether the independent variable, Work patterns, had a positive and significant effect on Employee performance **Table 5. t- Test Result**

<u>Model</u>	<u>B</u>	<u>Std. Error Beta</u>	<u>t</u>	<u>Sig. (p)</u>	<u>(Constant)</u>	<u>.731</u>
1	-.989					
Employee performance	1.037	.035	.973	29.399	.000	

a. Dependent Variable: Work patterns

Based on the results presented in Table 5, the constant value is -0.989 with a standard error of 0.731 and a t-value of -1.352 , with a significance value of 0.183 . This value represents the baseline level of Work Patterns when Employee Performance is assumed to be zero. However, since the significance value is greater than 0.05 , the constant is not statistically significant.

Meanwhile, the regression coefficient for Employee Performance is 1.037 with a standard error of 0.035 and a standardized beta coefficient of 0.973 . The t-value of 29.399 , which is far greater than the t-table value (approximately 2.009 for $\alpha = 0.05$, $df = 48$), indicates that Employee Performance has a very strong and statistically significant effect on Work Patterns. The significance value ($p = 0.000$) is also lower than 0.05 , further confirming the significance of the effect.

The positive regression coefficient shows that higher levels of Work Patterns are associated with higher levels of Employee Performance within the organization. This suggests that improvements in employee performance are likely to support and strengthen the implementation of effective work patterns.

Therefore, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. This means that Work Patterns has a positive and significant effect on Employee Performance. Overall, the results indicate that Employee Performance is a key factor influencing the effectiveness of Work Patterns within the organization, with a very strong magnitude of effect (17).

Conclusion

Based on the results of the descriptive and inferential statistical analyses, several conclusions can be drawn regarding the relationship between Work Patterns and Employee Performance.

First, the descriptive analysis indicates that respondents generally provided moderately positive assessments of both variables. The mean score of Work Patterns is 20.2000 with a standard deviation of 3.75255, while the mean score of Employee Performance is 20.4400 with a standard deviation of 3.52345, based on 50 respondents. These findings suggest that both work patterns and employee performance are perceived to be at a moderate level within the organization. The relatively small standard deviation values indicate that respondents' perceptions are fairly consistent.

Second, the results of the simple linear regression analysis show that Work Patterns have a positive and significant effect on Employee Performance. The regression coefficient ($B = 1.037$) indicates that every one-unit increase in Work Patterns will increase Employee Performance by 1.037 units. The significance value ($p = 0.000 < 0.05$) confirms that this effect is statistically significant, while the standardized beta coefficient ($Beta = 0.973$) indicates a very strong positive relationship between the two variables.

Third, the coefficient of determination analysis shows that $R^2 = 0.947$, meaning that 94.7% of the variation in Employee Performance can be explained by Work Patterns. The remaining 5.3% is influenced by other variables not included in this study. In addition, the correlation coefficient ($R = 0.973$) indicates a very strong positive relationship between Work Patterns and Employee Performance. The Adjusted R^2 value (0.946) further confirms that the model is stable and has strong predictive power.

Fourth, the t-test results strengthen these findings. The t-value of 29.399 is significantly higher than the t-table value (2.006), with a significance value of 0.000, indicating that Work Patterns have a statistically significant effect on Employee Performance. Therefore, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted.

Overall, this study concludes that Work Patterns play a highly significant role in influencing Employee Performance. Better and more structured work patterns are strongly associated with higher levels of employee performance. These findings imply that organizations, particularly public sector institutions, should focus on improving work patterns such as clear task distribution, effective time management, and well-defined work procedures to enhance employee performance and overall organizational effectiveness.

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