

The Influence of Work Motivation, Job Satisfaction, Organizational Culture, Performance Allowances and Work Discipline on Employee Performance

(Study at Market Technical Implementation Unit of the Office of Industry and Trade, Banyumas Regency)

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Abstract This study aims to analyze the effect of work motivation, job satisfaction, organizational culture, performance allowances, and work discipline on employee performance. The population in this study were all employees of the Department of Industry and Trade of Banyumas Regency as many as 147 employees. In this study the sample was taken using a purposive sampling technique with the criteria that the sample had worked for more than 3 years and received a performance allowance so that the appropriate sample amounted to 128 employees. The type of data used in this study is primary data obtained by data collection techniques using questionnaires. The analytical technique used in this research is multiple linear regression analysis. The results of the study found that work motivation, job satisfaction, organizational culture, performance allowances, and work discipline on employee performance either partially or simultaneously.

Keywords: work motivation, job satisfaction, organizational culture, performance allowances, work discipline, employee performance

1 Introduction

Every organization must have goals that must be achieved, for that the success of an organization is very dependent on the quality of human resources [1]. There will be a balance between the needs of employees and the requirements and capabilities of the firm if HR is professionally managed efficiently [2].

According to Bangun, a person's performance is the end result of the work they do in accordance with their job criteria [3]. Performance measurement can be done by comparing the criteria or standards of success that have been set with the achievements of employees. Therefore, to know the performance of an employee can be known based on the benchmark of success. Without a target, the goal will not be achieved and performance cannot be calculated [4]. High employee performance indicates that there is maximization in increasing efficiency, effectiveness and quality which is obtained higher for the burden given to employees. Factors that can affect the performance of an employee so as to achieve the goals of a company include work motivation, job satisfaction, organizational culture, performance benefits, and work discipline.

Sutrisno asserts that motivation is a factor in a person's decision to engage in a certain activity and that it is frequently seen as a factor influencing human behavior [5]. Employee job productivity can grow thanks to work motivation, which will also have an impact on the agency's goals being met. This is supported by the results of research from Theodora that motivation relatedness and growth have a significant effect on employee performance [6]. In earlier research on the relationship between job satisfaction and employee performance, Kristianto found that job satisfaction had a favorable and significant impact on employee performance characteristics [7]. Performance has a very close relationship with employee work discipline. The ability to obtain superior work performance increases with improved employee discipline. based on scientific findings by Ariana and Riana In an effort to enhance or enhance employee performance, it is suggested that businesses might pay more attention to employee skills, compensation for employees, consequences for disciplinary offenses, and closer supervision [8].

Organizational culture has a favorable impact on worker performance, according to research by Muis et al [9]. This finding is consistent with Meutia and Husada's research, which found that organizational culture has a favorable impact on worker performance [10]. Furthermore, several research results indicate the effect of providing incentives / performance benefits / remuneration on employee performance. Saleh and Darwis in their research found that there was a positive and significant influence between providing performance allowances on employee performance [11]. The purpose of providing performance allowances is to improve employee performance. Gustika's research results also concluded that there is a positive and significant effect of remuneration on performance [12]. The same research was also conducted by Hardani et al. which states that the performance allowance has a significant positive effect on the performance of civil servants [13].

Based on the results of interviews conducted with the Head of the Banyumas Regency Industry and Trade Office in April 2020 that the phenomenon currently faced by the Banyumas Regency Industry and Trade Office is that there are many problems that arise due to the work of employees who are not always in accordance with what is expected. The achievement of employee work results can be seen from the Employee Work Target which shows the targets achieved by civil servants. An overview of the Employee Work Target assessment for employees of the Banyumas Regency Industry and Trade Office can be seen in Table 1. Apart from the Employee Work Target value, employee job evaluation is also carried out through employee behavior assessment with indicators covering aspects of service orientation, integrity, commitment, discipline and cooperation.

Table 1. Assessment of Employee Work Target on Employees of the Banyumas Regency Industry and Trade Office

Year	Employee Work Target	service orientation	integrity	commitment	discipline	cooperation
2018	85,35	78,76	78,81	78,69	81,30	78,96
2019	85,16	78,71	78,72	78,58	81,47	78,91
2020	85,64	78,77	79,18	78,99	81,13	79,16

Source: Data from the Banyumas Regency Industry and Trade Office, 2021

Based on Table 1, it can be seen that the average value of SKP and employee behavior is at a good level, but still not getting a perfect score and not stable because it is still experiencing an increase and decrease in value in the last three years. This is because there are still small errors and the service has not been maximized and there are still employees who carry out work that is not in accordance with predetermined standards. Factors that affect employee performance, it is very important to pay attention and study because it is one of the efforts to improve the quality of human resources (employees).

Literature Review and Hypothesis Development

The Effect of Motivation on Performance

Motivation as a force that motivates someone to work hard and be enthusiastic about achieving their goals, whether it originates from within or outside of them [14]. Kasmir states that if employees have a strong drive from within or from outside themselves (for example from the company), then employees will be motivated to do something well [15]. In Theodora's research, relatedness motivation and growth have a significant effect on employee performance [6] and also Susanto [16], I dan Sutanto [17], Palar [18], Kelimeda, et al. [19], dan Sardjana, et al. [20].

Based on the foregoing, the following hypothesis was proposed:

H1: Motivation has positive effect on Performance

The Effect of Satisfaction on Performance

Job satisfaction that a worker experiences will have an impact on the outcomes of his or her job. Previous research on the effect of job satisfaction on employee performance was conducted by Kristianto et al which resulted in job satisfaction having an effect on employee performance [7] and also Susanto [16], Palar [18], Kelimeda, et al. [19], Zahara dan Hidayat [21], dan Saputra, et al.(2016).

Based on the foregoing, the following hypothesis was proposed:

H2: Job Satisfaction has positive effect on Performance

The Influence of Organizational Culture on Performance

Organizational culture is the personality of a corporation that develops through a value system that establishes rules for behavior that are mirrored in the perceptions, attitudes, and actions of individuals inside the organization or company, thus culture affects most aspects of organizational or corporate life [9]. If the company has a good organizational culture, it will have an impact on improving performance. Conversely, if the organizational culture is not healthy, it will lead to a decrease in the performance of individual members of the organization which in turn will affect the performance of the organization. Research conducted by Muis et al [9] states that organizational culture has a positive effect on employee performance. This finding is in line with the research of Meutia and Husada [10] and also Manuputty [23], Megawe [24], Ginting dan Sianturi [25] which also states that organizational culture has a positive effect on employee performance.

Based on the foregoing, the following hypothesis was proposed:

H3: Organizational Culture has positive effect on Performance

The Effect of Performance Allowances on Performance

Performance allowances or remuneration can provide additional income to each employee, so that employees can concentrate more on work. The purpose of providing performance allowances is to improve employee performance. The results of the research by Saleh and Darwis [26] show that employee perceptions of the provision of performance allowances are very high (85.09%). The performance allowance received by employees is proven to improve their performance. This shows the results that the income improvement program in the form of performance allowances can create the readiness of the organization and its human resources to improve their performance. Several empirical studies show that performance allowances have a positive influence on employee performance, such as those of Saleh and Darwis [26], Randriany [27], and Manuputty [23]. Based on the foregoing, the following hypothesis was proposed:
H4: Performance allowances has positive effect on Performance

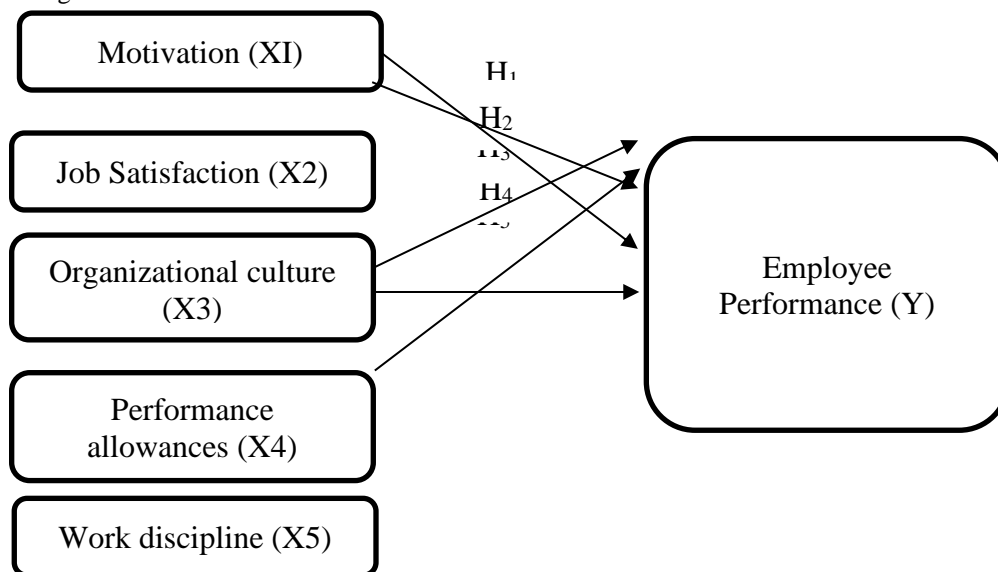
The Effect of Discipline on Performance

Employees will prioritize producing high-quality work results that meet established standards if work discipline has been established by the leadership and is being applied by subordinates. This will foster a sense of responsibility for their work because employees are aware of their responsibilities. Based on the results of research by Ariana and Riana [8], In an effort to enhance or enhance employee performance, it is suggested that businesses might pay more attention to employee skills, compensation for employees, consequences for disciplinary offenses, and closer supervision. Workplace discipline has a favorable impact on employee performance, as demonstrated by a number of empirical research, including Tamba [29], Hardani (2016), Susanto [30], Syarkani [31], and Zahara and Hidayat [21].

Based on the foregoing, the following hypothesis was proposed:
H5: Work discipline has positive effect on Performance

The independent variables of this study are work motivation, job satisfaction, organizational culture, performance allowance and work discipline, performance, however, is the study's dependent variable. Independent variables have the potential to influence an employee's performance; the higher the independent variable, the better. This is in accordance with the various theories that have been compiled above and supported by various relevant studies.

Figure 1. Research Framework



Research Methods

This type of research is a quantitative study because it uses numerical data or a numerical scale to convey the information that will be utilized to assess the relationship between variables. The population in this study were 147 employees of the Banyumas Industry and Trade Service. In this study, the sample was taken using a purposive sampling technique with the criteria of the sample having worked more than 3 years as an employee at the Banyumas Industry and Trade Service and received a performance allowance so that there were 128 people. The type of data used in this study is primary data obtained by data collection techniques using a questionnaire distributed to respondents. The analysis technique used in this study is multiple linear regression analysis.

Results

Based on data analysis, it was found that all indicators and variables were valid and reliable. The data also passed the classical assumption test.

Multiple Regression

Table 2. Multiple Linear Regression Analysis Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,261	1,482		,176	,861
Motivation	,269	,107	,221	2,522	,013
Job Satisfaction	,254	,109	,206	2,325	,022
Organizational culture	,164	,073	,167	2,258	,026
Performance allowances	,205	,089	,188	2,290	,024
Work discipline	,210	,095	,179	2,223	,028

Based on the results of the regression analysis above, the regression equation can be arranged as follows:

$$Y = 0,261 + 0,269X_1 + 0,254X_2 + 0,164X_3 + 0,205X_4 + 0,210X_5 + e$$

Goodness of Fit

The value of Adjusted R Square in this study is 0.686 or 68.6%, this means that the variables of work motivation, job satisfaction, organizational culture, performance allowances, and work discipline on employee performance are 68.6%, while the remaining 31.4% is influenced by other factors not studied.

The F test was used to test the fourth hypothesis. If the value of $f_{count} > f_{table}$, it can be concluded that the regression equation model formed is in the fit criteria.

Table 3. Simultaneous Test (F Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	670,920	5	134,184	56,436	,000 ^a
Residual	290,073	122	2,378		
Total	960,992	127			

Based on the table above, it can be seen that $f_{count} > f_{table}$ is $56.436 > 2.29$ with a significance level of 0.000, because the probability of 0.000 is less than 0.05 then H_0 is rejected and H_a is accepted, meaning that the regression model in this study is fit.

Discussion

The Effect of Work Motivation on Employee Performance

According to Daft [14] work motivation is the emergence of forces that come from within a person and from outside a person that can arouse a person's enthusiasm to be more diligent and motivated to achieve something desired. Employees who have a strong drive both from within themselves and from where they work, employees will have a tendency to do a good job [32].

Work motivation in this study is the driving force that can move the abilities and expertise of the employees of the Market Technical Implementation Unit of the Banyumas Regency Industry and Trade Office to achieve goals based on predetermined targets. Based on the analysis results indicate that the first hypothesis is accepted, it means that job motivation has a favorable effect on employees' performance of the Market Technical Implementation Unit of the Banyumas Regency Industry and Trade Office. This shows that employees in the Market Technical Implementation Unit of the Banyumas Regency Industry and Trade Office feel valued by their superiors. The attitude of superiors who are able to appreciate the results of employee work achievements causes employees to feel encouraged by their superiors because their work is appreciated by their superiors so that employees are motivated to do a good job. The existence of a work safety and security guarantee program for

employees also provides comfort for employees at work and provides encouragement for employees to do a good job. In addition, training activities for employees also provide opportunities for employees to be able to actualize their work better. Therefore, employee performance will increase. The findings of this study are consistent with research done by Sutanto and I, which found that employee performance is positively impacted by motivation. This research is also supported by [6] and also Susanto [16], I dan Sutanto [17], Palar [18], Kelimeda, et al. [19], dan Sardjana, et al. [20]. that motivation has a positive effect on employee performance.

The Effect of Job Satisfaction on Employee Performance

According to Robbins and Judge [33] job satisfaction is a positive attitude from employees on the results of the work they do. Job satisfaction can shape employee performance at work. The opinion of Ivancevich, et al [34] states that if the satisfaction of an employee increases, then it has a favorable effect on performance. The dissatisfaction of employees causes the emergence of employee demands and complaints due to receiving pressure at work. Job satisfaction in this study is a positive attitude from the employees of the Market Technical Implementation Unit of the Banyumas Regency Industry and Trade Office which comes from the results of their work. and Trade Banyumas Regency. This is due to the attitude of mutual support and help each other in completing the work of fellow co-workers so that employees feel satisfied at work. The process of receiving salaries by employers to employees on time also provides job satisfaction for employees. In addition, employees are also skilled and can complete the job well because the abilities of employees are in accordance with their work. Therefore, employee performance will also increase. The results of this study are in line with research conducted by Susanto (2017) which states that job satisfaction has a positive effect on employee performance. This research is also supported by Susanto [16], Palar [18], Kelimeda, et al. [19], Zahara dan Hidayat [21], dan Saputra, et al.(2016). that job satisfaction has a positive effect on employee performance.

The Influence of Organizational Culture on Performance

According to Robins and Judge [33], a system of shared values that set one organization apart from others is known as organizational culture. An organization that has a strong culture will influence the behavior of its employees and make its employees do a good job so as to produce good performance as well. On the other side, businesses with weak cultures, cannot improve the performance of their employees. Therefore, Enhancing organizational culture is crucial for raising employee performance [10]. Organizational culture in this study is a system of shared meaning adopted by employees of the Market Technical Implementation Unit of the Banyumas Regency Industry and Trade Office that distinguishes an organization from other organizations. Based on the analysis results indicate that the third hypothesis is accepted, it means that organizational culture has a positive influence on the performance of the employees of the Market Technical Implementation Unit of the Banyumas Regency Industry and Trade Office. This is because the organization sets clear and measurable targets and results orientation so that employees try to work as well as possible in order to meet the predetermined targets. Starting from the regulations regarding the discipline of working time, employees can more regularly complete their work properly. A strong organizational culture makes employees understand the core values in the organization so that employee performance increases. This finding is in line with the research of Meutia and Husada [10] and also Manuputty [23], Megawe [24], Ginting dan Sianturi [25] which also states that an organization's culture positively affects its employees' performance.

The Effect of Performance Allowance on Performance

According to Kadarisman [35] allowances are additional income provided by the organization to its employees. Performance allowance is part of the compensation given to employees for satisfactory performance achievements from employees. With the performance allowance given to civil servants, it shows that the implementation of bureaucratic reform has been successful. The performance allowance in this study is an additional income given to employees of the Market Technical Implementation Unit of the Banyumas Regency Industry and Trade Office because their performance exceeds the specified standard. Based on the analysis results indicate that the fourth hypothesis is accepted, it means that the performance allowance has a positive influence on the performance of the employees of the Market Technical Implementation Unit of the Banyumas Regency Industry and Trade Office. This is because the amount of the performance allowance given by the Market Technical Implementation Unit of the Banyumas Regency Industry and Trade Office is in accordance with the agreed regulations and work agreements. Timely provision of performance allowances also makes employees more focused at work and can improve employee performance. Therefore, if the performance allowance received increases, the employee's performance will also increase. Research conducted by Saleh and Darwis [26], Randriany [27], and Manuputty [23] showing that performance allowances have a positive effect on performance. employee

The Effect of Work Discipline on Performance

Discipline is a person's having knowledge of and a desire to follow all corporate policies and relevant social standards [36]. Discipline is needed for organizations to achieve optimal results. Without disciplinary support from employees, the organization will find it difficult to realize its goals. Employees who have a high level of work discipline will always try to be responsible for their work and behave in accordance with applicable norms and regulations (Hasibuan, 2013 in Tamba, 2018). The work discipline in this study is the awareness and willingness of the employees of the Market Technical Implementation Unit of the Banyumas Regency Industry and Trade Office to comply with all applicable social regulations and norms. Based on the results of the analysis, it is shown that the fifth hypothesis is accepted, meaning that work discipline has a positive influence on the performance of the employees of the Market Technical Implementation Unit of the Banyumas Regency Industry and Trade Office. This shows that the level of employee discipline is high because employees always come on time. With the presence of a digital attendance system, it can show the time of arrival of employees so that employees who are late or who arrive on time will be detected. Employees who are late will receive sanctions in the form of deductions from the benefits received. This makes employees motivated to come on time so that they show high discipline from employees. High work discipline can improve employee performance. Research conducted by Tamba [29], Hardani (2016), Susanto [30], Syarkani [31], and Zahara and Hidayat [21] also states that work discipline has a positive effect on employee performance.

Conclusion

1. Work motivation has a positive effect on performance.
2. Job satisfaction has a positive effect on performance.
3. Organizational culture has a positive effect on performance.
4. Performance allowance has a positive effect on performance
5. Work discipline has a positive effect on performance

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