

P-ISSN : 2581-2769

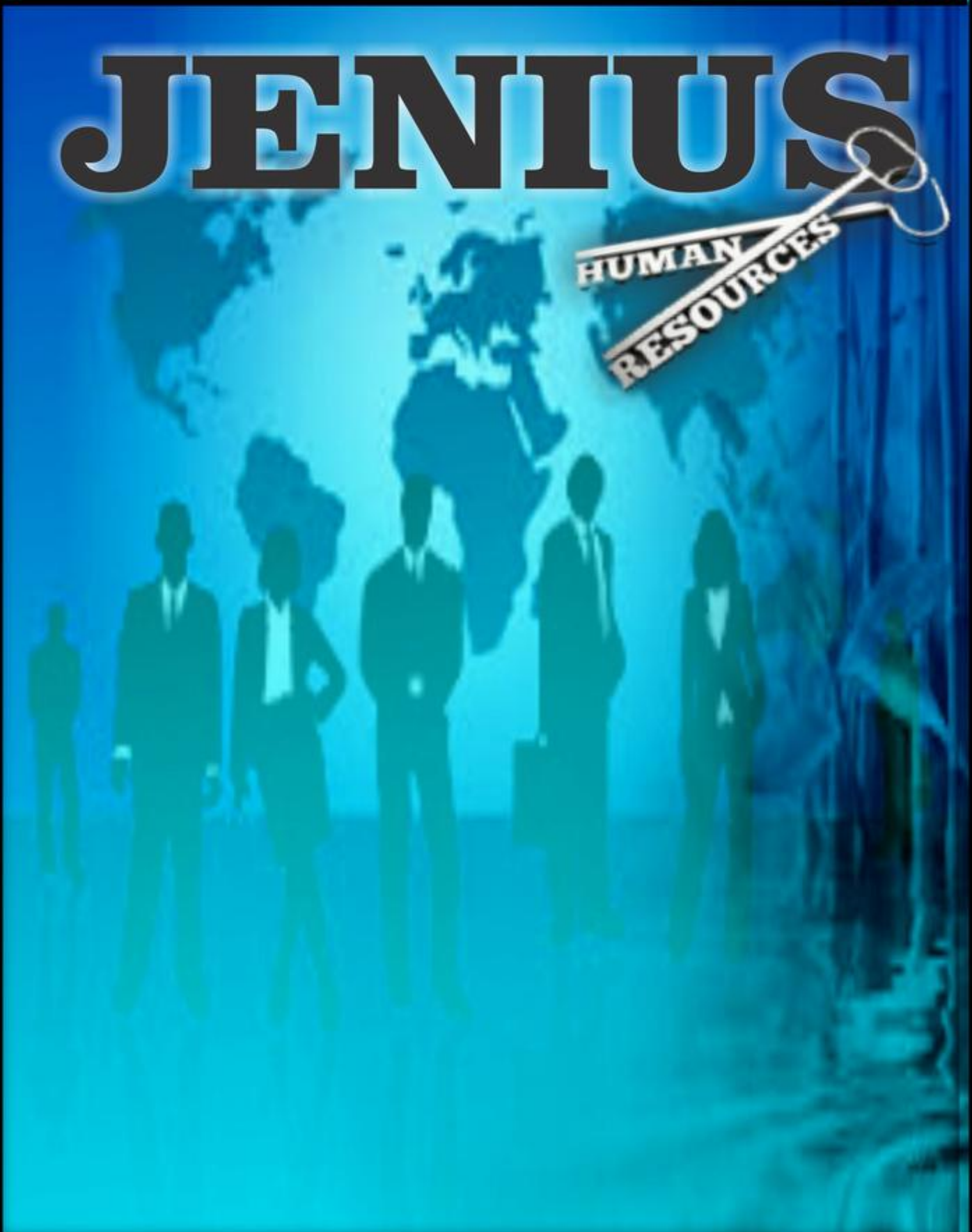
E-ISSN : 2598-9502

JURNAL ILMIAH  
MANAJEMEN SUMBER DAYA MANUSIA

Vol. 6, No. 1, September 2022

# JENIUS

HUMAN  
RESOURCES

A pair of scissors is positioned diagonally across the banner, appearing to cut through it. The banner is white with black text and is set against a background of a world map and silhouettes of business professionals.

*Jurnal Ilmiah, Manajemen Sumber Daya Manusia*  
**JENIUS**

**P-ISSN : 2581-2769**  
**E-ISSN : 2598-9502**

**JURNAL ILMIAH**  
**MANAJEMEN SUMBER DAYA MANUSIA**

# **JENIUS**

## **DEWAN REDAKSI**

**PELINDUNG**  
**REKTOR UNIVERSITAS PAMULANG**

**PENASEHAT**  
**DEKAN FAKULTAS EKONOMI**

**PENANGGUNG JAWAB**  
**Dr. Kasmad, S. E. M.M**

**PEMIMPIN REDAKSI**  
**Denok Sunarsi**

**REDAKSI PELAKSANA**  
**Arga Teriyan**  
**Gunartin**

**DEWAN REDAKSI**  
**Rais Dera Pua Rawi**  
**Mahnun Mas'adi**  
**Dedi Irwansyah**  
**Umi Rachmawati**  
**Ahmad Khoiri**  
**Wayan Ardani**  
**Ahmad Hamidi**  
**Ivan Gumilar Sambas Putra**  
**Aidil Amin Effendy**

*Jurnal Ilmiah, Manajemen Sumber Daya Manusia*  
**JENIUS**

**P-ISSN : 2581-2769**  
**E-ISSN : 2598-9502**

**JURNAL ILMIAH**  
**MANAJEMEN SUMBER DAYA MANUSIA**

# **JENIUS**

**MITRA BESTARI**

**Ahmad Khoiri**

**Ahmad Hamidi**

**Akhmad Sobarna**

**Arwin Sanjaya**

**Arwan Nur Ramadhan**

**Dahlan**

**Eka Maya Sari Siswi Ciptaningsih**

**Haedar Akib**

**Henni Zainal**

**Ivan Gumilar Sambas Putra**

**Januar Arief Martharaharja**

**Muhammad Kristiawan**

**Neneng Susanti**

**Rudi Salam Syakib**

**Arsalam Samuel**

**Akpan Basse**

**JURNAL ILMIAH**  
**MANAJEMEN SUMBER DAYA MANUSIA**

# **JENIUS**

## **KATA PENGANTAR**

*Assalamualaikum Wr.Wb,*

Puji dan syukur kehadiran Allah SWT atas segala limpahan rahmat dan ridhanya sehingga redaksi dapat menyusun Jurnal Ilmiah manajemen sumber daya manusia JENIUS ini. dimaksudkan untuk media komunikasi ilmiah antara para peneliti, dosen, mahasiswa, dan masyarakat ilmiah dalam pengembangan ilmu manajemen sumber daya manusia.

Penerbitan edisi kali ini, ditampilkan 20 jurnal penelitian, team redaksi mengucapkan terima kasih kepada semua pihak yang turut membantu sehingga Jurnal Ilmiah ini pada volume 6, No. 1, September 2022 ini dapat terbit sesuai jadwal. kami tetap mengharapkan tulisan-tulisan dari anda semua, khususnya peneliti, dosen, mahasiswa manajemen sumber daya manusia yang berasal dari Universitas Pamulang, maupun yang berasal dari luar Universitas Pamulang.

Redaksi menyadari bahwa dalam penyusunan jurnal ilmiah manajemen sumber daya manusia JENIUS ini masih terdapat banyak kekurangan dan jauh dari kesempurnaan.

Oleh karena itu, Redaksi mengharapkan saran dan kritik yang dapat menyempurnakan jurnal ilmiah manajemen sumber daya manusia JENIUS ini, sehingga dapat memberikan manfaat bagi semua pihak yang membutuhkan.

**Tangerang Selatan, 01 September 2022**

**Team Redaksi**

**JURNAL ILMIAH  
MANAJEMEN SUMBER DAYA MANUSIA**

**JENIUS**

**DAFTAR ISI**

<sup>1\*</sup>*Afzal Sayed Munna*, <sup>2</sup>*Duratul Ain Tholibon*, <sup>3</sup>*Denok Sunarsi*, <sup>4</sup>*Dodi Ilham*,  
<sup>5</sup>*Muh. Rizal*

**Performance of The Head of Homeschooling: The Influence of  
Transformational Leadership, Motivation and Self-Efficacy**

*Hal 1 - 14*

<sup>1\*</sup>*Aditya Rendy Artha*, <sup>2</sup>*Yohanes Temaluru*

**The Effect of Perceived Organizational Support, Organizational  
Commitment and Job Satisfaction on Employee Performance at  
PT Putra Perkasa Abadi & Group**

*Hal 15 - 28*

<sup>1\*</sup>*Faradhita Fitriana Nurul Fajri*, <sup>2</sup>*Suhana*

**The Role of Organizational Learning on Employee Performance Through  
Motivation and Organizational Commitment as Mediation Variables**

*Hal 29 - 41*

*Sunardi*

**Impact of Working from Home during a Pandemic Against Employee  
Performance (Exploratory Study)**

*Hal 42 - 53*

<sup>1\*</sup>*I Nengah Aristana*, <sup>2</sup>*I Wayan Arta Artana*, <sup>3</sup>*I Wayan Dita Yasa*

**Employee Performance Through Improved Teamwork and Training at Lv 8  
Resort Hotel**

*Hal 54 - 65*

<sup>1</sup>*Kristina Tantri*, <sup>2</sup>*Jerry Febriant*, <sup>3</sup>*Stif Wie Son*, <sup>4\*</sup>*Fajar Rezeki Ananda Lubis*  
**Effect Of Incentives, Career Development and Employment Conflict on  
Employee Achievement at PT Plasindo Works**

*Hal 66 - 77*

<sup>1</sup>*Kukuh Adi Sri Satyanto*, <sup>2\*</sup>*Euis Soliha*

**The Role of Social Capital in The Relationship between Psychological Capital  
and Leader Member Exchange on Organizational Citizenship Behavior**

*Hal 78 - 88*

**JURNAL ILMIAH  
MANAJEMEN SUMBER DAYA MANUSIA**

**JENIUS**

<sup>1</sup> Syahrudin, <sup>2</sup> Agus Marjan Saputra, <sup>3</sup> Dwi Nur Hidayati, <sup>4\*</sup> Muhamad Ahyat  
**The Effect of Competence and Work Motivation on Work Satisfaction and Its  
Effect on Village Apparatus Performance**  
(Study of Village Apparatus in Sakra District, East Lombok Regency)

*Hal 89 - 99*

<sup>1\*</sup> Netty Laura, <sup>2</sup> Geby Sasmitha

**The Effect of Leadership and Organizational Culture on Employee  
Performance With Job Engagement as A Mediation Variable**

*Hal 100 - 113*

<sup>1\*</sup> Ayuningtyas Yuli Hapsari, <sup>2</sup> Ahmad Romdhoni

**The Competence and Job Description at Cicendo Eye Hospital Bandung**

*Hal 114 - 123*

<sup>1\*</sup> Merdika Agustiasih, <sup>2</sup> Novian Rezka Marthayudha, <sup>3</sup> Dewi Wuisan

**The Influence of Job Characteristics, Placement, and Leadership Style on  
Employee Performance of The Ministry of Trade**

*Hal 124 - 134*

<sup>1\*</sup> Dimas Prihantoro, <sup>2</sup> Wahyu Ari Andriyanto, <sup>3</sup> Nani Ariani

**Analysis of The Effect of Self-Efficiency, Position Promotion, and Work  
Environment on Employee Loyalty Through Job Satisfaction on Outsourcing  
Employees at PT Siemens Indonesia**

*Hal 135 - 146*

<sup>1\*</sup> Reno Bagus Samodro, <sup>2</sup> Kustini

**The Effect of Compensation and Motivation on Employee Performance  
CV. Giri Jaya Perkasa**

*Hal 147 - 156*

<sup>1\*</sup> Choirul Anam, <sup>2</sup> Suryanto

**Competency Development of Operational Personnel at Mirah and Berlian  
Terminals Through Spinner Reborn System Training to Support Container  
Loading and Unloading Performance**

*Hal 157 - 164*

**JURNAL ILMIAH  
MANAJEMEN SUMBER DAYA MANUSIA**

# **JENIUS**

*<sup>1</sup>Feriyati Suharto, <sup>2</sup>Kusuma Chandra Kirana, <sup>3</sup>Syamsul Hadi*

**Analysis of The Effect of Competence and Work Placement on Public Service Performance Through “Satriya” Work Culture In Samsat Bantul**

*Hal 165 - 178*

*<sup>1</sup>Santy Afriaty Damanik, <sup>2</sup>Suroso, <sup>3</sup>Flora Patricia Anggela*

**Performance Appraisal System at Bayukarta Hospital**

*Hal 179 - 185*

*<sup>1</sup>Indar Khoiriyah, <sup>2</sup>Syarifuddin*

**The Influence of Organizational Culture and Non-Physical Work Environment on Employee Performance at the Karanganyar Regency Tourism, Youth and Sports Office**

*Hal 186 - 194*

*<sup>1</sup>Lia Yuliani, <sup>2</sup>Nurul Hermina*

**The Effect of Work life Balance and Employee Engagement on Work Professionalism for Female Teachers at SMAN 5 Tasikmalaya**

*Hal 195 – 203*

*<sup>1</sup>Amir Hasanuddin Siahaan, <sup>2</sup>Syaipul Bahri, <sup>3</sup>Muiz Fauzi Rambe*

**The Effect of Leadership, Organizational Commitment and Work Motivation on Employee Performance at The Education Office of Labuhanbatu Utara Regency**

*Hal 204 - 217*

*<sup>1</sup>Pompy Pratisna, <sup>2</sup>Iwan Indrawan, <sup>3</sup>Siswanto, <sup>4</sup>Eko Arie Kurniawan*

**Roadmap Concept Increasing The Competence of TNI AL Surveyor Personel With AHP and SWOT Methods**

*Hal 218 - 229*

**PANDUAN SINGKAT BAGI PENULIS JURNAL SDM JENIUS**

*Hal 230*

**Performance of The Head of Homeschooling: The Influence of Transformational Leadership, Motivation and Self-Efficacy**

*<sup>1\*</sup>Afzal Sayed Munna, <sup>2</sup>Duratul Ain Tholibon, <sup>3</sup>Denok Sunarsi, <sup>4</sup>Dodi Ilham, <sup>5</sup>Muh. Rizal*

*<sup>1</sup>University of Sunderland in London*

*<sup>2</sup>School of Civil Engineering, MARA University of Technology, Pahang, Malaysia*

*<sup>3</sup>Pamulang University, South Tangerang, Banten, Indonesia*

*<sup>4</sup>Palopo State Islamic Institute*

*<sup>5</sup>Business Administration, Makassar State University, Indonesia*

*Email : [1\\*a.munna@uwtsd.ac.uk](mailto:1*a.munna@uwtsd.ac.uk)*

(Received: June 2022; Reviewed: June 2022; Accepted: July 2022;  
Available online: September 2022; Published: September 2022)

**ABSTRACT**

*This study aims to analyze the relationship of transformational leadership, motivation and self-efficacy to the Head of homeschooling performance. This research method is quantitative with data processing tools using SPSS software. Data were obtained through the distribution of online questionnaires to 212 homeschooling teachers in Tangerang who were selected using the simple random sampling method. Based on data analysis, it can be concluded that transformational leadership has a positive effect on the head of homeschooling performance, motivation has a positive effect on the head of homeschooling performance, self-efficacy has a positive effect on the head of homeschooling performance and transformational leadership, motivation and self-efficacy simultaneously have a positive and significant effect on head of homeschooling performance*

**Keywords: Transformational Leadership, Motivation, Self Efficacy, Head of Homeschooling Performance**



## **INTRODUCTION**

According to Albloush et al. (2020) Human resource management has an important role in developing the company's survival, effectiveness and competitiveness of the company. Companies must be able to increase value for their customers, by using intangible assets which include human capital, customer capital, social capital and intellectual capital. One important aspect of human capital is self-efficacy. Self-efficacy is an individual attribute that affects performance. Self-efficacy is a person's belief in his ability to carry out tasks or complete work. The success of performance depends on three elements, namely the characteristics related to a person, namely demographic characteristics, biography, gender, age, ethnic background, abilities and skills, personality characteristics, values, attitudes and perceptions, efforts or willingness to work (motivation). ) and various things that constitute organizational support. According to Albloush et al. (2020) states that currently organizations need leaders who can have a strong influence, have a broad commitment to improving employee abilities by recognizing employee interests in things that can contribute to achieving organizational goals. This leadership style is transformational leadership. Transformational leadership style not only benefits the individual but also the overall organizational performance. Transformational leadership can be effective depending on whether work is evaluated at a team or individual level. Transformational leadership that focuses on the individual is a behavior

that empowers individual followers to develop, improve their abilities and increase self-efficacy.

Several studies also show that transformational leadership has a positive effect on performance, as shown by t Albloush et al. (2020). Alhashedi et al. (2021); Asgari et al. (2020); Choi et al. (2020); Da'as et al. (2020); Djaelani et al. (2021) Transformational leaders are able to motivate and satisfy their followers by helping them in a friendly manner. Transformational leaders act as change agents. Several studies have shown that transformational leadership has a positive effect on motivation, as indicated by, among others, Djaelani et al. (2021). On the other hand, several research results show that self-efficacy has a significant effect on performance, among others, by Albloush et al. (2020) while different results were shown by Choi et al. (2020); Da'as et al. (2020); Djaelani et al. (2021). which states that self-efficacy efficacy has no effect on performance. The study of motivation on performance was also investigated by several researchers whose results showed that motivation had a positive and significant effect on performance, among others, by Da'as et al. (2020); Djaelani et al. (2021). However, there are different results shown by the study of Affandi et al (2017) which states that motivation has a negative effect on performance. Human resource management is one of the most important fields in the organization. Human resource management is closely related to the management of other resources within the organization. No matter how sophisticated the technology and

regardless of the availability of capital, organizations will still need human resources to mobilize and make other resources work. So it is not impossible if the attention to human resources is getting bigger, because human resources are the controllers of other resources and are an important factor in the success of the organization. The performance of human resources (employees) is an important part in achieving an organization's success.

Performance is a result achieved by a person according to the size applicable to the work in question. Employees with high levels of performance are called productive, and employees with low levels of performance are called unproductive. According to Purwanto et al. (2021); Purwanto et al. (2021) The performance of an organization's employees can be influenced by several factors, including: the ability to do work, the level of effort devoted, and organizational support. One of the important aspects to be considered by organizations related to the role of human resources is the issue of compensation. This is because the feasibility of providing compensation will be related to the employee's ability to fulfill all his daily needs. In addition, the issue of compensation fairness also indicates the organization's policy in treating its employees fairly. According to Waruwu, et al. (2020) The compensation system is designed to improve employee performance and retain competent employees. Compensation also affects employees' work attitudes, because one of the goals of people working is to get rewards or income.

Compensation is needed to encourage employees to work harder in the hope of increasing the rewards they receive. According to Purwanto et al. (2021); Purwanto et al. (2021) Employee performance can also be driven by work discipline. Apart from human nature, which inevitably has errors or forgetfulness, discipline must continue to be trained. The rules and regulations that have been set by the organization should be carried out properly by each individual, in order to achieve organizational goals. Starting from high work discipline, it is hoped that work can be completed on time, increase employee responsibility, and form a good work attitude. Employee discipline is a form of training that seeks to improve and shape the knowledge, attitudes and behavior of employees so that these employees voluntarily try to work cooperatively with other employees and improve their work performance.

According to Purwanto et al. (2021); Purwanto et al. (2021) Organizational culture also encourages employee performance to be further improved. Culture is important for organizations because all activities in the organization must be regulated by certain norms which are then used as a reference in work, as well as a character that distinguishes an organization from other organizations. High performance is one manifestation of a good organizational culture. Organizational cultural values for Indonesian conditions can be measured by the presence of togetherness and openness. In it there is an aspect of humanizing humans, which can shape the attitudes,

expectations, and commitment of employees to work wholeheartedly so that their contribution to the organization will also be positive. It is an alternative educational institution that can be one of the educational solutions for Indonesian children. A flexible teaching and learning process allows students to develop their respective talents and interests, this is certainly demanding employees to continue to improve their skills in order to provide educational services the best for students. To support this, of course, it takes hard work from all elements of the organization, and human resources play an important role in it. The success rate of Homeschooling in providing educational facilities is highly dependent on the performance of all members of the organization. Shrestha et al. (2020); Sheeraz et al.(2020); Supriyanto et al. (2020) The provision of appropriate and appropriate compensation, as well as a high work discipline attitude is expected to trigger morale and minimize low employee work behavior, such as frequent absences, late arrivals, lazy work, many complaints, all of which will have an impact on the success rate organization in achieving goals. The dominant factor is determined by the ability to transform organizational culture and the work system that has been designed. Because there are still employees who come late and lack enthusiasm for work even though all the rules have been mutually agreed upon. It is feared that this will have an impact on hampering the organization in achieving its goals.

According to Donglong et al. (2020); Fayzhall et al. (2020) states

that performance is a function of motivation and ability. This implies that performance will increase if employees have good abilities as well as high motivation. High performance improvement will be increasingly realized (reinforced) when the leader is able to treat his subordinates according to their needs, increasing his confidence as well as the motivation of his subordinates to work harder because with increased performance it will get an award. This is in accordance with the expectancy theory. that effort (effort, motivation) is influenced by the size of the expectation. Performance is a means to earn rewards. Thus leadership transformational is a variable that strengthens (moderates) the influence of self-confidence towards performance and motivation towards performance. So it's interesting to examine how the role of transformational leadership in strengthening the effect of self-efficacy and motivation on performance.

## **LITERATURE REVIEW**

### **Performance**

Performance is the result of work achieved by a person based on the requirements profession. According to Ugroho et al. (2020); Pio et al. (2020) There are five factors in measuring employee performance, namely:

1. Number of Jobs

The number of jobs produced by individuals or groups as requirements that become the standard of work.

2. Quality of work

Every employee in the company must meet certain

requirements to produce work according to the quality required by a particular job.

3. Punctuality

Each job has different characteristics, for certain types of work must be completed in a timely manner, because it has dependence on other jobs.

4. Presence

A certain type of work requires the presence of employees in doing it according to the specified time.

5. Cooperation Ability

Not all jobs can be completed by one person alone.

**Self Efficacy**

According to Donglong et al. (2020); Fayzhall et al. (2020); Kadiyono et al. (2020); According to Motalebi, P., & Marşap, A. (2020) Self-efficacy or self-efficacy is a belief about one's ability to carry out tasks or complete work on existing opportunities (Sigit, 2010). 2003).

For employees, self-efficacy means related to the process of carrying out their work such as the ability to understand work, the ability to complete various kinds of work problems, and the ability to carry out responsibilities in activities profession. Factors that affect self-efficacy are:

1. Proficiency in implementing

Gain experience relevant to the task or job. If individual able to carry out the task and succeeded in the past, then the individual will become more confident that individuals will also be able to do it in the future will come.

2. Modeling

Become more confident because individuals see others in carrying out their duties. Modeling will be more effective when the individual sees himself as the same as the person you are observing.

3. Persuasion

Become more confident because one ensures that the individual has the skills necessary to achieve success.

4. Stimulants

Stimulation leads to an excited state, so that it raises the spirit of the individual to do something better.

**Motivation**

According to Nugroho et al. (2020); Pio et al. (2020) ) revealed that motivation is a process that describes a person's strength, direction, and persistence in an effort to achieve goals. According to Donglong et al. (2020); Fayzhall et al. (2020); Kadiyono et al.. (2020) divide these human needs into five levels, namely:

a. Physiological Needs

Physiological needs are the most basic needs in human life. Humans in their lives prioritize physiological needs, because these needs are the most basic needs for human life. These physiological needs are often referred to as the first level, including the need for food, drink, shelter, sex and rest

b. Safety Needs

The need for safety is a human need to be free from the threat of danger. This is the need for safety and protection against physical harm. In a company, for example, there is a sense of

security for workers to do their work, for example insurance, health benefits and pension benefits.

c. Social Needs

Social needs are human needs to participate in community groups. Social needs include affection, belongingness, acceptance in certain groups and friendship.

d. Self-Esteem Needs

The need for self-esteem is the need for external respect. The need for self-esteem concerns self-respect factors such as self-esteem, autonomy and achievement and external respect factors such as status, recognition and attention. At this level, humans have maintained their image, because they feel that their self-esteem has increased from before.

e. Self-Actualization Needs.

Self-actualization needs are needs that encourage a person according to his ambitions which include growth, achievement of potential, and fulfillment of self-needs.

**Transformational Leadership**

Transformational leadership, defined as leaders who motivate and inspire their employees to develop individually and to achieve more than what is required of them, there are four components in transformational leadership According to Donglong et al. (2020); Fayzhall et al. (2020); Kadiyono et al. (2020); According to Motalebi, P., & Marşap, A. (2020); Nadeak et al. (2021); Nugroho et al. (2020); Pio et al. (2020) namely:

1. Idealized Influence

Leaders try, through vision, to influence subordinates by emphasizing the importance of values and beliefs, it is necessary to have the determination to achieve goals, it is necessary to pay attention to the moral and ethical consequences of decisions made taken.

2. Inspirational Motivation

Leaders are able to inspire their subordinates, among others, by setting high standards, providing confidence that goals can be achieved.

3. Intellectual Stimulation

Subordinates feel that the leader encourages them to rethink the way they work, to look for new ways of carrying out tasks, feel that they get a new way of perceiving their tasks.

4. Individualized Considerations

Subordinates feel cared for and treated specifically by their leaders. The leader treats each subordinate as a person with the skills, needs, each wish.

**Hypothesis Development**

Effect of self-efficacy on performance

Self-efficacy or self-efficacy is a belief about one's ability to carry out tasks or complete work on the available opportunities. According to Donglong et al. (2020); Fayzhall et al. (2020); Kadiyono et al. (2020) self-efficacy is a self-assessment of one's ability to organize and carry out the actions needed to achieve the specified performance. Individuals who have high self-efficacy will produce good and maximum performance, while individuals who

do not have self-efficacy will produce less than optimal performance. Some research results show that self-efficacy has a positive effect on performance by Motalebi, P., & Marşap, A. (2020); Nadeak et al. (2021); Nugroho et al. (2020); Pio et al. (2020). Based on the theory and the results of previous research, it is formulated

H1: Self-efficacy has a positive effect on performance The effect of motivation on performance.

A person's motivation to do work is because of a life need that must be met. Strength shows how hard a person tries to fulfill his needs. Strength will not provide optimal performance if it is not directed at achieving it organizational performance. Perseverance shows how long a person maintains his efforts. One of the theories of needs is Maslow's theory, known as Theory of Needs

Hierarchy of Needs. Based on this need a person will direct all his strength to be able to achieve his work goals so that he can improve organizational performance which in turn has an impact on the fulfillment of one's needs. The results of research on the influence of motivation on performance are shown by motivation having a positive and significant effect on performance, among others, by Setiawan (2015), Rijanti et al (2015) and Nizam & Bao (2015). Based on theory and research results before then formulated

H2: Motivation has a positive effect on performance Transformational Leadership on performance.

Leaders try, through vision, to influence subordinates by

emphasizing the importance of values and beliefs, it is necessary to have the determination to achieve goals, it is necessary to pay attention to the moral and ethical consequences of the decisions taken. Leaders are able to inspire their subordinates, among others by setting high standards, provide confidence that goals can be achieved. Subordinates feel that the leader encourages them to rethink their way of working, to look for new ways of carrying out tasks, feel that they have found new ways of perceiving their tasks. Several research results show that transformational leadership has a significant effect on self-efficacy by Asgari et al. (2020); Choi et al. (2020); Da'as et al. (2020); Djaelani et al. (2021). On the other hand, transformational leadership also affects performance.

H3: Leadership has a positive effect on performance

## **METHOD**

This research method is quantitative with data processing tools using SPSS software. Data were obtained through the distribution of online questionnaires to 212 homeschooling teachers in Tangerang who were selected using the simple random sampling method.

The hypotheses of this research are:

H1: Transformational leadership has a positive effect on the head of homeschooling performance

H2: Motivation has a positive effect on the head of homeschooling performance

H3: Self efficacy has a positive effect on the head of homeschooling performance

H4: Transformational leadership, motivation and self-efficacy have a

simultaneous positive effect on the head of homeschooling performance

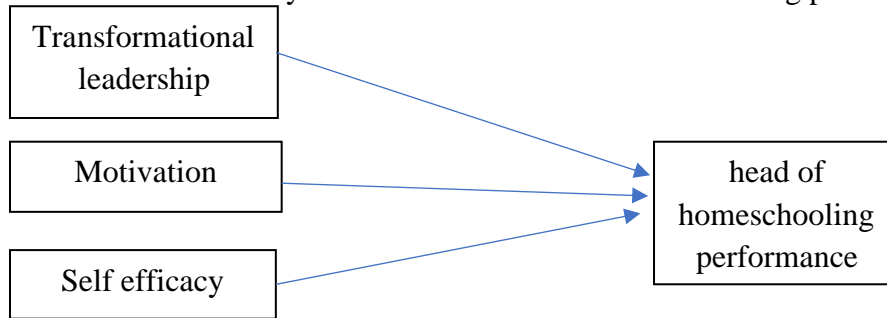


Fig 1. Research Model

**RESULT AND DISCUSSION**

Validity test

Based on the results of the sample adequacy test, it is known that the KMO value of all studied variables has met the sample adequacy requirements because the KMO value is > 0.5 and based on the results of factor analysis, it is known that all items of the studied variables are valid because the factor loading value is > 0.4.

Reliability Test.

The results of the reliability test on all the variables studied showed that each of the variables studied had a Cronbach alpha value greater than

0.7 so that all variables were reliable. The model testing was carried out using the coefficient of determination (Adjusted R Square) covering the ability of the independent variable to explain the dependent variable and the F test was carried out to test the suitability of the model used for analysis.

F Uji test

The results of the transformational leadership, motivation and self-efficacy regression test on the head of homeschooling performance are as follows:

Table 1. F Test Results (Anova)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	12,912	2	6,434	55,612	,000 <sup>b</sup>
Residual	11,412	99	,112		
Total	24,424	101			

Based on Table 1, it is known that the value of sig. on the F (Anova) test of 0.000 indicating a significance level less than 0.05, it can be concluded that the regression model used meets the requirements of Goodness of Fit. transformational leadership, motivation and self-efficacy variables have a

simultaneous effect on the head of homeschooling performance.

Determination Test

The results of the regression test for the effect of transformational leadership, motivation and self-efficacy on the head of homeschooling performance are as follows:

Table 2 Determination Test Results (Adjusted R Square)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,745 <sup>a</sup>	,540	,522	,34123

Based on table 2, the Adjusted R Square value of the transformational leadership, motivation and self-efficacy determination test for the head of homeschooling performance is 0.54 which means 54. % changes in the head of homeschooling performance variable can be explained by the transformational leadership, motivation and self-efficacy variables

in the model, while the remaining 48% is explained by other variables or factors outside the model.

Hypothesis Test (t Test)

The results of the regression analysis of the effect of transformational leadership, motivation and self-efficacy on the head of homeschooling performance are as follows:

Table 3: Hypothesis Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Ket.
	B	Std. Error	Beta			
1. transformational leadership -> head of homeschooling performance	,565	,087	,540	6,471	0,000	Supported
2. motivation -> head of homeschooling performance	,242	,075	0,270	3,238	0,000	Supported
3. self efficacy -> head of homeschooling performance	,386	,153	0,286	2,515	0,000	Supported

After doing a regression analysis based on table 3, the results of the hypothesis test are as follows:

**H1: Transformational leadership has a positive effect on the head of homeschooling performance**

The regression results show that the beta value of transformational leadership on the head of homeschooling performance is 0.540 and the significance level of 0.000 is

less than 0.05, so it can be concluded that the transformational leadership hypothesis has a positive effect on the head of homeschooling performance in elementary school teachers, which means that transformational leadership has a positive and significant effect. to the head of homeschooling performance. These results are in line with research by According to Albloush et al. (2020).



Alhashedi et al. (2021); Asgari et al. (2020) that Transformational leadership has a positive effect on the head of homeschooling performance and Da'as et al. (2020); Djaelani et al. (2021). that Transformational leadership has a positive effect on the head of homeschooling performance. An increase in the influential Transformational leadership variable will encourage a significant increase in the head of homeschooling performance variable and a significant decrease in the Transformational leadership variable will encourage a significant decrease in the head of homeschooling performance variable. One of the characteristics of leadership should be to increase the role of transformational leadership with the ability of subordinates to have the ability to carry out their duties. The results of this study indicate that transformational leadership strengthens the effect of self-efficacy on performance. The moderating role of transformational leadership on transformational relationships is inspiration motivation, namely leaders are able to inspire their subordinates, among others by setting high standards, providing confidence that goals can be achieved. Based on Path and Goal theory by Robert House in Robbins and Judge (2015), the task of the leader is to set goals and how to achieve the goals. Transformational leadership is a leader who has a vision and is able to convey the vision clearly so as to motivate followers to act according to their wishes and goals organization. Leaders can be used as role models through the behavior and examples given to their followers.

Characteristics of respondents with educational backgrounds that are dominated by Bachelors and have sufficient experience (judging by years of service) are able to use experience to be used as a basis for developing self-efficacy in the hope of achieving the expected rewards when their performance is good. This is in accordance with respondents' responses that they want to be rewarded for their work performance. The results of this study indicate that transformational leadership strengthens the effect of motivation on performance.

## **H2: Motivation has a positive effect on the head of homeschooling performance**

The regression results show that the beta value of Motivation on the head of homeschooling performance is 0.270 and the significance level of 0.000 is smaller than 0.05, so it can be concluded that the hypothesis that the quality of work life has a positive effect on the head of homeschooling performance in elementary school teachers is accepted, meaning that motivation has a positive and significant effect. to the head of homeschooling performance. These results are in line with research by Asgari et al. (2020); Choi et al. (2020); Da'as et al. (2020); Djaelani et al. (2021). that motivation has a positive effect on the head of homeschooling performance and according to Albloush et al. (2020) that Motivation has a positive effect on the head of homeschooling performance. An increase in the influential Motivation variable will encourage a significant increase in the head of homeschooling performance

variable and a significant decrease in the Motivation variable will encourage a significant decrease in the head of homeschooling performance variable. The results of the motivational hypothesis test on performance show a positive influence. The meaning is that when employee motivation is getting better, the performance will increase. Based on content theory, what drives someone to do something is a need (Handoko, 1995). According to Maslow, there are five levels of needs that cause people to behave. The results of this study indicate that they want an award for the work that has been done. In this study, motivation has a positive and significant influence on employee performance. The results of this study support the previous findings by Albloush et al. (2020). Alhashedi et al. (2021); Asgari et al. (2020); Choi et al. (2020); Da'as et al. (2020); Djaelani et al. (2021).

### **H3: Self efficacy has a positive effect on the head of homeschooling performance**

The regression results show that the beta value of the influence of Self efficacy on Organizational Citizenship Behavior is 0.286 and the significance level is 0.000 less than 0.05, so it can be concluded that the self-efficacy hypothesis has a positive effect on Organizational Citizenship Behavior in elementary school teachers, meaning that Self-efficacy has a positive and significant effect against OCB. These results are in line with research by Purwanto et al. (2021); Shrestha et al. (2020); Sheeraz et al. (2020) that self-efficacy has a positive effect on the head of

homeschooling performance and Supriyanto et al. (2020); Tian et al. (2020); Waruwu, et al. (2020) that self-efficacy has a positive effect on the head of homeschooling performance. Increasing the influential self efficacy variable will encourage a significant increase in the head of homeschooling performance variable and a significant decrease in the influential self efficacy variable will encourage a significant decrease in the head of homeschooling performance variable. Several research results show that strong self-efficacy is correlated with success, control, overcoming difficulties, healing and loss of doubt (Sigit, 2003). Employees who have self-confidence that they are capable of doing the job will develop all the expertise and skills they have, learn from the experiences of others to achieve their life goals by realizing performance according to the demands of the job. This is a strategic element in developing self-efficacy to be realized in actual performance. The results of this study support previous findings by Suryoko and Oktavia (2015), Sembiring and Sebayang (2017) which state that self-efficacy has a positive and significant effect on performance.

### **H4: Transformational leadership, motivation and self-efficacy have a simultaneous positive effect on the head of homeschooling performance**

The results of the F test of transformational leadership, motivation and self-efficacy simultaneously on the head of homeschooling performance show a significance value of 0.001 less than

0.05, it can be concluded that the hypothesis of transformational leadership, motivation and self-efficacy simultaneously affects the head of homeschooling performance is accepted, it means that transformational leadership, motivation and self-efficacy are simultaneously on the head of homeschooling performance. These results are in line with research by xxx that simultaneous transformational leadership, motivation and self-efficacy have a significant effect on the head of homeschooling performance and xxx transformational leadership, motivation and self-efficacy simultaneously have a significant effect on the head of homeschooling performance. Increased transformational leadership, motivation and self-efficacy variables Simultaneous efficacy will encourage a significant increase in the head of homeschooling performance variable and a decrease in transformational leadership, motivation and self-efficacy will simultaneously encourage a significant decrease in the head of homeschooling performance variable.

### CONCLUSION

Based on the data analysis, it can be concluded that transformational leadership has a positive effect on the head of homeschooling performance, motivation has a positive effect on the head of homeschooling performance, self-efficacy has a positive effect on the head of homeschooling performance and transformational leadership, motivation and self-efficacy have a simultaneous influence on the head of

homeschooling performance. Transformational leadership is proven to play a role in strengthening the influence of both self-efficacy on performance and motivation on performance. Self-efficacy has been proven to have a dominant effect on improving employee performance. In future research, it would be better if the adjusted R square value was increased to close to one. So that in future research it is recommended to include other variables such as competence, compensation, work environment etc.

### REFERENCES

- Asbari, M., Prasetya, A. B., Santoso, P. B., & Purwanto, A. (2021). From Creativity to Innovation: The Role of Female Employees' Psychological Capital. *International Journal of Social and Management Studies*, 2(2), 66-77.
- Alhashedi, A. A. A., Bardai, B., Al-Dubai, M. M. M., & Alaghbari, M. A. (2021). Organizational citizenship behavior role in mediating the effect of transformational leadership on organizational performance in gold industry of Saudi Arabia. *Business: Theory and Practice*, 22(1), 39-54.
- Asgari, A., Mezginejad, S., & Taherpour, F. (2020). The role of leadership styles in organizational citizenship behavior through the mediation of perceived organizational support and job satisfaction. *Innovar*, 30(75), 87-98.
- Da'as, R. A., Schechter, C., & Qadach, M. (2020). School leaders' cognitive complexity:

- Impact on the Big 5 model and teachers' organizational citizenship behavior. *Journal of School Leadership*, 30(5), 398-423.
- Djaelani, A. K., Sanusi, A., & Triatmanto, B. (2021). Spiritual leadership, job Satisfaction, and its effect on organizational commitment and organizational citizenship behavior. *Management Science Letters*, 11(3), 3907-3914.
- Donglong, Z., Taejun, C., Julie, A., & Sanghun, L. (2020). The structural relationship between organizational justice and organizational citizenship behavior in university faculty in China: the mediating effect of organizational commitment. *Asia Pacific Education Review*, 21(1), 167-179.
- Fayzhall, M., Purwanto, A., Asbari, M., Goestjahjanti, F. S., Winanti, W., Yuwono, T., ... & Suryani, P. (2020). Transformational versus Transactional Leadership: Manakah yang Mempengaruhi Kepuasan Kerja Guru?. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 256-275.
- Kadiyono, A. L., Sulistiobudi, R. A., Haris, I., Wahab, M. K. A., Ramdani, I., Purwanto, A., ... & Sumartiningsih, S. (2020). Develop leadership style model for indonesian teachers performance in Education 4.0 era. *Systematic Reviews in Pharmacy*, 11(9), 363-373.
- Motalebi, P., & Marşap, A. (2020). The role of Job satisfaction, and Organizational commitment as a determinant of organizational citizenship behavior among the workers of welfare organization. *SSRG International Journal of Economics and Management Studies (SSRG-IJEMS)*, 7(1), 102-112.
- Nadeak, M., Widodo, A., Asbari, M., Novitasari, D., & Purwanto, A. (2021). Understanding the Links between Coaching, OCB, and Individual Performance among MSME Employees. *International Journal of Social and Management Studies*, 2(4), 65-80.
- Nugroho, B. S., El Widdah, M., & Hakim, L. (2020). Effect of organizational citizenship behavior, work satisfaction and organizational commitment toward Indonesian School Performance. *Systematic Reviews in Pharmacy*, 11(9), 962-971.
- Pio, R. J., & Lengkong, F. D. J. (2020). The relationship between spiritual leadership to quality of work life and ethical behavior and its implication to increasing the organizational citizenship behavior. *Journal of Management Development*.
- Purwanto, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2021). Peran Organizational Citizenship Behavior (OCB), Transformational and Digital Leadership Terhadap Kinerja Melalui Mediasi Komitmen Organisasi Pada Family Business. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 4(3), 256-272.

- Purwanto, A., Asbari, M., Santoso, T. I., Sunarsi, D., & Ilham, D. (2021). Education Research Quantitative Analysis for Little Respondents: Comparing of Lisrel, Tetrad, GSCA, Amos, SmartPLS, WarpPLS, and SPSS. *Jurnal Studi Guru Dan Pembelajaran*, 4(2).
- Purwanto, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2021). EFFECT OF TRANSFORMATIONAL LEADERSHIP, JOB SATISFACTION, AND ORGANIZATIONAL COMMITMENTS ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR. *Inovbiz: Jurnal Inovasi Bisnis*, 9(1), 61-69.
- Shrestha, M., & Subedi, D. (2020). Organizational Citizenship Behavior among Teachers of Nepal: Did Locale Contribute it's in School Settings?. *American Journal of Economics and Business Management*, 3(1), 1-23
- Sheeraz, M. I., Ahmad, U. N. U., Ishaq, M. I., & Nor, K. M. (2020). Moderating role of leader-member exchange between the relationship of organizational justice and organizational citizenship behavior. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 14(3), 635-660.
- Supriyanto, A. S., Ekowati, V. M., Haris, A., Soetjipto, B. E., Haryanto, M. M., Rudy, D. R., & Yahya, M. (2020). The effect of organizational citizenship behavior on job satisfaction mediated with spiritual leadership. *International Journal of Business and Society*, 21(2), 737-748.
- Tian, H., Iqbal, S., Akhtar, S., Qalati, S. A., Anwar, F., & Khan, M. A. S. (2020). The impact of transformational leadership on employee retention: mediation and moderation through organizational citizenship behavior and communication. *Frontiers in Psychology*, 11, 314.
- Waruwu, H., Asbari, M., Purwanto, A., Nugroho, Y. A., Fikri, M. A. A., Fauji, A., ... & Dewi, W. R. (2020). The Role of Transformational Leadership, Organizational Learning and Structure on Innovation Capacity: Evidence from Indonesia Private Schools. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 378-397.

**The Effect of Perceived Organizational Support, Organizational Commitment and Job Satisfaction on Employee Performance at PT Putra Perkasa Abadi & Group**

<sup>1\*</sup>Aditya Rendy Artha, <sup>2</sup>Yohanes Temaluru

Faculty of Economics and Business, Pelita Harapan University, Banten, Indonesia  
Email : [1\\*rendyarta@gmail.com](mailto:1*rendyarta@gmail.com)

(Received: June 2022; Reviewed: June 2022; Accepted: July 2022;  
Available online: September 2022; Published: September 2022)

**ABSTRACT**

*This study aims to determine the effect of perceived organizational support (X1), organizational commitment (X2) and job satisfaction (X3) on employee performance. The population in this study were all employees of PT Putra Perkasa Abadi & Group with Group Leader to Division Head positions totaling 845 people. Determination of the number of samples using Slovin's calculation with accidental sampling technique of 271 people. The analytical tool used in this research is multiple linear regression assisted by SPSS software for Windows V25. The results showed that (1) Perceived organizational support (X1) had a positive and significant effect on employee performance (Y), (2) Organizational commitment (X2) had a positive and significant effect on employee performance (Y), and (3) Job satisfaction (X3) has a positive and significant effect on employee performance (Y).*

**Keywords:** *Commitment, Satisfaction, Performance*

## **INTRODUCTION**

PT Putra Perkasa Abadi & Group is a company engaged in the mining industry sector, especially coal. From the results of research observations that have been carried out on performance appraisals carried out on employees, it is known that there is a decrease in performance. In the results of the 2013-2014 performance appraisal, the performance of the employees of PT Putra Perkasa Abadi & Group 80% is at a performance level above the predetermined target. Meanwhile, for the following years until the last assessment in 2019-2020 the average was only around the achievement of 46%. Apart from this, it is also known that the mining industry is also experiencing financial problems caused by economic conditions. The benchmark price of Newcastle coal has fallen from US\$ 70 per tonne in January to US\$ 58 per tonne, becoming a heavy burden for businesses in the coal industry. With the condition of the fall in the reference price, it indicates that managers will not have more time to be in a position to reduce costs (www.ekonomi.bisnis.com, 2020).

Employee performance is also a crucial factor for employees to contribute to organizational success (Tjahjono et al., 2020). The reason is that with the support of both internal and external factors employees will do their jobs harder (Hamid et al., 2020). Based on this, the organization or business unit needs to emphasize the effectiveness and efficiency of HR in order to achieve the original goals of the organization. To support this, high-quality human resources are needed which are reflected in

organizational commitment and support so as to create job satisfaction for employees which will then lead to increased performance.

One of the demands in HR development is to carry out continuous and effective HR development and create strategies to improve organizational performance (Annisa & Setyawan, 2017). HR is the main source of organizational performance so that it can continue to exist and become an organization that can meet the demands of change (Ariyanto et al., 2019). The way the organization treats employees will affect the employee's interpretation of the organizational motives that underlie the treatment, this indicates that employees hope to receive organizational support in various situations (State & Febrianti, 2019). This will also encourage an increase in employee performance with perceived organizational support. In addition to perceived organizational support, previous research has shown that organizational commitment can affect employee performance (Nathania, 2018). This is because when employees are committed to working in an organization, they will be able to increase the level of willingness to work better. Then in addition to perceived organizational support and organizational commitment, it is known that job satisfaction can also be a variable that can improve employee performance (Dewi et al., 2018).

## **LITERATUR REVIEW**

### **Perceived Organizational Support**

Perceived organizational support (POS) is defined by various figures differently but still contains

the same meaning. Rhoades & Eisenberger (2002: 698) describe the definition of POS as a development of global trust that is owned by individuals that focuses on the extent to which organizations value contributions and pay attention to their welfare. On the other hand, POS is also considered as assurance of the assistance that will be provided by the organization when needed to carry out one's duties effectively and how to deal with stressful situations.

Meanwhile Allen, Armstrong, Feid & Riemenschneider (2008: 558) define POS as a level of employee confidence that is influenced by their evaluation of experiences and observations about how the organization treats its employees. Robbins & Judge (2017: 108) defines POS as a level where employees believe that the organization recognizes its contribution and cares about the welfare of employees. So based on the explanations of these figures, it can be concluded that POS is a belief or confidence in individuals or employees that the organization or company where they work has given attention or care for work, welfare, is fair and appreciates the contributions that have been given.

### **Organizational Commitment**

Commitment and organization can refer to the individual's strong depiction of the organization and the feeling that he or she is part of the organization. If the workload is higher, the commitment to work productivity will also increase the responsibility for something related to the company. Commitment can be defined as the desire of employees to stay in an organization. Business

results can be used in work due to the acceptance of organizational goals by employees. Mathis & Jackson in Hamid et al. (2020) defines "organizational commitment is the degree to which employee believe in and accept organizational goals and desire to remain with the organization".

Organizational involvement is the extent to which employees believe and accept organizational goals and leave or leave the organization.

Meyer and Allen in Nathania (2018) explained that there are three dimensions of organizational commitment so that employees will have the option to stay or leave the organization based on the norms they have. The three dimensions are affective commitment, continuance commitment and normative commitment.

### **Job satisfaction**

Luthans (2015) defines job satisfaction as a positive feeling that arises from an employee's assessment of his work based on the employee's perception of how good his job is, so that what is obtained at work has fulfilled what is considered important. Luthans (2015) also explained that the indicators of job satisfaction are (1) satisfaction with salary payments, (2) satisfaction with the work itself, (3) satisfaction with coworkers, (4) satisfaction with promotion, and (5) satisfaction with supervision. work.

### **Employee performance**

Performance is a word that comes from the word performance with the same meaning. In addition, performance is also sometimes interpreted as the results of work or achievements produced after work.



Basically, performance has a broader meaning, not only covering the results of work but also in the process during which work takes place. The definition of the word performance itself is a description of how far the achievement of the implementation of an activity program or policy in achieving the goals, objectives, vision and mission of a particular organization is reflected through the organization's strategic planning. Performance itself can be known and measured if an individual or group of employees already has criteria or standards of success that have been previously set by the organization (Moeheriono, 2014: 95).

Performance can also be defined as the result of work both in quality and quantity that has been achieved by an employee in carrying out work in accordance with the responsibilities given (Mangkunegara, 2017: 9). Another definition of performance is the level of success of an employee as a whole during a certain period in carrying out tasks compared to various possibilities such as work standards, targets or targets or criteria that have been previously determined or mutually agreed upon (Rivai, 2015: 12). The performance of an employee in an organization or work institution can be influenced by various factors, both internal and external factors such as the work environment itself.

### **Hypothesis Floating**

**The Influence of Perceived Organizational Support on Employee Performance**

The support provided by the company to employees will be able to give a good perception. Having a high level of perceived organizational

support (POS) will be able to improve employee performance. Ariyanto et al. (2019) and Negara & Febrianti (2019) with previous research showing the results that perceived organizational support has a positive and significant effect on employee performance.

H1: Perceived organizational support has a positive effect on employee performance.

### **The Effect of Organizational Commitment on Employee Performance**

Employees will be able to make decisions regarding the determination or choice to leave the company based on the norms they have. When a company develops and has increased employee performance, it is an important behavioral dimension that can be used to assess the tendency of employees to remain as members of the organization. Nathania (2018) with previous research shows that organizational commitment has a positive and significant influence on employee performance.

H2: Organizational commitment has a positive effect on employee performance.

### **The Effect of Job Satisfaction on Employee Performance**

Employees who can get jobs that match their skills will be able to have more opportunities to develop their abilities. In addition, if employees are given appropriate remuneration and a better future career path, it can also encourage employees to work better. Research by Dewi et al. (2018) shows that job satisfaction has a positive and significant effect on employee performance.

H3: Job satisfaction has a positive

effect on employee performance.

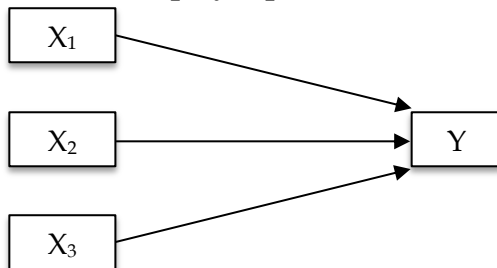


Figure 1 (with relevant captions)

## METHODS

The research used is a correlational quantitative approach. The quantitative approach itself is a research method that uses statistical analysis to prove research hypotheses. Meanwhile correlational explains that researchers are trying to analyze the relationship between the variables in the study (Sugiyono, 2017). In this study, the variables consist of Perceived Organizational Support (X1), Organizational Commitment (X2), Job Satisfaction (X3) and Employee Performance (Y).

The subjects in this study were all employees of PT Putra Perkasa Abadi & Group with the position of Group Leader to Division Head totaling 845. So the object in this study was PT. Putra Perkasa Abadi & Jakarta Group. The research was conducted during September to November 2021 located in Jakarta, South Borneo, East Borneo, Central Borneo, South Sumatra.

The determination of the number of samples is based on the Slovin calculation formula as follows:

$$n = \frac{N}{1 + Ne^2}$$

Where

n : Number of Samples

N : Total Population

e : Error Rate

so that:

$$n = \frac{845}{1 + 845x(0,05)^2}$$

$$n = \frac{845}{3,1125}$$

$$n = \frac{845}{3,1125}$$

$$n = 271,485944$$

Based on the results of the calculation of the Slovin formula, it can be concluded that the number of samples in this study was 271,485944 or 271 samples. Then in determining the sampling using accidental sampling technique. Data was collected through a questionnaire distributed via Google Form.

Then the data analysis techniques include instrument quality test, classical assumption test, and linear regression analysis. The instrument quality test includes validity and reliability tests. Meanwhile the classical assumption test includes normality test, multicollinearity test and heteroscedasticity test. Data analysis used the following regression equation:

$$Y = a + bX_1 + bX_2 + bX_3$$

The measurement indicator of perceived organizational support variable refers to the exposure of Qi et al. (2019), which amounted to 17, the organizational commitment variable refers to Nathania (2018), which is 6, the job satisfaction variable refers to Changgriawan (2017) which is 10 and the employee performance variable refers to Changgriawan (2017) which amounts to 10 indicators.

**Table 1 Measurement Indicator**

Variables	Indicator	
<i>Perceived Organizational Support</i>	1	Bosses are willing to listen to ideas given by subordinates
	2	Bosses want to provide opportunities for subordinates to prove their abilities at work
	3	The boss is willing to discuss targets and how to achieve them
	4	The boss is willing to discuss when there is a problem
	5	Bosses are willing to replace their subordinates when unable to attend
	6	Bosses are willing to answer work-related questions
	7	The superior is willing to listen to the requests of the subordinates
	8	Superiors encourage subordinates not to hesitate to discuss when there is a problem
	9	Bosses are easy to contact when there is an urgent matter
	10	The company wants to care about the opinions expressed by its members
	11	The company takes into account the welfare of its employees
	12	The company appreciates employees who put in more effort
	13	The company considers members' complaints
	14	The company appreciates the work of the employees
	15	The company cares about overall employee satisfaction
	16	The company shows its concern for its employees
	17	The company is proud of my achievements during my work
<i>Organizational Commitment</i>	1	I still want to be in this company no matter what happens
	2	I feel like I'm a part of this company
	3	I plan to stay loyal to this company for a long time
	4	I find it difficult to get a job if I leave this company
	5	I feel a loss if I leave the company because there is no other income
	6	I feel I have an obligation to keep working here
<i>Job satisfaction</i>	1	The amount of salary received is satisfactory
	2	The bonus given by the company in addition to the basic salary is satisfactory
	3	Working conditions in the company make it comfortable to work

	4	The company creates challenging working conditions to use the skills I have
	5	Colleagues can help each other at work
	6	My boss gave me the opportunity to participate in making decisions
	7	I get more responsibility when I get promoted
	8	There is a promotion opportunity that the company gives to its members
	9	Superiors provide direction to subordinates on how to improve performance
	10	The boss is willing to listen to the complaints of the subordinates and wisely doesn't force his will
	1	Trying to work perfectly
	2	Striving to work skillfully
	3	Strive to achieve the target that has been set
	4	Striving to be able to complete additional work (overtime)
	5	Strive to be able to complete the work in accordance with the specified deadline
	6	Try not to come late
	7	Employees have the ability according to their field
	8	Employees use existing raw materials optimally
	9	Employees have responsibilities
	10	Employees are committed to work

RESULT

*Validity Test Results*

**Table 2 Instrument Validity Test Results Perceived Organizational Support**

Question naire	r <sub>cou</sub> nt	Question naire	r <sub>cou</sub> nt
POS1	0,8 74	POS10	0,8 58
POS2	0,7 97	POS11	0,8 60
POS3	0,8 60	POS12	0,8 45
POS4	0,8 74	POS13	0,8 28
POS5	0,8 58	POS14	0,8 20
POS6	0,8 67	POS15	0,8 28

POS7	0,8 74	POS16	0,8 45
POS8	0,8 03	POS17	0,8 12
POS9	0,8 44		

**Tabel 3 Organizational Commitment Instrument Validity Test Results**

Question naire	r <sub>cou</sub> nt	Question naire	r <sub>cou</sub> nt
KO1	0,6 73	KO4	0,6 08
KO2	0,6 57	KO5	0,6 49
KO3	0,6 86	KO6	0,6 32

**Tabel 4 Job Satisfaction  
 Instrument Validity Test Results**

Question naire	r <sub>cou</sub> nt	Question naire	r <sub>cou</sub> nt
KEP1	0,8 12	KEP6	0,8 54
KEP2	0,8 46	KEP7	0,8 97
KEP3	0,7 84	KEP8	0,8 56
KEP4	0,8 93	KEP9	0,8 36
KEP5	0,8 49	KEP10	0,8 97

**Tabel 5 Employee Performance  
 Instrument Test Results**

Question naire	r <sub>cou</sub> nt	Question naire	r <sub>cou</sub> ntg
KK1	0,5 83	KK6	0,5 19
KK2	0,5 76	KK7	0,7 09
KK3	0,5 69	KK8	0,7 34
KK4	0,5 99	KK9	0,7 76
KK5	0,6 14	KK10	0,7 53

From the results of the validity testing that has been used, where the validity test itself is used to determine the ability of an instrument to describe a variable (Ghozali, 2018), it is found that the entire instrument has a calculated r value > 0.1381. Which 0.1381 is obtained from the number of respondents as many as 271 and the use of a probability level of 0.05 and the r table value is 0.1381. So based on this it can be concluded that the entire questionnaire item can be said to be valid.

**Instrument Reliability Test Results**

**Table 6 Instrument Reliability  
 Test Results Perceived  
 Organizational Support  
 Reliability Statistics**

Cronbach's Alpha	N of Items
0,974	17

**Tabel 7 Organizational  
 Commitment Instrument  
 Reliability Test Results  
 Reliability Statistics**

Cronbach's Alpha	N of Items
0,725	6

**Tabel 8 Job Satisfaction  
 Instrument Reliability Test Results  
 Reliability Statistics**

Cronbach's Alpha	N of Items
0,957	10

**Tabel 9 Employee Performance  
 Instrument Reliability Test Results  
 Reliability Statistics**

Cronbach's Alpha	N of Items
0,845	10

From the results of the reliability testing that has been carried out, where the reliability test itself is used to determine the consistency of research respondents' answers if repeated research is carried out at different times with the same conditions (Ghozali, 2018). All items get Cronbach's Alpha value > 0.6 so it can be said that the research instrument is reliable.

**Normality Test Results**

**Table 10 Normality Test Results  
 One-Sample Kolmogorov-  
 Smirnov Test**

	Unstandardiz ed Residual
N	271
Normal	Mean .0000000

Parameters	Std.	2.72273367
a,b	Dev	
Most	Absolu	.052
Extreme	te	
Difference	Positiv	.033
s	ve	
	Negati	-.052
	ve	
Test Statistic		.052
Asymp. Sig. (2-tailed)		.072 <sup>c</sup>

From the results of normality testing that has been carried out by researchers, it can be concluded that the significance value obtained is 0.072. In accordance with the determination criteria, if the significance value is > 0.05, it can be said that the research data is normally distributed (Ghozali, 2018).

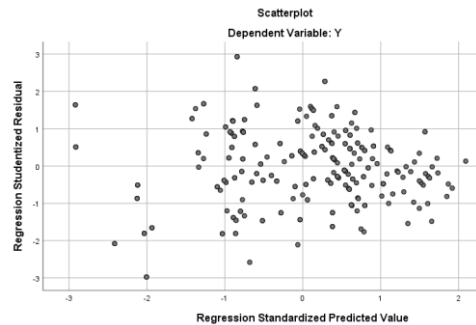
#### Multicollinearity Test Results

**Table 11 Multicollinearity Test Results**

Model	Colinearity Statistics	
	Tolerance	VIF
X1	0,280	3,576
X2	0,164	6,092
X3	0,314	3,184

From the results of multicollinearity testing that has been carried out by researchers, it can be concluded that the research model has been free from multicollinearity symptoms. The reason is because the Tolerance value > 0.10 and the VIF value < 10.00 (Ghozali, 2018).

#### Heteroscedasticity Test Results



**Figure 1 Heteroscedasticity Test Results**

From the results of heteroscedasticity testing that has been carried out by researchers, it can be concluded that the research model has been free from heteroscedasticity symptoms. The reason is because (1) the data points do not form a certain bell pattern or pattern and (2) the data points do not only gather below or above the number 0 (Ghozali, 2018).

#### Multiple Linear Regression Analysis Results

**Table 12 Results of Regression Analysis**

Model	Beta	Std. Error
X1	0,580	0,022
X2	0,186	0,103
X3	0,417	0,034

From the results of the multiple linear regression analysis that has been carried out, the following equation is obtained:

$$Y = 0.580POS + 0.186KO + 0.417KE$$

From Table 12 it can be seen that the POS variable (X1) has a beta value of 0.580. This indicates that there is a positive influence between the POS variables on employee performance.

From Table 12 it can be seen that the variable Organizational Commitment (X2) has a beta value of 0.186. This indicates that there is a positive influence between the

variables of Organizational Commitment on employee performance.

From Table 12 it can be seen that the Job Satisfaction variable (X3) has a beta value of 0.417. This indicates that there is a positive influence between the variable job satisfaction (X3) on employee performance.

In addition, the beta value of 0.580 on the POS variable is greater than the beta value of the Organizational Commitment (0.186) and Job Satisfaction (0.417) variables. This means that the variable that has the most dominant influence is Perceived Organizational Support/POS (X1).

**t Test Results Statistics**

**Table 13 t-test results statistics**

Model	t	Sig
X1	12,136	0,000
X2	2,979	0,003
X3	9,232	0,000

In this study, a sample of 271 respondents was used with the use of a probability level of 0.05 so that the t table value was 1.65251. From the results of the statistical t test that has been carried out, it can be explained the explanation of hypothesis testing as follows:

1. The t-count value of perceived organizational support (X1) on employee performance (Y) is 12.136 > 1.65251. So it can be concluded that there is a positive and significant effect of perceived organizational support (X1) on employee performance (Y), which if it is associated with the research hypothesis then H1 is accepted.
2. The t-count value of organizational commitment (X2) on employee performance (Y) is 2.979 >

1.65251. So it can be concluded that there is a positive and significant influence between the organizational commitment variable (X2) on employee performance (Y), which if it is associated with the research hypothesis then H2 is accepted.

3. The t value of job satisfaction (X3) on employee performance (Y) is 9.232 > 1.65251. So it can be concluded that there is a positive and significant influence between the job satisfaction variable (X3) on employee performance (Y), which if it is associated with the research hypothesis then H3 is accepted.

**F Statistic Test Results**

**Table 14 F-Statistical Test Results**

F	Sig
432,319	0,000

From the results of the F statistic test that has been carried out by the researcher, it is known that the calculated F value obtained is 432.319 > F table (2.64). Due to the calculated F value < F table, it can be concluded that the variables perceived organizational support (X1), organizational commitment (X2) and job satisfaction (X3) simultaneously have a positive and significant effect on employee performance (Y).

**Coefficient of Determination Test Results (R2)**

**Table 15 Coefficient of Determination Test Results (R2)**

R	R Square	Adjusted R Square
0,911	0,829	0,827

From the results of testing the coefficient of determination that has been done, it can be concluded that the R2 value is 0.829. This means that

the ability of perceived organizational support (X1), organizational commitment (X2) and job satisfaction (X3) variables in explaining their effect on employee performance (Y) is 0.829 or 82.9%. While the remaining 17.1% is influenced by other variables outside the research that has been done.

## **DISCUSSION**

### ***Effect of Perceived Organizational Support (X1) on Employee Performance (Y)***

The research that has been done shows that the beta value of the perceived organizational support variable on employee performance is 0.580 which indicates a positive influence. Meanwhile, from the results of the statistical t-test as a hypothesis test, the t-count value is  $12.136 > 1.65251$  with a significance value of  $0.000 < 0.05$ . So it can be concluded that the perceived organizational support variable has a positive and significant effect on employee performance.

The results showed that the POS variable had the most dominant influence when compared to other variables. This is interesting so management must pay attention to its management practices. The underlying reason is that this study proves that the performance of employees at PT Putra Perkasa Abadi & Group is most dominantly influenced by the presence of POS/perceived organizational support/perceived organizational support.

In practice, PT. Putra Perkasa Abadi & Group has a tendency to be able to listen to the aspirations of all levels of the organization. Not only

limited to superiors, but subordinates are also given the opportunity to participate, especially if there are problems in a team/division. This is also encouraged by the motivation from superiors (leader group/division head) so that subordinates are more confident in participating more.

The implication of this condition is that employees will have the desire to work more and make a better contribution to the company. Employees will also feel that their skills are being tested so that they can show off what they can do. This is the reason the POS variable has a more dominant influence when compared to other variables (Organizational Commitment & Job Satisfaction).

The results of this study are in accordance with the research conducted by Ariyanto et al. (2019) and Negara & Febrianti (2019) which showed a positive and significant effect of perceived organizational support on employee performance. While the results of this study are not in accordance with the research conducted by Tjahjono et al. (2020) which proves that perceived organizational support has no effect on employee performance.

### ***The Effect of Organizational Commitment (X2) on Employee Performance (Y)***

The research that has been done shows that the beta value of the organizational commitment variable on employee performance is 0.186 which indicates a positive influence. Meanwhile, from the results of the statistical t test as a hypothesis test, the t-count value was  $2.979 > 1.65251$  with a significance value of  $0.003 < 0.05$ . So it can be concluded that the variable of organizational



commitment has a positive and significant effect on employee performance.

Research respondents consisting of employees of PT. Putra Perkasa Abadi & Group section of the Group Leader and Division Head feel they have more commitment to remain in the company. Based on the results of the tests that have been carried out and the observations of researchers, it is known that the reasons that encourage this are largely influenced by companies that want to support employee welfare. It is proven by the existence of the POS variable which has a more dominant influence than Organizational Commitment. So it is possible if the attitude of employees who are committed to PT Putra Perkasa Abadi & Group is due to the support from the company itself. In this study, this form of support is described as POS (Perceived Organizational Support).

Companies that have good POS rates will get feedback from employees. This is indicated by the statement of research respondents in the questionnaire that they always try to provide the best for the company. This condition directly indicates that Organizational Commitment can encourage increased employee performance.

The results of this study are in accordance with research conducted by Nathania (2018) which also indicates that organizational commitment has a positive and significant effect on employee performance. While the results of this study are not in accordance with the research conducted by Hamid et al. (2020) which proves that organizational commitment has no

effect on employee performance.

## **CONCLUSIONS**

This study aims to determine the effect of perceived organizational support, organizational commitment and job satisfaction on employee performance. Researchers describe the conclusions of the research that has been done as follows:

1. Perceived organizational support (X1) has a positive and significant effect on employee performance (Y).
2. Organizational commitment (X2) has a positive and significant effect on employee performance (Y).
3. Job satisfaction (X3) has a positive and significant effect on employee performance (Y).

## **REFERENCES**

- Allen, M. W., Armstrong, D. J., Reid, M. F., & Riemenschneider, C. K. (2008). Information & Management Factors Impacting The Perceived Organizational Support of IT Employees. *Information & Management*, 45(8), 556–563.
- Annisa, D. N., & Setyawan, A. A. (2017). The Effect of Job Stress on Employee Performance With Satisfaction as an Intervening Variable. In *Institutional Repository*. Muhammadiyah Surakarta university.
- Ariyanto, D., Wardoyo, P., & Rusdianti, E. (2019). The Effect of Teamwork and Work Discipline on HR Performance with Perceived

- Organizational Support as a Moderating Variable. *Journal of Economics and Business Research*, 12(3), 180–190.
- Changgriawan, G. S. (2017). The Effect of Job Satisfaction and Work Motivation on Employee Performance in One Way Production. *AGORA*, 5(3), 1–7.
- Dewi, C. C., Bagia, I. W., & Susila, G. P. A. J. (2018). The Effect of Job Stress and Job Satisfaction on Employee Performance in the Sales Force of UD Surya Raditya Negara. *Journal of Management*, 4(2), 154–161.
- Ghozali, I. (2018). *Multivariate Analysis Application With IBM SPSS 25 Program*. Publishing Agency Diponegoro University.
- Hamid, M. M., Djaelani, A. K., & Khoirul, M. A. (2020). The Effect of Work Motivation and Organizational Commitment on Employee Performance. *Scientific Journal of Management Research*, 9(9), 128–138.
- Haryadi, R. N., Sunarsi, D., Erlangga, H., Nurjaya, N., & Hamsinah, H. (2022). Pengaruh Komunikasi dan Motivasi Terhadap Kepuasan Kerja Karyawan PT Timur Jaya Prestasi Cileungsi. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 5(3), 702-709.
- Luthans, F. (2015). *Organizational behavior*. Andi.
- Mangkunegara, A. P. (2017). *Company Human Resources Management*. PT Youth Rosdakarya.
- Moehariono. (2014). *Competency-Based Performance Measurement*. Indonesian Ghalia.
- Nathania, Y. (2018). The Influence of Organizational Culture and Organizational Commitment on Employee Performance at Warunk Upnormal Surabaya. *AGORA*, 6(1), 1–9.
- Negara, K., & Febrianti, R. W. (2019). The Influence of Public Service Motivation, Perceived Organizational Support and Organizational Citizenship Behavior on the Performance of Public Sector Organizations in Tangerang City. *Dynamic Management Journal*, 3(2), 53–64.
- Qi, L., Liu, B., Wei, X., & Hu, Y. (2019). Impact of Inclusive Leadership on Employee Innovative Behavior: Perceived Organizational Support As A Mediator. *Plos One*, 14(2). <https://doi.org/https://doi.org/10.1371/journal.pone.0212091>
- Rhoades, L., & Eisenberger, R. (2002). Perceived Organizational Support: A Review of the Literature. *Journal of Applied Psychology*, 87(4), 698–714.
- Rivai, V. (2015). *Human Resource Management For Companies*. Press Eagle.
- Robbins, P. S., & Judge, A. T. (2017). *Organizational behavior*. Salemba Four.
- Sugiyono. (2017). *Quantitative, Qualitative and R&D*

Research Methodology.  
Alphabet.  
Tjahjono, H. K., Rahayu, M. K., &  
Putra, A. D. (2020). The  
Mediating Role of Affective  
Commitment on The Effect  
of Perceived Organizational  
Support and Procedural  
Justice on Job Performance  
of Civil Servant. *Journal of  
Leadership in  
Organizational*, 2(2), 91–107.

[www.economy.business.com](http://www.economy.business.com).  
(2020). The Downward  
Trend in Coal Prices  
Threatens the Financial  
Performance of Mining  
Companies.  
[Www.Ekonomi.Bisnis.Com](http://Www.Ekonomi.Bisnis.Com).  
[https://ekonomi.bisnis.com/r  
ead/20200511/44/1238866/tr  
en-penurunan-harga-batu-  
bara-menacam-kinerja-  
keuangan-usaha-tambang](https://ekonomi.bisnis.com/read/20200511/44/1238866/tr-en-penurunan-harga-batu-bara-menacam-kinerja-keuangan-usaha-tambang).

## **The Role of Organizational Learning on Employee Performance Through Motivation and Organizational Commitment as Mediation Variables**

*<sup>1\*</sup>Faradhita Fitriana Nurul Fajri, <sup>2</sup>Suhana*

*<sup>1</sup>Postgraduate Program at STIKUBANK University Semarang, Indonesia*

*<sup>2</sup>STIKUBANK University Semarang, Indonesia*

*Email : [1\\*<sup>f</sup>aradhitafitriana@gmail.com](mailto:<sup>1*</sup>faradhitafitriana@gmail.com), [2suhana@edu.unisbank.ac.id](mailto:<sup>2</sup>suhana@edu.unisbank.ac.id)*

(Received: June 2022; Reviewed: June 2022; Accepted: July 2022;  
Available online: September 2022; Published: September 2022)

### **ABSTRACT**

*This study aims to determine the mediating role of motivation and organizational commitment on organizational learning on employee performance with a study on employees of PT Astra International Tbk Yogyakarta Branch. The sample of this study were all employees of PT Astra International Tbk Yogyakarta Branch, with the sampling technique was saturated sampling. The analysis technique used statistical analysis consisted of descriptive analysis, Structural Equation Modeling (SEM), Conformity Test and Statistical Test, Hypothesis Testing. The results of this study organizational learning has a positive effect on work motivation, organizational learning has a positive effect on organizational commitment, work motivation has a positive effect on organizational commitment, organizational learning has a positive effect on employee performance, work motivation has a positive effect on employee performance, and organizational commitment has a positive effect on performance. employee.*

**Keywords: Psychological Capital, Leader Member Exchange, Social Capital, Organizational Citizenship Behavior**

## **INTRODUCTION**

Every company wants to be successful. This applies to every large and small company, private or state-owned company, and companies engaged in services and goods. A company can be said to be successful if the company has been able to achieve the goals set by the company itself. The success of a company in achieving its goals is also determined by the HR in the company.

Employee performance is defined as work performance in terms of the quantity and quality expected of each employee (Khan et al., 2012; Octafian & Nugraheni, 2021). With increasing competition, companies have recognized the importance of employee performance. If employee performance increases it will affect the company's performance and company profitability. In this context, efforts to improve organizational performance can be through increasing individual employee performance.

Based on a review of previous research results, employee performance can be influenced by organizational learning. Rofiati et al., (2015) and Anggriawan & Rusilowati, (2014) prove that organizational learning can improve employee performance. This is different from research conducted by Hendri, (2018) which states that organizational learning does not affect employee performance, while Mikkelsen & Olsen, (2018) state that learning negatively affects employee performance.

Providing the right motivation according to employee needs will provide opportunities for the organization to support the

achievement of organizational goals. Similarly, research conducted by Salihin et al., (2018) that a person's motivation will be more effective if the urge to do work grows from within the individual so that the individual will be committed to providing good performance results.

Broadly speaking, there is a decrease in the percentage of employee performance of PT. Astra International Tbk. from 2018-2020 tends to decrease. This shows that for three consecutive years there have been problems in PT. Astra International Tbk. related to employee performance. Employee performance appraisal indicators are seen through the quantity of work (done by comparing the targets and results achieved by the employees) and the quality of work (the deadline for collecting reports, processes and employee work attitudes). Decrease in the achievement of employee performance at PT. Astra International Tbk. influenced by several factors including: organizational learning, work motivation and organizational commitment

The purpose of this research is to test and analyze the effect of organizational learning on work motivation, test and analyze the effect of organizational learning on organizational commitment, test and analyze the effect of work motivation on organizational commitment, test and analyze the effect of organizational learning on employee performance, test and analyze the effect of organizational learning on employee performance, work motivation on employee performance, examine and analyze

the effect of organizational commitment on employee performance.

## **LITERATURE REVIEW**

### ***Organizational Learning***

A learning organization can be interpreted as an organization that continues to strive to develop capabilities and capabilities in a changing environment (Robbins & Judge, 2017). Learning Organization according to Wahyudi, (2009) is "an organization that is able to develop the ability to continuously adapt and change".

According to Senge in Roen, (2012) learning organizations are organizations where people continually expand their capacities to create the outcomes they truly desire, where new and expanding patterns of thinking are nurtured, where collective aspirations are set free, and where people are constantly learning. look together thoroughly.

Measurement of organizational learning includes the following indicators: (Hendri, 2018)

- a. pola berbagi informasi
- b. investigasi iklim
- c. praktik pembelajaran
- d. pola pikir pencapaian

### **Work Motivation**

According to Robbins, (2015) motivation is defined as a process that describes a person's strength (intensity), direction (direction), and persistence in an effort to achieve goals. Strength (intensity) describes how hard a person tries, the strength must be channeled in a direction that provides benefits for the organization, and the dimension of persistence

(persistence) which measures how long a person can maintain his efforts.

According to Winardi (2016); Octafian & Nugraheni (2020) that motivation is a potential force that exists within a human being, which can be developed by itself or developed by a number of external forces which essentially revolve around monetary rewards and non-monetary rewards, which can affect the results of their performance in a positive or negative way. negative.

Dimensions and indicators of work motivation refer to the theory proposed by Robbin & Judge (2015), namely:

1. Salary received
2. Work safety
3. Socialize well within the agency
4. Bosses give awards to outstanding employees
5. The boss provides training to

### **Organizational Commitment**

Organizational commitment is the degree to which an employee identifies an organization, its goals and expectations to remain a member (Robbins & Judge, 2015).

Organizational commitment is defined as a sense of identification (belief in organizational values), involvement (willingness to try the best for the sake of the organization) and loyalty (desire to remain a relevant member of the organization) expressed by an employee towards the organization (Beena et al., 2017).

According to Robbins & Judge, (2015) the theoretical model states that committed workers will be less and less involved in resigning, even if they are not satisfied, because they have a sense of loyalty, attachment to the organization and are willing to

sacrifice for the organization. On the other hand, non-committed workers, who feel less loyal to the organization, will tend to show lower levels of workplace attendance

Indicators of organizational commitment: (Hendri, 2018)

1. the level of trust of employees to accept organizational goals;
2. the level of trust of employees to accept the values adopted by the organization;
3. the willingness of employees to work hard / earnestly; and
4. willingness of workers to keep working / stay in the organization

Employee Performance

Moeheriono, (2014) argues that: "Employee performance as a result that can be achieved by a person or group of people in an organization both qualitatively and quantitatively, in accordance with the authority, duties and responsibilities of each in

an effort to achieve the goals of the organization concerned legally, does not violate the law and in accordance with morals or ethics.

Then according to Wibowo, (2016) argues that: "Performance comes from the word performance, there are also those who provide an understanding of performance as a result of work or work performance, but actually performance has a broader meaning, not only the result of work but including how the work process takes place".

According to Mangkunegara, (2017) Performance indicators, namely:

1. Quality of Work
2. Working Quantity
3. Responsibility
4. Cooperation

Research Model

In this study it can be described in the research model as follows :

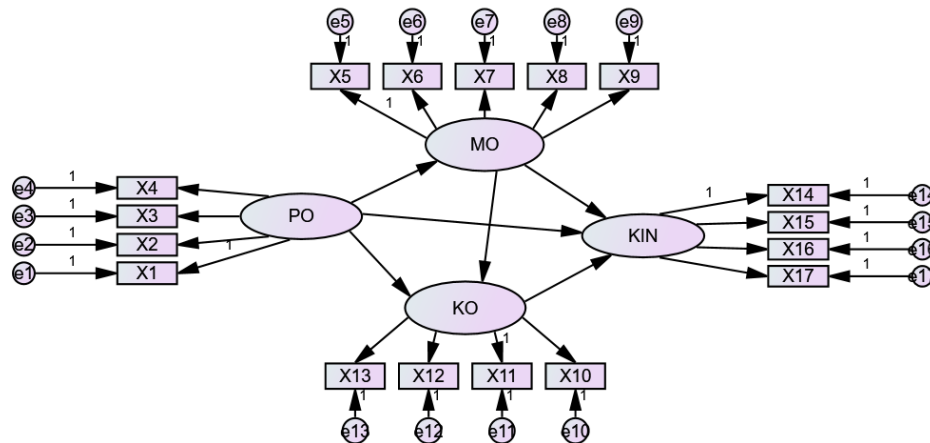


Figure 1. Research Model Paradigm

Research Hypothesis

The formulation of the proposed hypothesis is as follows:

- H1: Organizational learning has a positive effect on work motivation
- H2: Organizational learning has a

positive effect on organizational commitment

H3: Work motivation has a positive effect on organizational commitment

H4: Organizational learning has a positive effect on performance

H5: Work motivation has a positive effect on performance

H6: Organizational commitment has a positive effect on performance.

## RESEARCH METHODS

The population is the entire research subject (Arikunto, 2010). The population in this study were employees of PT Astra, amounting to 134 people.

The sampling technique used is saturated sampling, all employees who make up the population are sampled. Method The data analysis technique used is the Structural Equation Model (SEM), so the number of representative and ideal samples is between 100-200.

This is determined by the number of estimated parameters, so that in the study the number of samples used was 134 people

The type of data used in this research is primary data. Primary data is data that comes from direct respondents. This data is in the form of a recapitulation of data obtained by distributing questionnaires to respondents who are the samples in this study

To achieve the research objectives and submit hypotheses, the data obtained are then processed according to the needs of the analysis. For the purposes of discussion, the data is processed and presented based on the principles of descriptive statistics. Meanwhile, for the purposes of analysis and hypothesis testing, an inferential statistical approach is used.

The data analysis technique used in this research is the Structural Equation Model (SEM). Structural Equation Modeling (SEM) is a

multivariate analysis technique that combines aspects of confirmatory factor analysis (measuring the dimensions of a factor/construct) and aspects of simultaneous equation modeling (to test causality) in order to measure a series of construct relationships simultaneously.

In this test, the Conformity Test and Statistical Test and Hypothesis Test are used

### 1. Conformity Test and Statistical Test

The assumptions used in the structural equation model are as follows:

a. Evaluation of the fulfillment of the assumption of normality in the data is carried out by observing the skewness value of the data used. The statistical value to test the normality of the data is called the z-score. If the z-score is greater than the critical value, it can be assumed that the data distribution is not normal. The critical value can be determined based on the desired level of significance. For example, if the calculated value is greater than  $\pm 2.58$  it means that we can reject the assumptions about normality and distribution at the 0.01(1%) level of significance.

b. Evaluation of outliers means that observations or data that have unique characteristics that look very much different from other observations and appear in the form of extreme values for either a single variable or a combination variable.

### 2. Statistic test

#### a. Hypothesis Test

The cut of point used in



this study is the value of the Critical Ratio (CR), and the calculated probability value (p-value). The criteria for rejecting the hypothesis are:

- b. Hypothesis Rejected/Not Accepted, if: Critical Ratio Value < from 2.0 and Pvalue> from 0.05
- c. Hypothesis Not Rejected/Accepted, if: Critical Ratio Value > 2.0 and P-value < 0.05 (5%).

**RESEARCH RESULT**

**Model Fit Test Results**

Inferential analysis in this study was carried out using a structural equation modeling (SEM) model using the AMOS Ver 26 program.

- a. The probability value shows a value above the significance limit of 0.701 or above 0.05. The null hypothesis which states that there is no difference between the sample covariance matrix and the estimated population covariance matrix is acceptable. Other model suitability indices such as GFI (0.938), AGFI (0.910), TLI (0.997), CFI (1,000), CMIN/DF

Table 1. Feasibility Results of Endogenous Construct Model

N	Criteria	Results of This Model	Fit Model	Model Estimation
1	Chi Square	55,684	Diharapkan Kecil	
2	Probability	0,701	≥ 0,05	Baik

(0.898), and RMSEA (0.000) provide sufficient confirmation for the acceptance of the unidimensionality hypothesis that the three these variables can reflect the latent variables analyzed.

- b. Lambda values for the thirteen indicators that explain the variables of work motivation, organizational commitment and employee performance (X5 = 0.914; X6 = 0.900; X7 = 0.899; X8 = 0.822; X9 = 0.857; X10 = 0.921; X11 = 0.942; X12 = 0.954; X13 = 0.918; X14 = 0.927; X15 = 0.975; X16 = 0.964; X17 = 0.884, it can be concluded that each indicator together presents unidimensionality for the late variablen
- c. Each indicator forming the latent variable shows a CR value above 1.96 with P less than 0.05. Based on the results of the analysis, it can be said that the indicators forming the latent variables are significantly indicators of the formed latent factors. Thus, the endogenous construct used in the study can be accepted

The test results are as follows:

3	AGFI	0,910	≥ 0,9	Baik
4	GFI	0,938	≥ 0,9	Baik
5	TLI	0,997	≥ 0,95	Baik
6	RMS EA	0,000	≤ 0,08	Baik
7	CMIN /DF	0,898	≤ 2,00	Baik
8	CFI	1,000	≥ 0,95	Baik

Source: Processed primary data, 2022

Table 2. Results of Endogenous Construct Regression Weights

	Estimate	S.E.	C.R.	P	Label
X5 <--- Mk	1.000				
X6 <--- Mk	.978	.060	16.389	***	par_1
X7 <--- Mk	.999	.061	16.495	***	par_2
X8 <--- Mk	.884	.068	12.948	***	par_3
X9 <--- Mk	.899	.063	14.333	***	par_4
X11 <--- KO	1.000				
X12 <--- KO	.993	.044	22.731	***	par_5
X13 <--- KO	.937	.048	19.646	***	par_6
X14 <--- KIN	1.000				
X15 <--- KIN	1.047	.044	23.832	***	par_7
X16 <--- KIN	1.057	.047	22.504	***	par_8
X17 <--- KIN	.907	.054	16.689	***	par_9
X10 <--- KO	.981	.049	19.938	***	par_10

Source: Processed primary data, 2022

Table 3. Results of Endogenous Construct Regression Weights

	Estimate
X5 <--- Mk	.914
X6 <--- Mk	.900
X7 <--- Mk	.899
X8 <--- Mk	.822
X9 <--- Mk	.857
X11 <--- KO	.942
X12 <--- KO	.954
X13 <--- KO	.918
X14 <--- KIN	.927
X15 <--- KIN	.975
X16 <--- KIN	.964
X17 <--- KIN	.884
X10 <--- KO	.921

Source: Processed primary data,

Table 2. Results of Endogenous Construct Regression Weights

Based on the results of the measurement of data reliability, the data reliability value in this study has a value of 0.7. Thus the research can be accepted. Likewise for the measurement of variance extract data obtained a value of > 0.5. Thus the research can be accepted. Thus it can be said that the research data used has a good level of consistency (reliability) (Ferdinand, 2014).

**1. Full Model Analysis Results**

The results of data processing for the full Structural Equation Model (SEM) analysis are shown in Table 4.17:

Table 4. Feasibility Test Results Full Model Model

No	Criteria	Results of This Model	Fit Model	Model Estimation
1	Chi Square	82,859	Diharapkan Kecil	Lebih kecil dari nilai DF sebesar 113
2	Probability	0,985	≥ 0,05	Baik
3	AGFI	0,905	≥ 0,9	Baik
4	GFI	0,930	≥ 0,9	Baik

5	TLI	1,017	$\geq 0,95$	Baik
6	RMSEA	0,000	$\leq 0,08$	Baik
7	CMIN/DF	0,733	$\leq 2,00$	Baik
8	CFI	1,000	$\geq 0,95$	Baik

Source: Processed primary data, 2022

The significance level for the difference hypothesis test (chi-square) is 82.859 with a probability of 0.985. The null hypothesis which states "there is no difference between the sample covariance matrix and the estimated population covariance matrix" cannot be rejected. This means that the null hypothesis is accepted.

The test of the model hypothesis shows that the model is fit, with the available data as seen from the significance level of the chi-square of 85,505. Other indices such as CMIN/DF (0.733); GFI (0.930); AGFI (0.905); TLI (1.017); CFI (1,000) and RMSEA (0.000) are within the range of expected values, so this model dapat diterima (Ferdinand, 2014)

## 2. Hypothesis Testing

Hypothesis testing in this study was used to answer questions and analyze the structural model relationships. To see the analysis of hypothetical data, it can be seen from the standardized regression weight value which indicates the influence of the coefficients between variables in the following table:

Hypothesis testing gives the following results:

a. Value of c.r. between organizational learning and work motivation is 2.616 greater than 1.96 and a significant value of 0.009 less

than 0.05. Thus, this means that organizational learning has a significant effect on work motivation, thus hypothesis 1 in this study which states that "organizational learning has a positive effect on work motivation" is accepted.

b. Value of c.r. between organizational learning and organizational commitment is 2.179 greater than 1.96 and a significant value of 0.029 less than 0.05. Thus this means that organizational learning has a significant effect on organizational commitment, thus hypothesis 2 in this study which states that "organizational learning has a positive effect on organizational commitment" is declared accepted.

c. Value of c.r. between work motivation and organizational commitment is 2.440 greater than 1.96 and a significant value of 0.015 less than 0.05. Thus, this means that work motivation has a significant effect on organizational commitment, thus hypothesis 3 in this study which states that "work motivation has a positive effect on organizational commitment" is accepted.

d. Value of c.r. between organizational learning and performance karyawan adalah sebesar 2,666 lebih besar dari 1,96 dan nilai signifikan 0,008

kurang dari 0,05. Thus this means that organizational commitment has a significant effect on employee performance, thus hypothesis 6 in this study which states that "organizational commitment has a positive effect on employee performance" is accepted

- e. Value of c.r. between work motivation and employee performance is 2.751 greater than 1.96 and a significant value of 0.006 less than 0.05. Thus this means that work motivation has a significant influence on employee performance, thus hypothesis 5 in this study which states that "work motivation has a positive effect on employee performance" is declared accepted.

Value of c.r. between organizational commitment to employee performance is 3.519 greater than 1.96 and a significant value of 0.000 less than 0.05 this means that organizational commitment has a significant effect on employee performance, thus hypothesis 6 in this study which states that "organizational commitment has a positive effect on employee performance" is accepted.

### **1) The Effect of Organizational Learning on Work Motivation**

Hypothesis testing conducted shows that organizational learning has a positive effect on work motivation. Based on the standardized regression weight, it can be seen that the active indicator of learning in the organization is the indicator

of organizational learning that most indicates the largest role in measuring organizational learning, with an estimated value of 0.816, while the indicator that has the lowest indicator value is that any information is always shared. in the organization of 0.719

Research by Haryono & Tedjo, (2011); Rumijati, (2020) proves that organizational learning has a positive effect on work motivation. Opportunity for achievement is a process where an organization provides opportunities for its employees to develop their achievements in carrying out their work.

### **2) The Effect of Organizational Learning on Organizational Commitment**

Hypothesis testing is done showing that there is a positive influence between organizational learning and organizational commitment. Based on the standardized regression weight, it can be seen that the active indicator of learning in the organization is the indicator of organizational learning that most indicates the largest role in measuring organizational learning, with an estimated value of 0.816, while the indicator that has the lowest indicator value is that any information is always shared. in the organization of 0.719

Marquardt, (1996) explains that organizational learning refers to an activity that aims to increase the intellectual and productive capacity of staff members, and can be achieved through organizational commitment and opportunities for continuous

improvement. This statement is evidence that shows the relationship between organizational learning and organizational commitment.

### 3) **The Effect of Work Motivation on Organizational Commitment**

Hypothesis testing conducted shows that work motivation has a positive effect on organizational commitment. Based on the standardized regression weight, it can be seen that the indicator that my supervisor provides training to his subordinates to improve work abilities and skills is the work motivation indicator that most indicates the largest role in measuring work motivation, with an estimated value of 0.913, while the indicator that has the lowest indicator value is My supervisor gives an award for subordinates who excel at 0.822.

Mangkunegara, (2017) defines motivation as a condition that has an effect on generating, directing, and maintaining behavior related to the work environment.

### 4) **The Effect of Organizational Learning on Employee Performance**

Hypothesis testing conducted shows that there is a positive influence between organizational learning and employee performance. Based on the standardized regression weight, it can be seen that the active indicator of learning in the organization is the indicator of organizational learning that most indicates the largest role in measuring organizational learning,

with an estimated value of 0.816, while the indicator that has the lowest indicator value is that any information is always shared. in the organization of 0.719

Rumijati's research, (2020) states that the high or low performance of employees is determined from the application of organizational learning in the company. The focus of organizational learning is how organizations process learning together and continuously in an organization and later learning and knowledge development will occur so that they can achieve good performance. The better the learning organization, the better the performance (Salihin et al., 2018).

### 5) **The Influence of Work Motivation on Employee Performance**

Hypothesis testing conducted shows that there is a positive influence between work motivation and employee performance. Based on the standardized regression weight, it can be seen that the indicator that my supervisor provides training to his subordinates to improve work abilities and skills is the work motivation indicator that most indicates the largest role in measuring work motivation, with an estimated value of 0.913, while the indicator that has the lowest indicator value is My supervisor gives an award for subordinates who excel at 0.822.

This is in line with research conducted by (Putri et al., 2015). Research conducted by Purnama et al., (2016) that work motivation

has an influence on employee performance.

#### **6) The Effect of Organizational Commitment on Employee Performance**

Hypothesis testing conducted shows that there is a positive influence between organizational commitment and employee performance. Based on the standardized regression weight, it can be seen that the indicator strongly believes in being able to accept the values that have been adopted by the organization is an indicator of organizational commitment that most indicates the largest role in measuring organizational commitment, with an estimated value of 0.954, while the indicator that has the lowest indicator value is very willing to keep working / permanent in the organization of 0.918

Previous research that supports this hypothesis is Rose et al., (2009) which states that organizational commitment affects employee performance. Research by Hanafi & Sanosra, (2018) and Hendri, (2018) shows that if organizational commitment improves, employee performance will also improve.

#### **CLOSING Conclusion**

1. Organizational learning has a positive effect on work motivation
2. Organizational learning has a positive effect on organizational commitment
3. Work motivation has a positive effect on organizational commitment
4. Organizational learning has a

positive effect on employee performance

5. Work motivation has a positive effect on employee performance
6. Organizational commitment has a positive effect on employee performance

#### **Suggestions**

- a. management to further enhance organizational learning
- b. management to further increase work motivation
- c. management to further enhance organizational commitment
- d. management to further improve employee performance
- e. Further research can be done by looking at the limitations of this research which can be used as a source of ideas for the development of this research in the future. The suggested expansion of this research is to add independent variables that affect job satisfaction to improve employee performance. In addition, the research indicators used in the study can be added with other indicators outside of this research that are relevant to the research to be carried out.

#### **REFERENCES**

- Anggriawan, E., & Rusilowati, U. (2014). The Influence of Learning Organizations on Employee Performance (At PT. Bank Central Asia Tbk Main Branch Office Area of Taman Dutamas). *Scientific Journal of Pamulang University Management Study Program*, 2(1), 43–63.
- Beena, M. T., Brahmasari, I. A., & Nugroho, R. (2017). The Effect

- of Job Enrichment, Self Efficacy and Organizational Commitment on Job Satisfaction and Performance of Civil Servants of the Department of Health, Sinjai Regency, South Sulawesi Province. *International Journal of Business and Management Invention*.
- Cay, S., Gandung, M., Ilham, N., Teriyan, A., & Haryadi, R. N. (2022). Pengaruh Pelatihan dan Disiplin Kerja Terhadap Kinerja Karyawan pada PT Pesona Cahaya Gemilang di Serpong Tangerang Selatan. *Jurnal Ekonomi Efektif*, 4(3), 474-483.
- Dewi, S. K., Siburian, P. S., & Indriastuti, H. (2017). The Influence of Consumer Motivation, Consumer Perceptions And Attitudes Towards Car Purchase Decisions. *Journal of Management*, 9(2), 105–110.
- Hanafi, C., & Sanosra, A. (2018). The Influence of Work Motivation, Organizational Climate on Organizational Commitment and Performance of Early Childhood Education Teacher Education Lecturers IKIP PGRI Jember. *Indonesian Journal of Management and Business Science*, 8(1), 94–111.
- Haryadi, R. N., Sunarsi, D., Erlangga, H., & Wijandari, A. (2022). Pengaruh Promosi Jabatan Terhadap Kinerja Karyawan pada PT. Beringin Life di Jakarta. *MAMEN: Jurnal Manajemen*, 1(1), 41-48.
- Haryono, & Tedjo, P. (2011). The Influence of Organizational Learning, Leadership, Work Environment on the Motivation of Karimun District Employees to Improve Employee Work Discipline. 11(1), 1–24.
- Hasibuan, M. (2016). *Human Resource Management*. PT Bumi Aksara.
- Hendri, M. I. (2018). The Mediation Effect of Job Satisfaction and Organizational Commitment on The Organizational Learning Effect of The Employee Performance. *International Journal of Productivity and Performance Management*. <https://doi.org/10.1108/IJPPM-05-2018-0174>
- Khan, A. H., Nawaz, M. M., Aleem, M., & Hamed, W. (2012). Impact of Job Satisfaction on Employee Performance: An Empirical Study of Autonomous Medical Institutions of Pakistan. *African Journal of Business Management*, 6(7), 2697–2705. <https://doi.org/10.5897/AJBM11.2222>
- Mangkunegara, A. A. P. (2017). *Company Human Resources Management*. Rosda.
- Marquardt, M. J. (1996). *Building Learning Organization (a Systems Approach to Quantum Improvement and Global Success)*. McGraw-Hill.
- Mas'ud, F. (2013). *Organizational Diagnostic Survey: Concepts and Applications (Fourth)*. Diponegoro University Publishing Agency.
- Mikkelsen, A., & Olsen, E. (2018). The influence of change-oriented leadership on work performance and job

- satisfaction in hospitals – the mediating roles of learning demands and job involvement. *Leadership in Health Services*. <https://doi.org/https://doi.org/10.1108/LHS-12-2016-0063>
- Octafian, R., & Nugraheni, K. S. (2020). Employee Performance Analysis Through Motivation and the Work Environment at Patra Semarang Hotel & Convention. *Nusantara Journal of Social Sciences and Humanities*, 100–105.
- Purnama, N. Q., Sunuharyo, B. S., & Prasetya, A. (2016). The Influence of Work Motivation on Organizational Commitment and Employee Performance (Study on Employees of Bank BRI Kawi Malang branch). *Journal of Business Administration (JAB) Business Administration*. Studentjournal. Ub.Ac.Id, 40(2), 39–47.
- Putri, N. E., Hakim, A., & Makmur, M. (2015). The Effect of Work Motivation and Work Ability on Organizational Commitment and Employee Performance. *Journal of Social and Political Sciences*, 4(1), 1–12.
- Robbins, & Judge. (2017). *Organizational Behavior* (13th ed.). Salemba Four.
- Roen, F. (2012). *Organizational Theory and Behavior*. <Http://OrganizationalBehavior.Com/TeoRi-Penetapan-Goal.Html>.
- Rofiati, Rofiq, A., & Ilmania, D. A. (2015). Learning Organization and Job Satisfaction as Intervening Variables (Study at BNI 46 Malang Branch Office). *Journal of Business Administration (JAB)*, 22(1), 19–34.
- Rumijati, A. (2020). The Role of Knowledge Sharing and Motivation on the Effect of Learning Organizations on Employee Performance. *Equity: Journal of Economics and Finance*, 4(2), 226–245. <https://doi.org/10.24034/j25485024.y2020.v4.i2.4228>
- Sareen, P., & Joshi, P. (2016). Organizational Learning and Motivation: Assessing the impact on Employee Performance. *IRAI International Journal of Management & Social Sciences*, 5(2).
- Sedarmayanti. (2017). *HR Planning and Development to Improve Competence, Performance and Work Productivity*. PT Refika Aditama.
- Suputra, I. D. N. S. A., & Sriathi, A. A. A. (2018). The Influence of Work Motivation and Decisions on Organizational Commitment. *Journal of Management Unud*, 7(9), 4628–4656.
- Wahyudi. (2009). *Principal Leadership in Learning Organizations*. Alfabeta.
- Wibowo. (2016). *Performance Management (R. Pers (ed.))*.
- Winardi. (2016). *Motivation and Motivation in Management*. Mighty Grafindo King.
- Yuki, G. (2009). *Leadership in the organization*. Index.



## **Impact of Working from Home during a Pandemic Against Employee Performance (Exploratory Study)**

*Sunardi*

*Language Development and Cultivation Agency,  
Ministry of Education, Culture, Research and Technology, Jakarta, Indonesia  
Email : [sunardi.sun8@gmail.com](mailto:sunardi.sun8@gmail.com)*

(Received: June 2022; Reviewed: June 2022; Accepted: July 2022;  
Available online: September 2022; Published: September 2022)

### **ABSTRACT**

*Working from home (WFH) is an efficient solution during the Covid-19 pandemic to maintain productivity and avoid transmission of the corona virus. However, the pattern of work done from home is different from work done in the office. Of course, the performance produced by employees will be different. Thus, in order to maintain a balance between work and employee commitment, various aspects of WFH are studied. In this study, there were four aspects that were studied during the WFH to see employee performance, namely aspects of space, time, social, and economy. In addition, this study also aims to analyze the advantages and disadvantages of WFH during the Covid-19 pandemic from an employee perspective so that it can be used as evaluation material for the implementation of WFH in the Secretariat of the Language Development and Development Agency. This study used an exploratory method and the data were analyzed descriptively. The survey found six advantages of WFH, namely (1) time flexibility; (2) time efficiency; (3) financial efficiency; (4) energy efficiency; (5) quality time with family; and (6) increased productivity and ten WFH deficiencies, namely (1) lack of facilities; (2) increase in household operational costs; (3) miscommunication; (4) difficulties in supervising the work of employees; (5) difficulty completing work without face to face; (6) difficulty determining priorities; (7) unclear work deadlines; (8) loss of work motivation; (9) the number of distractions at work; and (10) data insecurity.*

**Keywords:** *Work from Home (WFH), Performance, Covid-19 Pandemic*

## **INTRODUCTION**

The Covid-19 (coronavirus disease 2019) pandemic has hit almost all countries in the world. In a relatively short time, many victims fell due to the disease caused by the corona virus. To prevent the rapid transmission of the virus, through the Decree of the Minister of Health of the Republic of Indonesia Number Hk.01.07/Menkes/382/2020 concerning Health Protocols for the Community in Public Places and Facilities in the Context of Prevention and Control of Corona Virus Disease 2019 (Covid-19) (2020), the Indonesian government establishes various health protocols that must be obeyed by all people in Indonesia, such as using masks, washing hands, maintaining distance, to limiting activities.

In accordance with the recommendations of the World Health Organization (WHO), the Indonesian government has implemented various restrictions and urges people to work, study, and even worship from home. These various activities can be carried out online through the use of technology (Masrel, 2020).

The Covid-19 pandemic has brought many changes in various sectors of life. The pandemic has not only had an impact on the economic, social, educational, tourism, and so on, but has also changed the culture in the work environment. By imposing large-scale social restrictions, face-to-face work patterns have changed to work from home patterns or also known as WFH. The trend of WFH is considered an efficient solution during the corona virus outbreak to keep productivity running (Dharma,

et al., 2021).

However, the change in work patterns that require employees to work online raises various assumptions about employee performance. The existence of limited control from superiors and the accumulated workload that cannot be resolved face-to-face are the triggers for the emergence of concerns about the low performance of employees (Sedayu, et al., 2021). Various obstacles are very likely to occur during WFH. According to Dharma, et al. (2021), some of the obstacles that are often found include incomplete WFH facilities when working in the office, working hours that are too flexible so that work is often not completed on time, mental health problems, distrust of superiors towards employees, and others (Mungkasa, 2020; Dharma, et al., 2021; Sedayu, et al., 2021; Andriyana and Supriansyah, 2021).

The corona virus that is spreading globally is predicted to create a long-term social impact, both inside and outside the work environment. Rapid and sudden modifications in social interactions will force many standard practices in the work environment to be reviewed and readjusted. Significant transformations in the workplace relationship with work habits require adjustment and flexibility in various aspects (Dharma, et al., 2021).

Indeed, WFH has many positive impacts, such as flexibility in working hours, minimizing transportation costs, minimizing stress levels due to congestion, and so on. According to Dharma, et al. (2021), despite favorable conditions, most employees admit that they do not like WFH

because it can reduce motivation at work and increase electricity and internet bills. In addition, the possibility of leaking confidential data is very large through the internet. Various household matters such as children's distractions at work can also reduce productivity. Crosbie and Moore (2004) explain that employees who work from home must consider various aspects, such as character, abilities, and targets.

Doing work from home of course has a different pattern from the habit when doing work in the office. Thus, the resulting performance is of course different between the two if they continue to use the same work pattern. Different aspects of WFH can result in different performance. In order to create a balance between work and employee commitment, it is important to analyze the impact of WFH on improving employee performance which is influenced by these various aspects. Therefore, this study intends to find out the various aspects contained in WFH and the impact that WFH has on employee performance. In addition, this study also aims to analyze the advantages and disadvantages of WFH during the Covid-19 pandemic from an employee perspective so that it can be used as evaluation material for the implementation of WFH in the Secretariat of the Language Development and Development Agency.

## **LITERATURE REVIEW**

### **Work Form Home (WFH)**

Working from home or often referred to as WFH is actually not a new thing in the world of work. According to Mungkasa (2020), as an

effort to overcome traffic congestion on the way home-office-house, the WFH scheme has even been known since the 1970s. In addition, Garg and Rijst (2015) argue that WFH can also eliminate the boredom of employees working in a limited space in the office. Employees can also have flexible working hours. For this reason, some companies allow selected employees to work from home. It can also be used as material for experiments and company evaluations regarding the various potentials produced.

The concept of working from home is often known as teleworking. The concept of teleworking is used in contexts that indicate work is done remotely. Teleworking is often referred to as homeworking because the work is done from home. This teleworking, according to Golden (2007), is a form of virtual work also known as telecommuting that requires information technology to work and communicate. The introduction of notebooks and mobile phones has become the main thing so that it can make work can be done anywhere (Felstead, et al., 2005). The WFH concept is independent of the confines of space and time so that it can be done anywhere and anytime (Tietze, 2002).

There is no globally recognized definition of telework. However, based on various emerging definitions, working remotely is seen as a work organization that requires information and communication technology to enable workers to get access to work wherever they are, even in remote areas. Electronic devices are the main tools in WFH. However, the feasibility of WFH will

give different results to the potential of each employee. Socio-demographic variables, such as age, gender, and education have been considered as influential variables between WFH and performance (Choukir et al., 2022). Meanwhile, Shirom, et al. (2008) stated that demographic variables, such as gender, age, and years of service act as moderators of employee performance during WFH.

According to Gądecki, et al. (2018), working from home causes the private and public world, family, and work to merge into a limited space of movement. The fusion of the public and private worlds that are in one limited space widens the opportunities for tension to arise. In this case, teleworking is present as a medium that negotiates various boundaries between the personal world (inside the house) and the outside world (Mea and Hyronimus, 2020).

Gądecki, et al. (2018) states three categories in defining public and private and creating boundaries between work and home. The three categories are space, time, and social roles. In the space category, there is a transformation of private space into a pseudo public space. In the time category there is an overlap between the time for completing homework and professional tasks. Meanwhile, in the social role category, there is a construction process in the self-narration of individuals who act as workers from home (teleworker) as well as members of the house. Meanwhile, Setiawan and Fitrianto (2021) argue that the advantages and disadvantages of implementing WFH can be perceived through three dimensions, namely economic,

technological, and social.

Therefore, in this study, the authors determined that in analyzing the advantages and disadvantages of implementing WFH, it is seen through four aspects, namely space, time, social, and economic.

### **Employee Performance**

Employee performance is something that employees do as a form of contribution to the agency. Aristana and Dewi (2022) state that performance measurement is an important thing to do for the sustainability of an agency. Employee performance can be measured through an evaluation system that has been set by each agency (Ainun, et al., 2021).

To achieve the goals that have been targeted by an agency, its employees must have good performance (Nugraheni, et al., 2022). According to Kasmir (2016), in measuring employee performance there are six indicators that must be considered, namely quantity, quality, processing time, cooperation between employees, cost suppression, and supervision. Meanwhile, according to Soelistyoningrum (2020), in measuring employee performance there are five indicators, namely quality, quantity, timeliness, effectiveness, and independence. The quality of work can be measured through the perfection of the employee's work. The quantity of work can be measured by the amount of work produced. Punctuality can be measured through the completion of work in accordance with the given target time. Effectiveness relates to the use of resources owned by the agency, such as money, labor, raw

materials, and so on. Then, independence can be measured by the way employees complete work targets without depending on others.

Basically, performance includes mental attitudes and behavior in looking at work. An employee will feel satisfied if his performance is better than before (Ainun, et al., 2021). An employee is considered to be performing well if he is able to complete work targets in accordance with his responsibilities and authorities in achieving the goals set in an agency (Immanuel, 2022).

## **METHOD**

The primary data for this research are answers collected through a survey of 33 respondents who experienced a period of working from home (WFH) during the Covid-19 pandemic (since March 2020). Meanwhile, secondary data is collected through publication data in various journals, books, and so on. Data collection was carried out in March 2022.

The respondents were employees from various fields at the Secretariat of the Language Development and Development Agency, Ministry of Education, Culture, Research, and Technology. This study uses an exploratory method to obtain various information about the advantages and disadvantages of the concept of working from home or work from home during the pandemic. Then, the data were analyzed descriptively.

The survey was conducted by distributing semi-structured questionnaires regarding the identity of the respondents as well as their perceptions of WFH and

performance. To find out respondents' perceptions, the authors grouped four aspects that affect WFH, namely spatial, time, social, and economic aspects. Meanwhile, to see employee performance, the authors apply six indicators, namely quality, quantity, timeliness, effectiveness, independence, and ability to work together..

## **RESULT**

In this study there were 33 respondents consisting of 58% men and 42% women. The existing respondents were grouped into 5 age groups, namely (a) more than 50 years (6%); (b) 41—50 years (45%); (c) 31—40 years (42%); (d) 20—30 years (6%); and (e) less than 20 years (0%). 91% of the respondents were married (who had 1 child 15%, 2 children 58%, and more than 2 children 18%), while the other 9% were unmarried. When viewed from the last education of the respondents, 9% of high school graduates are equivalent; 15% have completed diploma education (D-1, D-2, D-3, or D-4); and 76% have completed S-1, S-2, or S-3. 85% of the employees surveyed are civil servants (civil servants), while 15% are PPNPN (non-civil servant government employees). Respondents' tenure is grouped into 4 categories, namely (a) 1—5 years (9%); (b) 5.1—10 years (18%); (c) 10.1—15 years (30%); and (d) more than 15 years (42%). All respondents (as many as 100%) earn around IDR 5,000,000 —Rp 9,000,000.

### **Various Aspects of WFH**

In this study, to see the various aspects that affect WFH, the authors grouped them into four, namely

spatial, time, social, and economic aspects.

In the aspect of space, there are 5 questions posed to the respondents. The five questions relate to the comfort of the room, cleanliness and tidiness of the room, the feasibility of the room to work, tranquility, and internet facilities in the room. Of the 33 respondents, 85% stated that the work space at home was quite comfortable and had adequate air circulation, 82% stated that the work space at home was clean and tidy, 82% stated that the work space at home was quite decent, and 88% have adequate internet facilities. However, 36% of all respondents stated that they find it difficult to find peace when working from home. Of the 36% of respondents who felt they did not get peace at work, 8 of them had 2 children. However, the presence of many children is not the main cause of the noise, because only 3 out of 6 respondents who have more than 2 children feel that their workplace is less quiet. In fact, there is 1 respondent who only has 1 child feels that the space to work at home is less calm.

For the time aspect in WFH, there are five questions posed to respondents, namely speed in completing work, flexibility in determining work schedules, time they have in completing work, controlling time between work and personal affairs, and quality time with family. As many as 52% of respondents claimed to be able to complete work faster than when working in the office, 94% of respondents claimed to be free to determine schedules to work while at home, 82% of respondents claimed to

be able to manage work time and personal affairs well, 79% of respondents claimed to have more time most of the time in completing office work, and 94% of respondents admitted to having high quality time with their family without leaving work during WFH. From this aspect of time, it can be concluded that most employees feel great benefits while working from home, because they can complete work as well as complete personal matters. Employees can also do work while enjoying time with family. Before WFH was implemented, working and gathering with family was almost impossible. However, even though most respondents claimed to have flexible work schedules, longer working hours, can determine their own time to work, as well as quality time with family, there are still 48% of respondents who stated that they are not faster in completing work even though they have longer time.

Meanwhile, when viewed from the social aspect, all employees (100% of respondents) claimed to have performed their role in the household (family) optimally, both as husband, wife, children, and parents, even 91% of respondents admitted that the demands of work were not interfere with domestic life during WFH. Most of the employees' families (97%) support the implementation of the WFH. As many as 82% of respondents said that family activities at home did not interfere with completing work during WFH. In addition to the relationship between employees and family members at home, through this social aspect, the relationship between employees and superiors, as

well as co-workers in the office or outside the office, is also investigated. Indeed, 88% of respondents claimed to have good communication with their superiors during WFH. However, only 76% of respondents stated that they received good direction during WFH. This means that 24% of respondents received bad directions. In addition, only 79% of respondents had good communication with their fellow work teams during WFH. That is, there are still around 21% of respondents who have poor communication with fellow co-workers. However, they can still obtain data and information from outside the office smoothly. However, 33% of respondents stated that work demands often interfere with their time off (rest).

In addition to the spatial, time, and social aspects, to analyze the advantages and disadvantages of WFH, the economic aspects that may occur are also investigated. During WFH, employees still get food allowance and performance allowance even though they don't go to the office. For this reason, 94% of respondents stated that they could save on expenses, especially for transportation costs that had to be spent on home-office-house trips. However, 70% of respondents stated that electricity and internet costs were higher than usual.

### **Employee Performance at the Secretariat of the Language Development and Development Agency**

In this study, to see employee performance during WFH, the authors applied six indicators, namely quality, quantity, timeliness,

effectiveness, independence, and ability to work together.

Of the 33 respondents surveyed, 73% said they could minimize mistakes and innovate at work, but only 52% said they were able to complete their work better than other coworkers. Meanwhile, as many as 88% of respondents stated that they were able to achieve the given job target and even 70% of respondents were able to complete the work before the allotted time. Most employees (85% of respondents) are able to work independently and even 88% can work well without the need for supervision from superiors. However, 64% of employees feel they are able to act quickly in making their own decisions. Despite working in different spaces, 94% of respondents said they could work well in teams. However, behind it all, there is something that is quite disturbing during the WFH, namely the number of respondents who often forget or are late in filling out the attendance list, which is quite large, namely 55%. Of course this affects the food allowance and performance allowance they will receive.

### **Strengths and Weaknesses of WFH in Employee Perception**

Broadly speaking, through a survey conducted in this study, it was found that the majority of respondents were interested in working from home as a result of the Covid-19 pandemic. Although the mobility and social interaction of the employees are very limited, this study revealed that 73% of the employees' performance is considered good.

In the survey conducted, respondents were asked to describe

the advantages and disadvantages of working from home that they have experienced since March 2020. Some of the advantages and disadvantages are as follows:.

***The advantages of working from home***

Based on a survey conducted, working from home (WFH) has several advantages over working in an office.

**Time Flexibility**

In WFH, employees have flexible working hours. They can arrange their work schedule freely. They also have a longer time to complete the work.

**Time Efficiency**

Because they don't have to move from home to office, employees can save a lot of time.

**Financial Efficiency**

Besides being able to save a lot of time, employees can also save on transportation costs that usually have to be incurred when working in an office.

**Energy Efficiency**

In addition to time and financial efficiency, employees can also save energy because they do not have to feel tired due to traffic jams.

**Quality Time With Family**

Socially, some employees have more time with their families. They can see and play with children while working. If they work in an office, they can often only spend time with their families during holidays. Thus, the relationship between employees and family members (either children, husband/wife, or parents) becomes closer. A lot of time at home can also be used by employees to worship in a solemn, calm, and unhurried manner.

**Increased Productivity**

In addition, with adequate space supported by appropriate technological facilities, work done from home can provide optimal results. In doing work at home, employees also claim to be able to focus more so that they can work optimally.

***Disadvantages of working from home***

Besides having advantages, based on a survey conducted, WFH also has several disadvantages compared to working in an office.

**Lack of Facilities**

Although 82% of respondents claimed to have adequate space to work from home, not a few complained about the lack of facilities to work. These incomplete facilities are often the cause of delays in data distribution, so that making an urgent decision is considered impractical and fast. In addition, not a few employees are technologically savvy so that it can hinder the completion of work.

**Increased Household Operational Costs**

To be able to work remotely requires a stable internet network. But unfortunately, the private internet network owned by employees is often unstable. For the use of a private internet network also requires a higher fee than usual. Likewise with electricity. Not infrequently the cost for electricity swells.

**Miscommunication**

The long distance and the lack of communication between superiors and subordinates or between fellow employees often lead to



misunderstandings. As a result, the coordination of a job is not optimal and the work cannot be completed quickly. In addition, with frequent policy changes from the government due to the Covid-19 pandemic, directions from superiors also often change for a job. Of course it can also make work to be disrupted.

#### Difficulty Supervising Employee Work

The absence of a mechanism to control the work of employees to work optimally without direct supervision makes it difficult for superiors to know the progress of work and the abilities of their employees.

#### Difficulty of Completing Jobs Without Face-to-face

In reality, not all work can be done from home. For the completion of several administrative matters that require direct face-to-face meetings, such as the affixing of a supervisor's wet signature, it will become an obstacle during WFH.

#### Difficulty Determining Priority Scale

One advantage of WFH is time flexibility. However, if not managed properly, this time flexibility becomes a drawback for WFH. Working time that is too flexible results in less focus on completing work because employees find it difficult to make priorities. In order to focus on completing the work, it takes a high commitment from the employee.

#### Unclear Job Deadline

Time that is too flexible is often the cause of the overlap of several

jobs at once. It is not uncommon for several virtual meetings to occur at the same time. Of course this makes the completion of a job less focused and effective. Time limits for work are often unclear. Employee vacation time is often used to complete work.

#### Loss of Work Motivation

Working only from home continuously can also lead to boredom. Several employees aged 20 to 30 years, especially those who are not married, admit that WFH causes them to be less social. This can lead to a lack of motivation to complete the work.

#### The Number of Distractions at Work

Being able to play with children and gather with other family members is an advantage of WFH, which many employees like. However, it is not uncommon for the presence of children and other family members to become a nuisance in completing work. This is not only complained of by employees who have more than two children, but also employees who have one or two children. When parents are finishing work, children often ask to be accompanied to play. Apart from children, housework is also often an obstacle in completing office work.

#### Data Insecurity

In WFH, data security is something that must be considered, especially documents that are confidential. In the distribution of data, it is necessary to pay attention to the network used so that it does not leak and can only be accessed by the sender and recipient of the data.

The current trend of WFH is defined as an adopted approach to getting work done flexibly. Even though there are various disturbances at home, employees must be able and responsible for completing the work targets that have been set. The WFH program is considered the right solution for the community during the Covid-19 pandemic.

## **CLOSING**

### **Conclusion**

Working from home or WFH is carried out as a form of transformation of the conventional way of working that is usually done in the office into work that must be completed from home due to certain events, such as the Covid-19 pandemic. The main goal of WFH is to maintain institutional productivity during the pandemic.

In this study, there are four aspects that are traced to affect the performance of employees in WFH, namely aspects of space, time, social, and economy. Meanwhile, there are six indicators used to measure employee performance, namely quality, quantity, timeliness, effectiveness, independence, and ability to work together.

From research conducted through exploratory studies, it was found that WFH has several advantages and disadvantages. Some of these advantages are (1) time flexibility, (2) time efficiency, (3) financial efficiency, (4) energy efficiency, (5) quality time with family, and (6) increased productivity. Meanwhile, some of the shortcomings of WFH are (1) lack of facilities, (2) increased household operational costs, (3)

miscommunication, (4) difficulty supervising employee work, (5) difficulty completing work without face to face, (6) difficulty determining priority scale, (7) unclear work deadlines, (8) loss of work motivation, (9) the number of distractions at work, and (10) data insecurity.

Employee performance during WFH is highly dependent on proper facilities and a quiet work environment at home. In addition, the mechanism for controlling the work of employees is also very necessary to get optimal work results.

### **Suggestion**

Further evaluation needs to be carried out by the institution (Language Development and Development Agency) that has implemented WFH in response to the global Covid-19 pandemic. To maintain employee performance, it is necessary to have a policy in following up on WFH deficiencies that are found. Seeing the performance of employees during WFH during the pandemic, it is possible that WFH can still be applied post-pandemic later.

## **REFERENCES**

- Ainun, Riza, Y., & Suryanto, D. (2021). Analisis Faktor yang Berhubungan terhadap Kinerja Pegawai pada Masa Pandemi Covid-19 di Dinas Kesehatan Kabupaten Tapin Provinsi Kalimantan Selatan Tahun 2021. *EPrints UNISKA*, 1—10. <http://eprints.uniska-bjm.ac.id/7837/>
- Andriyana, A. S., & Supriansyah. (2021). Konsep Work Life

- Balance Terhadap Produktivitas Pegawai yang Menerapkan Work From Home Pada Masa Pandemi Covid-19 (Studi Literatur). *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 5(1), 1—11.  
<https://doi.org/http://dx.doi.org/10.32493/JJSDM.v5i1.13138>
- Aristana, I. N., & Dewi, N. K. T. R. (2022). Kinerja di Era 4.0: Apakah Teknologi Informasi dan Knowledge Sharing itu Penting? *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 5(2), 250—263.  
<https://doi.org/http://dx.doi.org/10.32493/JJSDM.v5i2.16504>
- Choukir, J., Alqahtani, M. S., Khalil, E., & Mohamed, E. (2022). Effects of Working from Home on Job Performance: Empirical Evidence in the Saudi Context during the COVID-19 Pandemic. *Sustainability*, 14(6), 1—18.  
<https://doi.org/https://doi.org/10.3390/su14063216>
- Dharma, P., Windijarto, Ma'ruf, A., & Sucipto, T. H. (2021). Exploration Study Of The Impact Of Working From Home (Wfh) On Employee Performance During The Covid-19 Pandemic. *AIRLANGGA DEVELOPMENT JOURNAL*, 5(2), 101—110.  
<https://doi.org/https://doi.org/10.20473/adj.v5i2.32050>
- Gądecki, J., Jewdokimow, M., & Żadkowska, M. (2018). New Technologies And Family Life In The Context Of Work At Home. The Strategies Of Work-Life Balance. *Studia Humanistyczne AGH*, 17(4), 77—89.  
<https://doi.org/http://dx.doi.org/10.7494/human.2018.17.4.77>
- Garg, A. K., & Rijst, J. van der. (2015). The Benefits and Pitfalls of Employees Working from Home: Study of A Private Company in South Africa. *Corporate Board: Role, Duties and Composition*, 11(2), 36—49.  
<https://doi.org/10.22495/cbv11i2art3>
- Immanuel, J. (2022). Analisis Faktor-Faktor Work From Home untuk Menilai Kinerja Karyawan Astra Credit Companies Bekasi Pandemi Covid-19. *Jurnal Syntax Transformation*, 3(1), 90—96.  
<https://doi.org/https://doi.org/10.46799/jst.v3i1.496>
- Kasmir. (2016). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. PT Rajagrafindo Persada.
- Masrel, O. V. (2020). Bekerja dari Rumah (Work From Home) Dari Sudut Pandang Unit Kepatuhan Internal. *Www.Djkn.Kemenkeu.Go.Id*.  
<https://www.djkn.kemenkeu.go.id/artikel/baca/13014/Bekerja-dari-Rumah-Work-From-Home-Dari-Sudut-Pandang-Unit-Kepatuhan-Internal.html>
- Mea, M. H. D., & Hyronimus. (2020). Pengaruh Work From Home Terhadap Work-Life Balance Pekerja Perempuan Di Kota Ende. *JMBI UNSRAT (Jurnal Ilmiah Manajemen Bisnis Dan Inovasi Universitas Sam*

- Ratulangi), 7(2), 248—258.  
<https://doi.org/https://doi.org/10.35794/jmbi.v7i2.30266>
- Mungkasa, O. (2020). Bekerja dari Rumah (Working From Home/WFH): Menuju Tatanan Baru Era Pandemi COVID 19. *Jurnal Perencanaan Pembangunan: The Indonesian Journal of Development Planning*, 4 (Edisi K(2), 126—150.  
<https://doi.org/https://doi.org/10.36574/jpp.v4i2.119>
- Nugraheni, J., Pawenang, S., & Mursito, B. (2022). Analisis Kinerja Karyawan di PT Intan Pariwara Klaten. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 5(2), 337—346.  
<https://doi.org/http://dx.doi.org/10.32493/JJSDM.v5i2.16512>
- KEPUTUSAN MENTERI KESEHATAN REPUBLIK INDONESIA NOMOR HK.01.07/MENKES/382/2020 TENTANG PROTOKOL KESEHATAN BAGI MASYARAKAT DI TEMPAT DAN FASILITAS UMUM DALAM RANGKA PENCEGAHAN DAN PENGENDALIAN CORONA VIRUS DISEASE 2019 (COVID-19), Pub. L. No. NOMOR HK.01.07/MENKES/382/2020 (2020).  
<https://promkes.kemkes.go.id/download/erhj/files4983KMK>  
No. HK.01.07-MENKES-382-2020 ttg Protokol Kesehatan Bagi Masyarakat di Tempat dan Fasilitas Umum Dalam Rangka Pencegahan COVID-19.pdf
- Sedayu, A. S., Redina, W. E., Mustaqim, M., Ramadhon, S., & Yono, N. H. (2021). Evaluasi Empat Dimensi Indeks Profesionalitas ASN Kementerian ESDM di Masa Pandemi. *Jurnal Administrasi Pendidikan*, 28(3), 163—176.  
<https://doi.org/https://doi.org/10.17509/jap.v28i3.39992>
- Setiawan, N. S., & Fitrianto, A. R. (2021). Pengaruh Work From Home (WFH) terhadap Kinerja Karyawan pada Masa Pandemi COVID-19. *Edukatif: Jurnal Ilmu Pendidikan*, 3(5), 3229—3242.  
<https://doi.org/https://doi.org/10.31004/edukatif.v3i5.1224>
- Shirom, A., Gilboa, S. S., Fried, Y., & Cooper, C. L. (2008). Gender, Age and Tenure as Moderators of Work-Related Stressors' Relationships with Job Performance: A Meta-Analysis. *Human Relations*, 61(10), 1371—1398.  
<https://doi.org/10.1177/0018726708095708>
- Soelistyoningrum, J. N. (2020). Pengaruh Efektivitas Work from Home terhadap Loyalitas dan Kinerja Karyawan Kantor Imigrasi Bitung. *ESENSI: Jurnal Manajemen Bisnis*, 23(3), 321—331. <https://ibn.e-journal.id/index.php/ESENSI/article/view/216/192>

## **Employee Performance Through Improved Teamwork and Training at Lv 8 Resort Hotel**

*<sup>1</sup>I Nengah Aristana, <sup>2</sup>I Wayan Arta Artana, <sup>3</sup>I Wayan Dita Yasa*

*<sup>1</sup>Mahasaraswati University, Denpasar Bali, Indonesia*

*<sup>2,3</sup>Triatma Mulya University, Bali, Indonesia*

*Email : <sup>1</sup>[aristana@unmas.ac.id](mailto:aristana@unmas.ac.id)*

(Received: June 2022; Reviewed: June 2022; Accepted: July 2022;  
Available online: September 2022; Published: September 2022)

### **ABSTRACT**

*The hotel industry before the COVID-19 pandemic experienced rapid development and growth. This study aims to analyze the effect of teamwork and training on employee performance at Lv8 Resort Hotel and the role of training as a mediator on the effect of teamwork on employee performance. This research was conducted at Lv8 Resort Hotel and data collection using a questionnaire. The research population is all employees who work at Lv8 Resort Hotel. The method of determining the sample using saturated sampling. All data collected using SEM-PLS analysis technique with Smart PLS 3.0. The results of this study indicate that teamwork and training have a positive and significant effect on employee performance, training has a positive and significant effect on employee performance and training acts as a partial mediator of the effect of teamwork on employee performance.*

**Keywords: Teamwork, Training and Employee Performance**

## INTRODUCTION

The hospitality industry in Bali before the COVID-19 pandemic experienced rapid development and growth (Bali Provincial Statistics Agency, 2019). At that time, there were 524 star hotels in Bali recorded (Bali Provincial Statistics Center, 2020). To maintain the existence of its business, various ways are carried out including increasing employee performance (Astuti et al., 2018). Improving organizational performance really requires the involvement of every individual (Schneider et al., 2018). Several human resource practices can drive individual behavior (Para-González et al., 2018; Sajid, 2016). However, the hospitality industry is always faced with continuous improvement to ensure its existence (Saeed et al., 2019). The hospitality industry is highly demanded to be able to encourage every individual to be able to contribute to improving organizational performance.

Of the many hotels that exist, Lv8 Resort Hotel is one hotel that seeks to improve the performance of its employees. How much effort is made by individuals towards their work and how much contribution is made to the organization (Aristana & Dewi, 2022; Ashforth et al., 2008; Pawirosumarto et al., 2017; Stocker et al., 2014). However, this hotel still has a record in employee performance such as a decrease in work quality due to the high quantity of work. The lack of employee creativity in carrying out each task and responsibility is of particular concern. In addition, guest comments submitted by tourists are still inadequate, especially in several departments related to providing

information. This is the cause of the decline in the level of employee performance. To be able to improve the performance of employees, several ways can be done by the hotel such as providing training and building teamwork in carrying out hotel operations.

Various problems that exist are suspected by the lack of teamwork that is built and implemented. So far, the communication made by employees is still less effective, giving rise to different perceptions in carrying out their duties. This difference in perception has the effect of completing the task not according to the time allotted. Increased collaboration should be followed by the development of modes of communication to achieve common goals (McAlpine et al., 2021). As it is known that cooperation is the key that can unite all elements in the organization. When the team considers collaborating, it can anticipate job uncertainty (Meslec et al., 2020). The competencies possessed by the team were identified as contributing to team building (Stowers et al., 2021; Soboleva & Karavaev, 2020). Thus teamwork becomes one of the important things to improve employee performance through synergy using the system that is formed.

Development programs through training are also considered important to help increase competence and are expected to have an impact on teamwork (Marjaya & Pasaribu, 2019; Al Mamun et al., 2019). When coworkers are interested in participating in a training program, they better understand the conditions that occur (Salamon et al., 2022).

Davidson & Stigmar (2020) through the training methods provided will help employees to provide feedback, demonstrate ethics and have the ability to communicate. So that the provision of this training will improve coordination with various interested parties. Given that so far the coordination carried out by employees is still limited, this is due to low communication skills. However, the implementation of the training carried out should refer to the needs of employees related to the work being carried out.

Employee performance is an important thing and needs to be improved by Lv8 Resort Hotel. Given this, the study aims to analyze the effect of teamwork on employee training and performance, the effect of training on employee performance and examine the role of training in mediating the effect of teamwork on employee performance at Lv8 Resort Hotel.

## **LITERATURE REVIEW**

### **Teamwork**

Teamwork is the ability to adapt within a team and refers to strategic adjustments and being able to respond to changing team circumstances (Stowers et al., 2021). The teamwork process also involves the ability to communicate and coordinate effectively (Fernando & Wulansari, 2020). Ahmad & Manzoor (2017); Soboleva & Karavaev (2020) describe teamwork as a joint effort in which each individual in the team contributes to the group's effectiveness. Teamwork is also defined as the interaction of group members showing interdependent

actions in achieving common goals (Meslec et al., 2020).

### **Training**

Training is articulated as a learning process, where this process can increase understanding and increase ability in carrying out their duties (Ahmad & Manzoor, 2017; Santos et al., 2021). In addition, employees who learn new skills through training can demonstrate their abilities at work (Tukunimulongo, 2016; Wang & Main, 2021). Training programs can be a way for the development of any organization or entity that can affect business performance (Al Mamun et al., 2019). Diller et al. (2021) states that training is the first step in increasing competence that can have an impact on organizational performance.

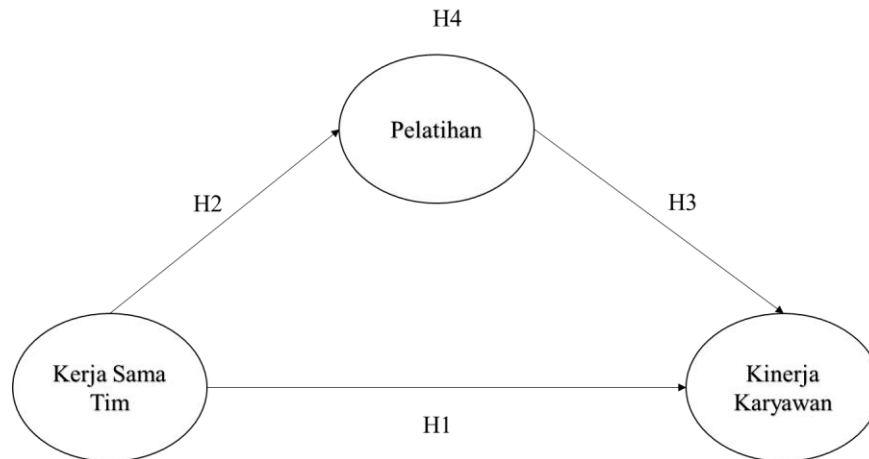
### **Employee performance**

Employee performance in every organization always gets attention, so employee performance should be able to be increased (Karatepe, 2013). Employee performance itself is defined as the ability of an employee to complete his duties (Ahmad & Manzoor, 2017). Rantesalu et al. (2017) describes employee performance as the result of an employee's work in a certain period compared to various applicable things such as standards, targets and specified job criteria. In other words, employee performance is assumed by looking at the productivity of the work done and the extent to which they are able to work effectively and efficiently (Tukunimulongo, 2016). So that it can be said that employee performance is an individual achievement to the extent that they

can meet expectations (Mohamed et al., 2013). However, after the employee's performance is evaluated in accordance with existing provisions, it is necessary to know how to do it develop/improve it (Al-Saffar & Obeidat, 2020).

**Research Concept Framework**

Based on the research objectives, the conceptual framework of this research can be explained as follows (Figure 1):



**Figure 1 Research Concept Framework**

**Hipotesis**

Based on the research concept framework, the following hypotheses can be formulated:

H1 Teamwork has a significant positive effect on employee performance.

H2 Teamwork has a significant positive effect on training.

H3 Training has a significant positive effect on employee performance.

H4 Training acts as a mediator of the effect of teamwork on employee performance.

**RESEARCH METHODS**

This research is a causality study with a quantitative approach, collecting data using a questionnaire and then distributing it via google form. The research population is all employees at Lv8 Resort Hotel totaling 116 employees, and

determining the research sample using the saturated sampling method where all members of the population are sampled (Sugiyono, 2017). Data collection was carried out in two stages, the first stage was the questionnaire distributed to 30 respondents to test the validity of using and the reliability of the instrument. From the tests carried out, it shows that all instruments have a product moment correlation coefficient (r) greater than 0.3 ( $r > 0.3$ ). The reliability test uses the Cronbach Alpha criteria and based on the tests carried out, it shows that all variables have a value greater than 0.6 ( $CA > 0.6$ ) (Hair et al., 2016). After all instruments are declared valid and reliable, data collection is continued according to the specified target sample and then the direct effect hypothesis testing is carried out using



the Smart PLS 3.0 program, while mediation testing uses the Sobel Test..

## RESEARCH RESULT

### 1. Characteristics of Respondents

Based on data collection, it can be seen the characteristics of the respondents involved in this study. Characteristics of respondents based on gender are dominated by male respondents as much as 60.3% and female respondents as much as 39.7%, with the majority of the age level being between 21-30 years as much as 63.8%. Meanwhile, the highest education level is Diploma as much as 56%, then undergraduate as much as 31%, SMA/K as much as 12.1% and postgraduate as much as 0.9%. For the most working period, the range of 6-10 years is 46.6%, the range of 11-15 years is 34.5%, the range of 1-5 years is 10.3% and the range of 16-20 years is 8.6%. . Based on the information obtained, it is explained that respondents who work at Lv8 Resort Hotels can provide information related to employee performance, considering that respondents have years of service, education, and age that can represent employee performance.

### 2. Model Measurement

The evaluation of the model in partial least squares (PLS) aims to analyze the influence between the variables used in this study. The evaluation of the PLS model is carried out in two stages, the first is the evaluation of the measurement model and the second is the evaluation of the structural model, as follows:

### Evaluation of measurement model

Evaluation of the measurement model was carried out to determine the validity and reliability as well as the correlation of the variables described in this study. Evaluation of the structural model is carried out through convergent validity, discriminant validity, and composite reliability.

#### a. Convergent validity

Convergent validity is a criterion that must be met for reflective indicators in order to be declared valid. This evaluation is done by checking the value of the outer loading (OL) is greater than 0.5 ( $OL > 0.5$ ). The results of the analysis show that all indicators have met the criteria for convergent validity (Table 1) and are declared valid.

#### b. Discriminant validity

The measurement of discriminant validity is used to ensure the validity of the variables used (Hair et al., 2016). Discriminant validity is done by comparing the AVE value with the construct (rule of thumb:  $AVE > \text{correlation between constructs}$ ). Based on the results of the analysis, it can be seen that the discriminant validity value is included in the adequate category (Table 2).

#### c. Composite reliability

Furthermore, composite reliability aims to determine the value of the reliability of the variable. Variables are declared reliable if they have Composite Reliability (CR) and Cronbach's Alpha (CA) values greater than

0.6. Based on the analysis variables have met the reliability criteria (Table 1).

Table 1. The value of outer loading, Cronbach's alpha and composite reliability

Variabel	Indicator	Outer Loading	CA	CR
Teamwork	KST1	0,820	0,869	0,898
	KST2	0,716		
	KST3	0,763		
	KST4	0,659		
	KST5	0,643		
	KST6	0,707		
	KST7	0,721		
	KST8	0,751		
Training	PLT1	0,673	0,767	0,843
	PLT2	0,669		
	PLT3	0,739		
	PLT4	0,763		
	PLT5	0,751		
Employee performance	KNJ1	0,734	0,860	0,891
	KNJ2	0,771		
	KNJ3	0,709		
	KNJ4	0,708		
	KNJ5	0,719		
	KNJ6	0,637		
	KNJ7	0,733		
	KNJ8	0,670		

Source: Data Processing, Year 2022

Tabel 2. AVE and Correlation Between Variables

Variabel	AVE	Teamwork	Employee performance	Training
Teamwork	0,525	0,724		
Employee performance	0,518	0,952	0,711	
Training	0,506	0,923	0,935	0,720

Source: Data Processing, Year 2022

1) Evaluation of structural models

Structural model evaluation aims to determine the variation of exogenous variables to endogenous variables by taking into account the R-Square (R<sup>2</sup>). The approaches used are; a) Q-Square predictive relevance (Q<sup>2</sup>); b) hypothesis testing; and c) mediation testing.

a. Q-Square predictive relevance

Calculation of the Q-Square predictive relevance (Q<sup>2</sup>) is based on the R-square (R<sup>2</sup>) value of the endogenous variables. The R<sup>2</sup> value of the training variable (0.851) and the employee performance variable R<sup>2</sup> (0.928), then Q<sup>2</sup> is calculated as follows:

$$Q^2 = 1 - (1-R^2_1)(1-R^2_2)$$

$$Q^2 = 1 - (1-0.851)(1-0.928)$$

$$Q^2 = 0.989$$

From the calculation of Q-Square predictive relevance of 0.989 or 98.9 percent of the overall relationship between variables can be explained in the model and it can be said that the model predicts very well. Meanwhile, 0.011 percent is influenced by errors or variables that are not used in the model.

b. Hypothesis test

Hypothesis testing was carried out using the Structural Equation Model - Partial Least Square (SEM-PLS). The hypothesis testing is carried out by taking into account the path coefficient and p-value (Figure 1 and Table 3).

Based on the model testing carried out, it can be seen that teamwork has a positive and significant effect on employee performance with

a path coefficient value of 0.599 and a p-value of 0.000 (H1 is supported). The results of the analysis also show that teamwork has a positive and significant effect on training with a path coefficient value of 0.923 and a p-value of 0.000 (H2 is supported). Furthermore, the H3 test shows that training has a positive and significant effect on employee performance with a path coefficient of 0.383 and a p-value of 0.000 (H3 is supported).

**Mediation testing**

The mediation test in this study used the Sobel Test formulation (Table 4). The calculation results show that training plays a role as a mediator of the effect of teamwork on employee performance from the results of the Sobel Test calculation of 5,835, which is greater than 1.96 with a significance level of 5% (H4 is supported).

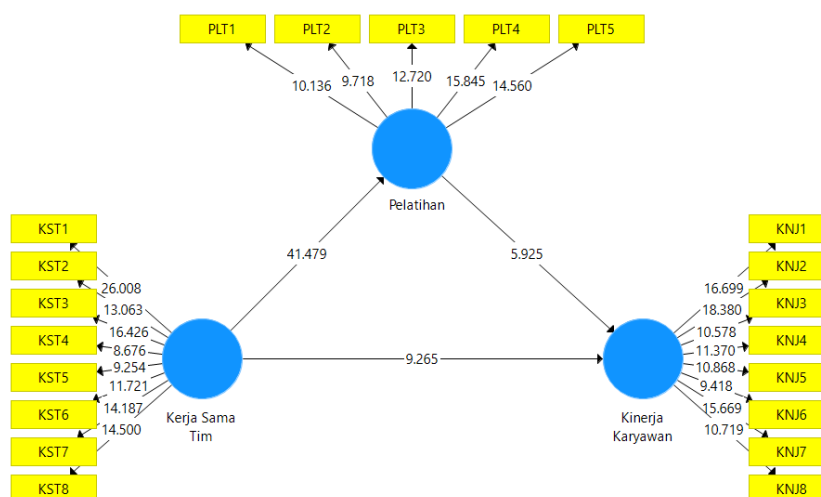


Figure 1. Analysis Model  
Source: SEM-PLS analysis results

Tabel 3. Direct Effect Path Coefficient

Relationship between variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Teamwork -> Employee Performance	0,599	0,606	0,065	9,265	0,000
Teamwork -> Training	0,923	0,922	0,022	41,479	0,000
Training-> Employee Performance	0,383	0,376	0,065	5,925	0,000

Source: Data Processing, Year 2022

Table 4. Mediation test results

Teamwork -> Training -> Employee performance	$0,923 - 0,383/\sqrt{(0,383^2 \cdot 0,022^2)} + (0,923 \cdot 0,065) = 5.835$	1,96	Supported
--	--	------	-----------

Source: Data Processing, Year 2022

## DISCUSSTION

Based on hypothesis testing, it shows that teamwork has a significant positive effect on employee performance. These results indicate that the higher the teamwork, the higher the performance of employees at Lv8 Resort Hotel. These results are in line with the findings of previous studies (Fernando & Wulansari, 2020; McAlpine et al., 2021; Meslec et al., 2020; Soboleva & Karavaev, 2020; Stowers et al., 2021). This confirms that the basis of all hotel operational activities can run well if the entire team can work together as a team. So that building and growing teamwork on the work pattern applied at Lv8 Resort Hotel can help employees complete work on time even though the hotel has a high quantity of work and most importantly can help employees achieve the quality standards applied.

The analysis also shows that teamwork has a positive and significant effect on training. This finding explains that the higher the teamwork formed, the better the

training. These results confirm that the training program conducted by Lv8 Resort Hotel is increasingly beneficial because of the cooperation that has been built within the team. In addition, the teamwork carried out by employees can also support the training programs provided. This is because those who are accustomed to working in the same team will provide support to teammates in understanding useful material for developing competence which can later have an impact on performance. This study supports previous research (Santos et al., 2021; Al Mamun et al., 2019; Salamon et al., 2022).

Subsequent hypothesis testing shows that training has a positive and significant effect on employee performance. This explains that the more precise the training provided, the higher the employee performance at Lv8 Resort Hotel. These results are in line with previous findings (Ahmad & Manzoor, 2017; Kleefstra et al., 2020; Tukunimulongo, 2016). Training is something that organizations must provide to their

employees. It aims to improve individual competence in the hope that later it can assist employees in carrying out their duties and responsibilities. The training provided by the organization must of course pay attention to the needs of employees so that the training provided can be effective. These findings indicate that the training provided at Lv8 is in accordance with the task requirements of the employees, but the training must still receive attention and be improved.

Based on calculations using the Sobel Test formulation, it shows that training plays a role in mediating the effect of teamwork on employee performance. These results explain that providing training can increase the effect shown by teamwork on employee performance. Proportionally the provision of training can increase individual competence. If this ability is converted as something capable of supporting increased performance, then this will have a positive impact on individual performance. Furthermore, the competencies possessed can also help employee performance in the team. All competency improvements are strongly influenced by training methods and worker needs, so organizations need to conduct a study on employee training needs. This study supports previous research (Salamon et al., 2022; Guerri et al., 2016; Riana et al., 2020).

### **Conclusions and suggestions**

#### **Conclusion**

Based on the results and discussion, some conclusions can be drawn as follows;

1. Teamwork has a significant positive effect on employee performance. This shows that the better the teamwork, the better the performance of employees at Lv8 Resort Hotel.
2. Teamwork has a significant positive effect on employee performance. This shows that the better the teamwork, the more beneficial the training at Lv8 Resort Hotel will be.
3. Training has a significant positive effect on employee performance. This shows that the more useful the training, the higher the employee's performance at Lv8 Resort Hotel.
4. Training is proven to play a role in mediating the effect of teamwork on employee performance. This shows that training is an important thing to do at Lv8 Resort Hotel. Through proper training, teamwork can increase in an effort to improve individual (employee) performance.

#### **Suggestion**

Efforts to improve employee performance at Lv8 Resort Hotel, it is necessary to increase teamwork. Teamwork in question is not only in operational activities, it can also be carried out in all activities. This is because a strong team can have a positive impact on the work climate. In addition to teamwork, training also needs attention, although in this study the results were positive. However, it needs to be considered and considered in providing training. It takes a study, needs analysis, input from employees related to the required training. This is so that the training provided is effective and contributes to improving employee performance

**REFERENCES**

- Ahmad, I., & Manzoor, S. R. (2017). Effect of Teamwork, Employee Empowerment and Training on Employee Performance. *International Journal of Academic Research in Business and Social Sciences*, 7(11), 380–394.
- Al Mamun, A., Muniady, R., Fazal, S. A., & Malarvizhi, C. A. (2019). Micro-enterprise development training and entrepreneurial competencies among low-income households in Malaysia. *Asia Pacific Journal of Innovation and Entrepreneurship*, 13(3), 354–366.
- Aristana, I. N., & Dewi, N. K. T. R. (2022). Kinerja di Era 4.0: Apakah Teknologi Informasi dan Knowledge Sharing itu Penting? *Jurnal Ilmiah Sumber Daya Manusia*, 5(2), 250–263.
- Ashforth, B. E., Harrison, S. H., & Corley, K. G. (2008). Identification in organizations: An examination of four fundamental questions. *Journal of Management*, 34(3), 325–374.
- Astuti, N. N. S., Ginaya, G., & Saguna, I. G. A. J. (2018). A Hotel Front Desk Receptionist and Catur Paramita Values : A Study of Implementing Local Wisdom in Hospitality Industry Results of the Study. *Advances in Social Science, Education and Humanities Research*, 226(Icss), 479–484.
- Badan Pusat Statistik Provinsi Bali. (2020). *Bali Dalam Angka*. BPS Provinsi Bali.
- Davidsson, E., & Stigmar, M. (2020). In search for shared content and design in supervision training: a syllabus analysis in Sweden. *Education and Training*, 63(4), 530–544.
- Diller, S. J., Muehlberger, C., Braumandl, I., & Jonas, E. (2021). Supporting students with coaching or training depending on their basic psychological needs. *International Journal of Mentoring and Coaching in Education*, 10(1), 84–100.
- Fernando, Y., & Wulansari, P. (2020). Perceived understanding of supply chain integration, communication and teamwork competency in the global manufacturing companies. *European Journal of Management and Business Economics*, 30(2), 191–210.
- Ghani Al-Saffar, N. A., & Obeidat, A. M. (2020). The effect of total quality management practices on employee performance: The moderating role of knowledge sharing. *Management Science Letters*, 10(1), 77–90.
- Guerci, M., Longoni, A., & Luzzini, D. (2016). Translating stakeholder pressures into environmental performance – the mediating role of green HRM practices. *International Journal of Human Resource Management*, 27(2), 262–289.
- Hair, J. F., Hult, G., Tomas, M., Ringle, C. M., & Sarstedt, M. (2016). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage publications.
- Karatepe, O. M. (2013). High-performance work practices and

- hotel employee performance: The mediation of work engagement. *International Journal of Hospitality Management*, 32(1), 132–140.
- Kleefstra, A., Altan, M., & Stoffers, J. (2020). *Workplace learning and organisational performance in the hospitality industry*. 34(2), 173–186.
- Marjaya, I., & Pasaribu, F. (2019). Pengaruh Kepemimpinan, Motivasi, Dan Pelatihan Terhadap Kinerja Pegawai di PDAM Tirta Deli Kabupaten Deli Serdang. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 129–147.
- McAlpine, L., Skakni, I., Sala-Bubaré, A., Weise, C., & Inouye, K. (2021). Examining cross-national research teamwork: revealing rewards and challenges. *Qualitative Research Journal*, 21(4), 361–374.
- Meslec, N., Duel, J., & Soeters, J. (2020). The role of teamwork on team performance in extreme military environments: an empirical study. *Team Performance Management*, 26(5–6), 325–339.
- Mohamed, R. K. M. H., Nor, D. C. S. M., Hasan, N. A., Olganathan, V., & Gunasekaran, Y. (2013). The Impact of an Organization's Culture towards Employees' Performance: A Study on the Frontline Hotel Employees. *International Journal of Academic Research in Business and Social Sciences*, 3(8), 1–28.
- Para-González, L., Jiménez-Jiménez, D., & Martínez-Lorente, A. R. (2018). Exploring the mediating effects between transformational leadership and organizational performance. *Employee Relations*, 40(2), 412–432.
- Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador hotels and resorts, Indonesia. *International Journal of Law and Management*, 59(6), 1337–1358.
- Rantesalu, A., Mus, A. R., & Arifin, Z. (2017). *The effect of competence, motivation and organizational culture on employee performance: the mediating role of organizational commitment*. 4(9), 8–14.
- Riana, I. G., Aristana, I. N., Rihayana, I. G., Wiagustini, N. L. P., & Abbas, E. W. (2020). High-Performance Work System In Moderating Entrepreneurial Leadership, Employee Creativity and Knowledge Sharing. *Polish Journal of Management Studies*, 21(1), 328–341.
- Saeed, B. Bin, Afsar, B., Hafeez, S., Khan, I., Tahir, M., & Afridi, M. A. (2019). Promoting employee's proenvironmental behavior through green human resource management practices. *Corporate Social Responsibility and Environmental Management*, 26(2), 424–438.

- Sajid, M. (2016). The Impact of Job Satisfaction and Knowledge Sharing on Employee Performance. *Journal of Resources Development and Management*, 21(1992), 16–23.
- Salamon, J., Blume, B. D., Orosz, G., & Nagy, T. (2022). The moderating effect of coworkers' training participation on the influence of peer support in the transfer process. *European Journal of Training and Development*.
- Santos, S. A., Trevisan, L. N., Veloso, E. F. R., & Treff, M. A. (2021). Gamification in training and development processes: perception on effectiveness and results. *Revista de Gestao*, 28(2), 133–146.
- Schneider, B., Yost, A. B., Kropp, A., Kind, C., & Lam, H. (2018). Workforce engagement: What it is, what drives it, and why it matters for organizational performance. *Journal of Organizational Behavior*, 39(4), 462–480.
- Soboleva, E. V., & Karavaev, N. L. (2020). Characteristics of the project-based teamwork in the case of developing a smart application in a digital educational environment. *European Journal of Contemporary Education*, 9(2), 417–433.
- Stocker, D., Jacobshagen, N., Krings, R., Pfister, I. B., & Semmer, N. K. (2014). Appreciative leadership and employee well-being in everyday working life. *Zeitschrift Fur Personalforschung*, 28(1–2), 73–95.
- Stowers, K., Brady, L. L., MacLellan, C., Wohleber, R., & Salas, E. (2021). Improving Teamwork Competencies in Human-Machine Teams: Perspectives From Team Science. *Frontiers in Psychology*, 12(May), 1–6.
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. CV. Alfabeta.
- Suwanto, S., Sunarsi, D., Erlangga, H., Nurjaya, N., & Haryadi, R. N. (2022). Pengaruh Pemberian Reward dan Disiplin Kerja Terhadap Prestasi Kerja yang Berdampak pada Kinerja Karyawan pada PT Surya Pratama Gemilang di Bekasi. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 5(2), 471-484.
- Tukunimulongo, J. (2016). Effect of On-The-Job Training on Employee Performance in Kenya: Case of Mumias Sugar Company Limited. *International Journal of Recent Research in Commerce Economics and Management (IJRRCEM)*, 3(1), 7–24.
- Wang, Y., & Main, J. B. (2021). Postdoctoral research training and the attainment of faculty careers in social science and STEM fields in the United States. *Studies in Graduate and Postdoctoral Education*, 12(3), 384–402.



**Effect Of Incentives, Career Development and Employment Conflict on Employee Achievement at PT Plasindo Works**

<sup>1</sup>Kristina Tantri, <sup>2</sup>Jerry Febriant, <sup>3</sup>Stif Wie Son, <sup>4\*</sup>Fajar Rezeki Ananda Lubis

Prima Indonesia University, Medan, Indonesia

Email : [1kristinatantri8@gmail.com](mailto:1kristinatantri8@gmail.com), [2jerryfebriant0202@gmail.com](mailto:2jerryfebriant0202@gmail.com),  
[3wieson26@yahoo.com](mailto:3wieson26@yahoo.com), [4\\*fajarrezekianandalubis@unprimdn.ac.id](mailto:4*fajarrezekianandalubis@unprimdn.ac.id)

(Received: June 2022; Reviewed: June 2022; Accepted: July 2022;  
Available online: September 2022; Published: September 2022)

**ABSTRACT**

*The purpose of this study was to determine and analyze the effect of incentives, career development and work conflict on employee performance at PT. Karya Plasindo so that the company can improve and improve the work performance of its employees. The research methodology used is explanatory research. The total population is 141 employees while the sample obtained by the Slovin formula is 105 people. The data processing technique uses multiple linear regression analysis. The results of this test show that either partially or simultaneously incentives, career development and work conflict have a positive and significant impact on employee performance at PT. Plasindo's work. The magnitude of the influence of the selected variable is 40.4% where the rest is influenced by other factors.*

**Keywords:** *Incentives, Career Development, Work Conflict and Job Performance*

## **INTRODUCTION**

The company's business continuity cannot be separated from the role of employees in making it happen. The role of employees for a company in the form of their involvement in a plan, system, process and goals to be achieved by the company. The extent to which a company can survive and exist is strongly influenced by the role of its employees. Therefore, to achieve the company's business success, it is necessary to have a workforce or employees who have good work performance.

Achievement is the results of work functions / activities of employees in an organization which is influenced by various factors to achieve organizational goals within a certain period of time. Employee performance is important as a tool to increase the company's success in running a business. The more employee performance increases, the faster the company achieves success in running a business and vice versa. Employee performance can be improved if employees are given appropriate incentives, targeted career development and minimize work conflicts.

Incentives are often used by companies as a strategy to motivate employees to have good work performance. In simple terms, incentives function as an important stimulus for improving employee performance. Without good incentives, it is difficult for employees to provide optimal performance for the company.

Career development is a process of increasing employee's work ability in order to achieve career development goals and career appointments that are expected by each employee to achieve the desired career. Career development is the company's responsibility to prepare employees with certain qualifications and experience so that when needed, the company has employees with certain qualifications. Employees just need to work as well as possible, follow all the guidance given by the company, and wait for the promotion opportunities offered by the company. Career development can be done by providing job training to employees. If career development can be carried out properly, employees can work better and optimally so that their achievements can increase.

Conflict in every organization is something that cannot be avoided. This happens because on the one hand the people involved in the organization have different characters, goals, visions, and styles. The same applies to the companies studied.

PT. Karya Plasindo daily produces various types of plastic bags. In its operations, this company is experiencing problems with employee performance which can be seen in the decrease in income and the percentage difference in achieving targets. The following is presented data on the income report of PT. Plasindo's work from July 2020 to December 2020

Tabel 1. Sales Report in 2019

<i>Month</i>	<i>Sales Target (Rp.)</i>	<i>Sales Realization (Rp.)</i>	<i>Percentage (%)</i>
<i>July</i>	3.250.000.000	3.192.348.324	98%
<i>August</i>	3.250.000.000	3.183.262.530	97%
<i>September</i>	3.250.000.000	3.103.274.390	95%
<i>October</i>	3.250.000.000	3.093.484.510	95%
<i>November</i>	3.250.000.000	2.983.091.000	92%
<i>December</i>	3.250.000.000	2.883.384.590	89%

Source : PT. Karya Plasindo Medan (2021)

From table I.1 we can see that there was a decline in sales from July 2020 to December 2020 which indicates that employee work performance is starting to decline. The highest realization of income that can be achieved is in July of Rp. 3,192,348,324, - while the lowest income that can be achieved is in December of Rp. 2,883,384,590, -. This decrease was also due to distance restrictions, which forced the company to divide the number of employees so that the production of plastic bags was not maximized.

Giving incentives to PT. Karya Plasindo Medan experienced several problems, namely the decrease in the amount of craft money incentives from the previous year due to declining sales in 2020 so the company had to take this path. However, for employees, this reduction in incentives, even employees who work overtime are no longer given overtime incentives because the reduced number of employees causes a decline in employee performance.

In the career development factor, employees rarely get promotions even though they have worked for a long time in the company so that employees feel that their service is not appreciated by the company. This is because some

employees approach the leadership so that they will have greater opportunities to advance in their careers or positions. Therefore, employees feel that their careers in this company do not have bright prospects and it is difficult to get promotions. This causes employees to be bored at work, not enthusiastic, and not working well so that their performance decreases. Some employees look more prominent because these employees often actively ask or ask their leaders for routine work, so this can trigger recommendations from the leadership for the HR department. The emergence of conflicts among employees can be caused by competition between sales who take other sales orders due to competition for incentives, the accounts receivable department does not inform the sales customer receivables data that has exceeded the limit so that sales get angry by the leadership and sales violate the accounts receivable section resulting in a conflict, the warehouse department did not issue the number of goods ordered by the sales department because the warehouse department was not careful enough to cause the stock to decrease and eventually there was a conflict between the sales department and the stock department.

With the various problems that exist, it makes researchers interested in conducting research with the theme: **"The Influence of Incentives, Career Development and Work Conflicts on Employee Work Performance at PT. Plasindo's work"**.

**LITERATURE REVIEW**

**1. Influence of Incentives on Employee Performance**

According to Priansa (2014: 336) incentives are elements or remuneration provided on an irregular or variable basis depending on employee performance. Incentives are one of the important motivators that can stimulate employees to work more optimally. Through incentives, it is expected that employees will be able to participate higher in carrying out organizational tasks. Wibowo (2016: 302), basically, every employee who has given his best performance expects rewards in addition to salary and wages in addition to incentives for the achievements he has given. Thus, if the organization can provide it, it will increase motivation, participation and build mutual understanding and mutual trust between workers and superiors.

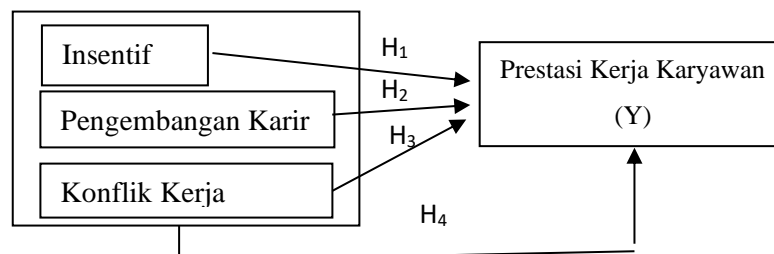
employee's work and contribution to the organization.

**2. The Effect of Career Development on Employee Performance**

According to Hamali (2016: 155) career development aims to train new employees to obtain the level of ability needed in the job, quickly and economically. The goal of career development is to develop the abilities of existing staff, so that employee performance in current positions is improved and employees are prepared to accept greater responsibilities in the future.

**3. The Effect of Work Conflict on Employee Performance**

According to Umam (2018: 324), conflict is a symptom when an individual or group shows a hostile attitude or behavior towards another individual or group, thus affecting the performance of one or all of the parties involved. According to Triatna (2015: 135), initially organizational conflict will result in an increase in organizational performance. But at a certain point conflict becomes a detrimental condition for the organization because the conflict becomes uncontrollable.



**Figure 1 Conceptual Framework**

**RESEARCH METHODS**

The research method you use is explanatory research, namely by exploring the problems that exist in the company and then doing research with a questionnaire instrument. The population of this research are all employees of PT. Karya Plasindo totaling 141 employees.

Due to time and cost limitations, to determine the number of samples to be studied, the Slovin formula with simple random sampling technique will be used to determine the number

of samples to be studied. The following can be seen the calculation:

$$n = \frac{N}{1 + \alpha^2} = \frac{141}{1 + 0,05^2} = \frac{141}{1,3525} = 104,25 = 105$$

Thus, finally the sample in this study was set at 105 people, of which 30 people will be tested for validity first outside of the sample taken

**Variable Operational Definition**

Tabel 2. Variable Operations

Variabel	Information	Indicator	Scale
Insentif (X1)	Incentives are elements or remuneration provided that are not fixed or variable depending on the employee's performance Source: Priansa (2016:336)	1. Quantity 2. Quality 3. Success 4. Skills of workers.  Source: Wibowo (2016:302)	Likert
Career development (X2)	Continuous and ongoing activities that provide benefits for one's career achievement. Source: Hartatik (2014:138)	1. Career planning 2. Individual career development 3. Career development supported by HR Department 4. The role of feedback on performance Source: Priansa (2016:161)	Likert
Work Conflict (X3)	Conflict is a conflict that occurs between what a person expects of himself, other people, the organization and the reality of what he expects.  Source: Mangkunegara (2013:155)	1. Compete. 2. Collaborate. 3. Dodge. 4. Accommodating. 5. Compromise.  Source: Wahjono (2010:166)	Likert
Employee Performance (Y)	Work performance is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and sincerity and time. Source: Hasibuan (2013:94)	1. Quality of work 2. Quantity of work 3. Toughness 4. Attitude Source: Sunyoto (2015:200)	Likert

**RESEARCH RESULT**

Respondents in this study amounted to 105 employees of PT. Plasindo's work. The following are

descriptive statistics of the respondents' minimum, maximum and average answers, namely:

Tabel 3. Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Incentive	105	13	35	23.79	5.045
Career Development	105	17	39	25.53	4.936
Work Conflict	105	16	40	24.02	4.992
Employee Performance	105	19	38	26.16	3.878
Valid N (listwise)	105				

Source: Research Results, 2021 (Data processed)

The result of the lowest total answer for the incentive variable is 13, namely the answer from the respondent number 31. The result for the highest total answer for the incentive variable is 35, namely the answer from the respondent number 68.71. The average respondent's answer to the incentive question is 23.79. The results of the lowest total answers for career development variables are 17, namely answers from respondents number 99.105. The results of the highest total answers for career development variables are 39, namely answers from respondent number 1. The average respondent's answers to career development questions are 25.53. The results of the lowest total answers to the work conflict variable were 16, namely answers from respondents numbered 56,60,77. The highest total answer for the work conflict variable is 40, namely the answer from respondent number 27. The average respondent's answer to the work conflict question is 24.02. The result of the lowest total answer for the employee performance variable is 19, namely the answer from the respondent number 56. The result for the highest total answer for

the employee performance variable is 38, namely the answer from the respondent number 9.35. The average respondent's answer to the question of employee performance is 26.16.

**Classic Assumption Test Results**  
**Normality test**

The normality test aims to test whether in the regression model, the confounding or residual variables have a normal distribution. If the normality test is violated, the statistical test becomes invalid for a small sample size.

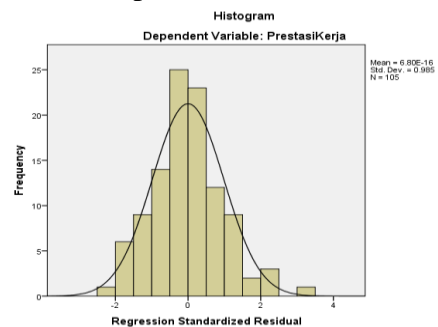
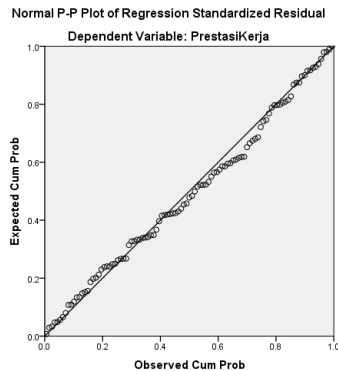


Figure 2. Histogram Normality Test  
Source: Research Results, 2021 (Data processed)

The histogram graph in Figure 2 shows the real data forming a curved line that tends to be symmetrical (U) neither deviating to the left nor to the right, so it can be said that the data is normally distributed.



**Figure 3. P-P Plot Normality Test**

Source: Research Results, 2021  
(Data processed))

The normality graph in Figure 3 above, it can be seen that the dots spread around the diagonal line, the distribution is mostly close to the diagonal line

**Tabel 4. Kolmogorov Smirnov. Normality Test**

		Unstandardized Residual
N		105
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.94971322
Most Extreme Differences	Absolute	.075
	Positive	.075
	Negative	-.036
Kolmogorov-Smirnov Z		.767
Asymp. Sig. (2-tailed)		.598

a. Test distribution is Normal.

b. Calculated from data.

The results of the Kolmogorov Smirnov normality test showed a significant value of  $0.598 > 0.05$ , thus the results of the Kolmogorov Smirnov test showed that the data were normally distributed.

**Multicollinearity Test**

**Table 5. Multicollinearity Test**

Model	Coefficients <sup>a</sup>	
	Collinearity Statistics	
	Tolerance	VIF
1	Incentive	.595 1.680
	Career Development	.929 1.076
	Work Conflict	.595 1.681

a. Dependent Variable: Employee Performance

Source: Research Results, 2021  
(Data processed)

The tolerance value for the incentive variable is 0.595, which is above 0.10, while the VIF value for the incentive variable is 1.680, which is below 10.

The tolerance value for the career development variable is 0.929, which is above 0.10, while the VIF value for the career development variable is 1.076, which is below 10.

The tolerance value for the work conflict variable is 0.595, which is above 0.10, while the VIF value for the work conflict variable is 1.681, which is below 10.

Thus, in the Multicollinearity test there is no correlation between the independent variables of incentives, career development and work conflict.

**Heteroskedastisitas Test**

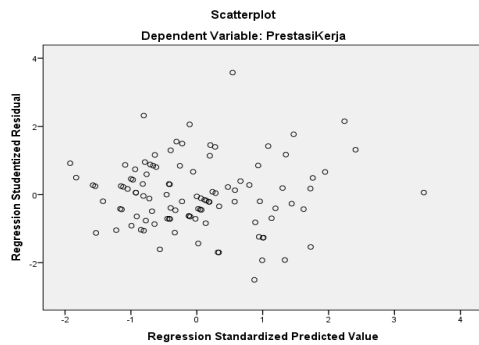


Figure 4 Scatterplot Heteroscedasticity Test

Source: Research Results, 2021 (Data processed)

From the scatterplot graph, it can be seen that the points spread with an unclear pattern both above and below zero (0) on the Y axis, do not gather in one place, so from the scatterplot graph it can be concluded that there is no heteroscedasticity in the regression model.

Detection of the presence or absence of heteroscedasticity in this study can also be seen from the results of the following Glejser test:

Tabel 6. Glejser Test

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.098	1.207		.081	.935
Incentive	-.034	.047	-.091	-.721	.473
1 Career Development	.043	.038	.113	1.124	.264
Work Conflict	.078	.047	.208	1.654	.101

a. Dependent Variable: AbsUt

Source: Research Results, 2021 (Data processed)

Glejser test results In Table 6 above, the significant value of the incentive variable is  $0.473 > 0.05$ , the significant value of the career development variable is  $0.264 > 0.05$  and the significant value of the work conflict variable is  $0.101 > 0.05$ . Glejser can be said that there is no heteroscedasticity problem.

**Results of Research Data Analysis Research Model**

Hypothesis testing used in this research is to use multiple linear regression analysis. The regression model used is as follows

Tabel 7. Regression Equation

Model	Coefficients <sup>a</sup>		
	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	9.969	1.949	
1 Incentive	.161	.075	.210
Career Development	.228	.062	.291
Work Conflict	.272	.076	.350

a. Dependent Variable: Employee Performance

Source: Research Results, 2021 (Data processed)



**Employee performance = 9.969 + 0.161 Incentive + 0.228 Career development + 0.272 Work conflict**

The meaning of the multiple linear regression equation above is:

1. The constant of 9.969 states that if incentives, career development and work conflict are constant or 0 then the employee's work performance is 9.969 units.
2. The incentive regression coefficient is 0.161 and is positive, this means that every 1 unit increase in incentives will result in an increase in employee performance of 0.161 units.
3. The career development regression coefficient is 0.228 and is positive, this means that every 1 unit increase in career development will result in an increase in employee performance of 0.228 units.
4. The work conflict regression coefficient is 0.272 and is positive, this means that every increase in work conflict by 1 unit will result in an increase in employee performance of 0.272 units.

**Hypothesis Determination Coefficient (R2)**

The coefficient of determination is intended to determine how much the model's ability to explain the dependent variable. If the coefficient of determination (R2) is greater or closer to 1, it can be said that the ability of the independent variable (X) is large to the dependent variable (Y).

Tabel 8 Uji Koefisien Determinasi

<b>Model Summary</b>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.649 <sup>a</sup>	.422	.404	2.993	
a. Predictors: (Constant), Work Conflict, Career Development, Incentive					

The Coefficient of Determination Test results obtained the Adjusted R square value of 0.404, this means 40.4% of the variation in the dependent variable of employee performance can be explained by the independent variables of incentives, career development and work conflict while the remaining 59.6% (100% - 40, 4%) is explained by other variables that are not used in this study.

**Simultaneous Hypothesis Testing (F Test)**

The F test is used to show whether all the independent variables of incentives, career development and work conflict which are included in the model have a joint effect on the dependent variable of employee performance. The results of simultaneous hypothesis testing are as follows:

Tabel 9. Uji F

<b>ANOVA<sup>a</sup></b>					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	659.364	3	219.788	24.532	.000 <sup>b</sup>
1 Residual	904.884	101	8.959		
Total	1564.248	104			
a. Dependent Variable: Employee Performance					
b. Predictors: (Constant), Work Conflict, Career Development, Incentive					

Simultaneous/together significance test (F statistic test) resulted in a calculated F value of 24,532. At degrees of freedom 1 (df1) = 3, and degrees of freedom 2 (df2) = 101, then the value of the F table at the 0.05 significance level of confidence is 2.69.

From the results of the SPSS calculation, it is obtained that the F count = 24,532 > F table = 2.69 with a significance level of 0.000 because F arithmetic = 24,532 > F table = 2.69 and the significance probability is 0.000 < 0.05, then Ha is accepted, meaning incentives, career development and work conflict simultaneously has a significant positive effect on the work performance of employees of PT. Plasindo's work.

**Partial Hypothesis Testing (t Test)**

The t-test test is used to show how far the influence of one independent variable on the dependent variable

Tabel 10. Uji t

Coefficients <sup>a</sup>		
Model	t	Sig.
(Constant)	5.114	.000
1 Incentive	2.136	.035
Career Development	3.702	.000
Work Conflict	3.566	.001

a. Dependent Variable: Employee Performance

Source: Research Results, 2021 (Data processed)

The value of t table for probability 0.05 at degrees of freedom n-k = 101 is 1.98373. Thus the results of the t-test can be explained as follows:

1. In the incentive variable, the value of t count > t table or 2.136 > 1.98373 and significant 0.035 < 0.05 then Ha is accepted, meaning that partially incentives have a positive and significant effect on the work performance of PT. Plasindo's work.
2. In the career development variable, the value of t arithmetic > t table or 3.702 > 1.98373 and significant 0.000 < 0.05 then Ha is accepted, meaning that partially career development has a positive and significant effect on employee performance at PT. Plasindo's work.
3. In the work conflict variable, the value of t count > t table or 3.566 > 1.98373 and significant 0.001 < 0.05 then Ha is accepted meaning that partially work conflict has a positive and significant effect on the work performance of PT. Plasindo's work.

Discussion of Research Results

Influence of Incentives on Employee Performance

The results of the analysis show that incentives have a positive and significant effect on the work performance of PT. Karya Plasindo with a value of t arithmetic > t table or 2.136 > 1.98373 and a significant value of 0.035 < 0.05.

The results of this study are the same as the results of Setiawati's research (2019), namely incentives have a positive and significant effect on the work performance of PT. Dankos Farma.

In line with the opinion of Mangkunegara (2013: 89) which states that work incentives are the provision of money outside of salaries

made by organizational leaders as an acknowledgment of work performance and employee contributions to the organization..

If employees receive incentives that are not in accordance with the work performance they produce, the employee will feel disappointed, the employee will usually behave negatively by inviting his co-workers to disobey company regulations.

#### The Influence of Career Development on Employee Performance

The results of the analysis show that career development has a positive and significant effect on the work performance of PT. Karya Plasindo with a value of  $t$  arithmetic  $>$   $t$  table or  $3.702 > 1.98373$  and a significant value of  $0.000 < 0.05$ .

The results of this study are the same as the results of Safitri and Darmawati's (2020) research, namely career development has a positive and significant effect on employee performance at PT. Remco Palembang.

In line with Hamali's opinion (2016:155) which states that career development aims to develop the abilities of existing staff, so that employee performance in current positions is improved and employees are prepared to accept greater responsibilities in the future.

Employees who have worked for more than 3 years are usually loyal employees, but these employees usually expect a career path and compensation adjustments so that the personnel department needs to provide a reference to the leadership of which employees have achievements that surpass other employees, thus not only the work

performance that can be achieved. increasing but also work loyalty arises.

#### The Influence of Work Conflict on Employee Performance

The results of the analysis show that work conflict has a positive and significant effect on the work performance of PT. Karya Plasindo with a value of  $t$  count  $>$   $t$  table or  $3.566 > 1.98373$  and a significant value of  $0.001 < 0.05$ . The results of this study are the same as the results of Praja et al (2018) research, namely work conflict has a positive and significant effect on employee performance at PT. Telesindo Shop Batam.

In line with Triatna's opinion (2015: 135), initially organizational conflict will result in an increase in organizational performance. But at a certain point conflict becomes a detrimental condition for the organization because the conflict becomes uncontrollable. The emergence of conflicts among employees is caused by competition between sales who take other sales orders because of competition for incentives, in this case conflicts often occur between sales but sales are also motivated to achieve their targets because they do not want to lose to other sales.

#### CONCLUSION

The conclusion from the results of this study is that partially incentives have a positive and significant effect on the work performance of employees of PT. Karya Plasindo with a value of  $t$  arithmetic  $(2.136) >$   $t$  table  $(1.98373)$  and a significant value of  $0.035 < 0.05$ .

Career development has a positive and significant effect on employee performance at PT. Karya Plasindo with a value of  $t$  arithmetic (3.702) >  $t$  table (1.98373) and a significant value of 0.000 < 0.05, and work conflict has a positive and significant effect on the work performance of PT. Karya Plasindo with a value of  $t$  count (3.566) >  $t$  table (1.98373) and a significant value of 0.001 < 0.05. Meanwhile, simultaneously incentives, career development and work conflict have a significant effect on employee performance at PT. Karya Plasindo arithmetic  $F$  value = 24,532 >  $F$  table = 2.69 with a significance level of 0.000 < 0.05 and the results of the coefficient of determination test show 40.4% of the variation in the dependent variable of employee performance which can be explained by the independent variables incentives, career development and work conflict while the remaining 59.6% is explained by other variables that are not used in this study.

## REFERENCES

- Ghozali, Imam. 2016. Application of Multivariate Analysis With IBM SPSS21 Program. Jakarta: Diponegoro University Publishing Agency.
- Hamali, Arif Yusuf. 2016. Understanding Resource Management Strategy Human
- Hartatik, Indah Praise. 2014. Practical Book Develop HR. Jakarta South: Do it.
- Hasibuan, Malay S.P. 2013. Resource Management Man. Jakarta: PT. Earth Script. Managing Employees. Jakarta: PT. Fun Book.
- Mangkunegara, A.A. Anwar Prabu. 2013. Resource Management Company Human. Bandung: PT. Rosdakarya Youth.
- Praja, T. C., Kusasi, F., & Iranita, I. (2018). Work Stress Relationship, Conflict and Work Environment Physical Against Employee Achievement PT. Telesindo Shop Batam. Journal Ark of Innovation, 1(2), 11-15.
- Priansa, Donni Juni. 2016. Planning & HR Development. Print First. Bandung: Alfabeta.
- Safitri, A., & Darmawati, T. (2020). Effect of Work Experience And Career Development Against Employee Performance At PT. Remco Palembang. Journal Management and Investment, 2(1).
- Setiawati, N. 2019. Pengaruh Insentif dan Pengalaman Kerja Terhadap Prestasi Kerja Karyawan PT Dankos Farma di Departemen Cephalosporin. Jurnal Ekonomi Bisnis Vol. 24 No. 2, Hal. 88-92.
- Sunyoto, Danang. 2015. Management and Resource Development Human. Yogyakarta: CAPS.
- Triatna, Cepi. 2015. Organizational Behavior in Education. Bandung: PT. Offset Rosdakarya Youth. Umam, Khaerul. 2018. Behavior Organization. Bandung: CV. References oyal.
- Wahjono, Sentot Imam. 2010. Behavior Organization. Yogyakarta: Graha Knowledge.
- Wibowo. 2016. Performance Management. Jakarta: PT. Rajagrafindo Persada.

## **The Role of Social Capital in The Relationship between Psychological Capital and Leader Member Exchange on Organizational Citizenship Behavior**

<sup>1</sup>Kukuh Adi Sri Satyanto, <sup>2\*</sup>Euis Soliha

<sup>1</sup>Postgraduate Program at STIKUBANK University, Semarang, Indonesia

<sup>2</sup>STIKUBANK University Semarang, Indonesia

Email : [kukuhsatya30@gmail.com](mailto:kukuhsatya30@gmail.com), [euissoliha@edu.unisbank.ac.id](mailto:euissoliha@edu.unisbank.ac.id)

(Received: June 2022; Reviewed: June 2022; Accepted: July 2022;

Available online: September 2022; Published: September 2022)

### **ABSTRACT**

*This study aims to determine the mediating effect of social capital variables on psychological capital and leader member exchange on organizational citizenship behavior with a study on employees of PT Pos Indonesia (PERSERO). The sample of this research is all employees of PT Pos Indonesia (Persero) Semarang Post Office Ungaran Area who have a working period of more than one year. The analysis technique uses statistical analysis with regression testing, validity testing, reliability testing, determination and hypothesis testing. The results of this study that psychological capital and LMX have a significant effect on OCB. The results of this study that psychological capital, LMX and social capital have a significant effect on OCB. Isocial capital mediates the effect of imodal psychology on Organizational Citizenship Behavior. Isocial capital mediates the effect of Leader-member exchange on Organizational Citizenship Behavior*

**Keywords: Psychological Capital, Leader Member Exchange, Social Organizational Citizenship Behavior**

## **INTRODUCTION**

Humans in organizations have roles as actors, determinants, and planners in achieving company goals as well as determining the failure or success of the company (Hasibuan, 2005). The success of an organization to achieve its goals is not only determined by the number or quantity of employees of a company, but also from the psychological capital of employees and the change of leaders or members which is also called the leader-member exchange (LMX) in the company or organization.

The relationship between psychological capital and OCB is simply explained by Sufya (2015) that there is a significant influence between self-efficacy, hope, and optimism on OCB. Employees who have high self-efficacy have better OCB. In addition, employees who have full expectations will be more motivated and show performance that exceeds the company's minimum standards. If employees have high confidence, employees will be able to enjoy and take lessons from things in the world of work.

The relationship of Leader Member Exchange (LMX) to OCB is simply explained by Maheasy, et al. (2020) in his research. The results of the study concluded that there was a significant effect of professional respect, contribution, and affect on organizational citizenship behavior. Professional respect and affect occur because of direct interaction with superiors through an attitude of care and concern by way of superiors paying attention and observing their subordinates directly. This can increase the respect of the subordinates so that they will work

with all their heart. Meanwhile, contribution is measured in explicit and implicit effort and investment between superiors and subordinates. This makes contribution as a determining factor for employees to achieve the high criteria of OCB.

Knowing the importance of psychological capital and LMX on employee OCB, it is necessary to increase OCB through social capital which functions as a social glue that keeps the members of a company together. Social capital that is carried out will give birth to a sense of mutual trust, mutual openness, mutual concern for each other, as well as mutual giving and receiving without any strings attached.

The researcher chose PT Pos Indonesia (Persero) precisely at the Semarang Post Office in the Ungaran Area as a place of research. Based on field observations, researchers found several phenomena that some employees often steal break time by eating or playing cellphones during working hours. In addition, some employees often feel annoyed when asked to work overtime to replace other employees who are unable to attend. Sometimes, they complain about the condition of the office where they have to share a room with other division members.

Suryana (2014) argues that if employees in a company have low OCB behavior, then this reflects a low level of compliance with applicable rules, is happy to drop other employees in front of the leadership, is not willing to help colleagues who are unable to attend, as well as increasing inconvenience factor among employees.

From the research results along

with the phenomena obtained, the researcher intends to examine the OCB behavior of employees with social capital variables and LMX as independent variables mediated by employees' social capital variables. So that researchers are interested in conducting research with the title, "The Effect of Psychological Capital and Leader Member Exchange on Employee Organizational Citizenship Behavior through Social Capital (Study on Employees at PT Pos Indonesia (Persero) Semarang Post Office Ungaran Area)"

The purpose of this study was to determine the effect of psychological capital on employee OCB, the influence of leader-member exchange on employee OCB, the effect of psychological capital on social capital, the influence of leader-member exchange on social capital, and the influence of social capital on employee OCB.

## LITERATURE REVIEW

### 1. Psychological Capital

Psychological capital is defined as the psychological aspect of a person who has a relationship with a sense of happiness and skills in manipulating, controlling, and having an impact on the environment in accordance with the wishes and abilities of employees which are characterized by self-efficacy, optimism, hope, and resilience (Bakker & Demerouti, 2008).

According to Pryce-Jones (2010), psychological capital includes mental resources that are built up by individuals when things are going well and covered when

things are not going well.

### 2. Leader-member exchange

Setiadi (2007), Leader-Member Exchange (LMX) is the quality of interpersonal exchange relationships between leaders and their members.

Northouse (2013), Leader-Member Exchange (LMX) is a different approach to leadership by focusing on the special relationship that leaders make with each of their employees. Dienesch and Linden (in Prasetyawati, 2008) state that LMX has four basic dimensions, namely: Affect, Loyalty, Contribution, and Professional Respect.

### 3. Social Capital

Social capital is something that leads to the institutional dimension, the relationships that are made, and the norms that make the quality and quantity of social relations in society, World Bank (1999).

Schaft and Brown (2002) define social capital as norms and networks that can facilitate social interactions and transactions so that all problems can be carried out easily. According to Nahapiet and Ghosal (1998), there are three dimensions of social capital, namely: Structural Dimensions, Cognitive Dimensions, and Relational Dimensions.

### 4. Organizational Citizenship Behavior

OCB is defined as the behavior of a person who is free, indirectly receives formal rewards, and which encourages the effective functioning of an organization, Organ, et al (2006). Titisari (2014); Octafian & Nugraheni

(2021) also mentions that this behavior describes the added value of workers which is a form of social behavior, namely social behavior, constructive, and meaningful to help. According to Organ et al. (2006), there are four dimensions in OCB, namely helping behavior, civic virtue, conscientiousness, sportsmanship

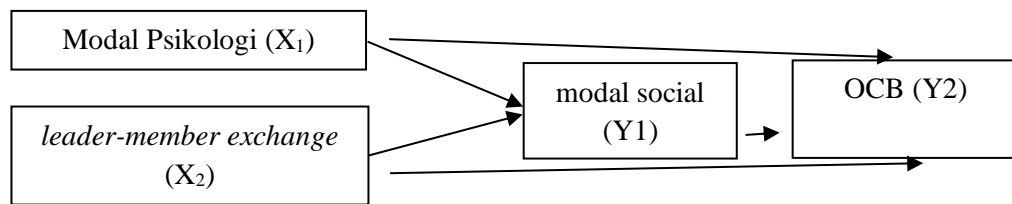


Figure 1. Research Model Paradigm

**Research Hypothesis**

The hypothesis is a logically suspected relationship between two or more variables expressed in the form of a statement that can be tried or tested (Sekaran, 2006).

The formulation of the proposed hypothesis is as follows:

- H1: Psychological capital has a positive effect on social capital
- H2: LMX has a positive effect on social capital
- H3 : Psychological capital has a positive effect on employee OCB
- H4 : LMX has a positive effect on employee OCB
- H5 : Social capital has a positive effect on employee OCB

**RESEARCH METHODS**

**1. Population**

The population in this study were all employees of PT Pos Indonesia (Persero) Semarang Post Office, Ungaran Area, totaling 221 people.

**2. Sample**

The sampling technique or sampling technique in this study

**5. Research Model**

This research model tries to examine the effect of psychological capital and leader-member exchange (LMX) on organizational citizenship behavior (OCB) with social capital as a mediation.

In this study, the research model is made as follows:

was carried out using purposive sampling where the researcher chose a sample based on an assessment of several characteristics that were adapted to the researcher's goals (Kuncoro, 2003).

The sample of this research is all employees of PT Pos Indonesia (Persero) Semarang Post Office Ungaran Area who have a working period of more than one year totaling 170 people.

**3. Research Design**

The design used in this study is a survey research which aims to collect fairly limited data from a number of cases that are quite large in number (Sevilla, 1993).

**4. Data Analysis Techniques**

In analyzing the data used instrument test, regression, coefficient of determination and hypothesis testing.

**a. Instrument Test**

In this test, validity and reliability tests are used.



1) Validity Test.

Validity test is used to measure the validity or invalidity of a questionnaire. The criteria used in testing the validity are:

- a) Kaiser Meyer Oikin Measure of Sampling Adequacy (KMO MSA) value > 0.50, then factor analysis can be done
- b) If the Factor Loading value is > 0.55, then the indicators used in the variables are declared valid.

2) Reliability Test

Reliability test is a test conducted to determine the extent to which a measurement tool can be trusted, aligned and or reliable (Sekaran, 2000).

According to Hair et al., (1998), the Cronbach Alpha value can be interpreted as reliable if the value is > 0.60.

**b. Uji Statistik**

1) Linear Regression

This analysis is used to find the regression equation or the influence between psychological capital (X1), leader-member exchange (X2), organizational citizenship behavior (Y2), and social capital (Y1).

2) Coefficient of Determination

The coefficient of determination (R2) basically measures how far the model's capability in explaining the

variation of the dependent variable (Kuncoro, 2013).

3) Hypothesis Test

In this study, the t-test (partial), the F-test (simultaneous) and the mediating effect test were used.

**RESEARCH RESULT**

**1. Instrument Test Results**

- a. From the test results, all questionnaire items on psychological capital variables have a KMO value (0.920) > 0.50 and a factor loading value > 0.40, thus the instrument is valid.
- b. From the test results, all questionnaire items on the leader-member exchange (lmx) variable have a KMO value (0.898) > 0.50 and a factor loading value > 0.40, thus the instrument is valid.
- c. From the test results, all questionnaire items on the organizational citizenship behavior (OCB) variable have a KMO value (0.735) > 0.50 and a factor loading value > 0.40, thus the instrument is valid.
- d. From the test results, all questionnaire items on the social capital variable have a KMO value (0.758) > 0.50 and a factor loading value > 0.40, thus the instrument is valid.
- e. From the results of reliability testing, the following results were obtained:

Tabel 1. Reliability Test Results

Variabel	Cronbach's Alpha	Alpha Critical Standard	Informations
Psychological Capital (X1)	0,911	0,60	Reliabel
Leader-Member Exchange (X2)	0,920	0,60	Reliabel
Social Capital (Y1)	0,787	0,60	Reliabel
Organizational Citizenship Behavior (Y2)	0,811	0,60	Reliabel

Based on the results of the above examination, the overall variables of Psychological Capital (X1), Leader-Member Exchange (X2), Social Capital (Y1) and Organizational Citizenship Behavior (Y2) obtained a Cronbach alpha value greater than 0.60. Thus it is declared reliable.

**Quantitative Analysis**

This analysis is intended to

determine the effect of the independent variable on the dependent variable. The test results are as follows:

a. Multiple Linear Regression Analysis

This regression test is intended to determine changes in the dependent variable if the independent variable changes. The test results are as follows:

Tabel 2. Model 1 and 2 Test Results

Regression Model	Model Test			Model t		Informations
	Adj R Square	F Hitung	Sig.	β	Sig	
Model I: $Y1 = a + 0,326X1 + 0,173X2 + \epsilon1$	0,339	44.298	0,000			
Psychological capital has a positive effect on social capital				0,326	0,000	H1 is accepted, positive and significant
LMX has a positive effect on social capital				0,173	0,000	H2 is accepted, positive and significant
Model II: $Y2 = a + 0.240X1 + 0.091X2 + 0.144Y1 + 2$	0,342	30.264	0,000			
Psychological capital has a positive effect on employee OCB				0,240	0,000	H3 is accepted, positive and significant
LMX has a positive effect on employee OCB				0,091	0,017	H4 is accepted, positive and significant
Social capital has a positive effect on employee OCB				0,144	0,032	H5 is accepted, positive and significant

Based on the results of multiple linear regression analysis for the first model, the following regression equation is obtained:

$$\text{Model I: } Y1 = a + 0.326X1 + 0.173X2 + 1.$$

From these equations it is explained as follows:

1) The regression coefficient of

the psychological capital variable (X1) is 0.326 (positive value), this means that the psychological capital variable has a positive influence on employee social capital. This implies a relationship between social capital and better health conditions of individuals and

society, higher optimism, increased involvement in positive hygiene behaviors, increased resilience to adversity and decreased mental disorders.

- 2) The regression coefficient for the LMX variable (X2) is 0.173 (positive value), this means that the LMX variable has a positive influence on social capital. The higher the value of the LMX component owned, the more influential it will be on employee social capital.

For the second model, the following equation is obtained:

$$\text{Model II: } Y2 = a + 0.240X1 + 0.091X2 + 0.144Y1 + 2$$

From the above equation, it can be explained that:

- 3) The regression coefficient of the psychological capital variable (X1) is 0.240 (positive value), this means that the psychological capital variable has a positive influence on OCB. The higher the value of the psychological capital component, the higher the OCB.
- 4) The regression coefficient for the LMX variable (X2) is 0.091 (positive value), this means that the LMX variable has a positive influence on OCB. When there is high-quality interaction between superiors and subordinates, the superior's view of subordinates will be positive.
- 5) The regression coefficient of the social capital variable (Y1) is 0.144 (positive value), this means that the social capital variable has a positive influence on OCB. This social capital can

encourage the emergence of an OCB attitude if each management can create a good quality relationship between each management without being limited by the position structure.

### **Coefficient of Determination Analysis**

The adjusted R<sup>2</sup> value of 0.339 means that the magnitude of the influence of the psychological capital variable (X1) and the LMX variable (X2) on social capital (Y1) is 33.9% while the remaining 66.1% is influenced by other variables not included in the study.

The adjusted R<sup>2</sup> value of 0.342 means that the magnitude of the influence of the psychological capital variable (X1), LMX variable (X2) and social capital (Y1) on OCB (Y2) is 34.2% while the remaining 65.8% is influenced by other variables not included in study

### **Hypothesis testing**

Partial hypothesis test (t test) hypothesis testing with t test is used to find out which partial hypothesis is accepted.

The test results are as follows:

- a. The test is carried out using the results of the t test. The calculation results show that the regression coefficient value of the psychological capital variable has a t-count value of 8.481 which is positive with a statistical significance value of 0.000 < 0.1. This means that there is a positive influence of psychological capital variables on social capital at the Semarang Post Office in Ungaran Area. This means that the first

- hypothesis is accepted.
- b. The test is carried out using the results of the t test. The calculation results show that the regression coefficient value of the LMX variable has a t-count value of 4.124 which is positive with a statistical significance value of  $0.000 < 0.1$ . This means that there is a positive effect of the LMX variable on social capital at the POS Semarang Ungaran Area. This means that the second hypothesis is accepted.
  - c. The calculation results show that the regression coefficient value of the psychological capital variable has a t-count value of 6.100 which is positive with a statistical significance value of  $0.000 < 0.1$ . This means that there is a positive influence of psychological capital variables on OCB at the POS Semarang Ungaran Area. This means that the third hypothesis is accepted.
  - d. The calculation results show that the value of the regression coefficient variabel LMX memiliki nilai t hitung 2,403 yang bernilai positif dengan nilai signifikansi hitung  $0,017 < 0,1$ . This means that there is a positive effect of the LMX variable on OCB at the POS Semarang Ungaran Area. This means that the fourth hypothesis is accepted.

The results of further calculations show that the regression coefficient value of the social capital variable has a t-count value of 2.169 which is positive with a statistical significance value of  $0.032 < 0.1$ . This means that there is a positive influence of social capital variables on OCB at the POS Semarang

Ungaran Area. This means that the fifth hypothesis is accepted.

### **Simultaneous Hypothesis Testing (F Test)**

In the first model, the calculated significance value is 0.000, which means the calculated significance value is  $< 0.1$ , then the independent variables simultaneously or jointly have a significant effect on the dependent variable or the psychological capital variable and LMX jointly affects social capital.

In the second model, the calculated significance value is 0.000 so it can be explained that the arithmetic significance value  $< 0.1$  means that the independent variables simultaneously or jointly have a significant effect on the dependent variable or product diversity variables, LMX and social capital together have an effect on OCB

### **Mediation Effect Test**

The results of the Sobel test for the relationship of psychological capital variables to Organizational Citizenship Behavior mediated by social capital and the relationship of leader-member exchange variable to Organizational Citizenship Behavior mediated by social capital, because they both have a Z value greater than 1.96 and a significance level at below 0.05.

## **DISCUSSION OF RESEARCH RESULTS**

### **1. Effect of Psychological Capital (X1) on Social Capital (Y1)**

The first hypothesis is accepted, psychological capital has a positive effect on the social capital of the POS Semarang Ungaran Area.

This implies a relationship between social capital and better health conditions of individuals and society, higher optimism, increased involvement in positive hygiene behaviors, increased resilience to adversity and decreased mental disorders. In addition, people with higher psychological capital are better able to engage in intellectualraksi kelompok dan partisipasi sosial..

**2. Effect of LMX (X2) on Social Capital (Y1)**

The second hypothesis is accepted, there is a positive effect of the LMX variable on social capital at the POS Semarang Ungaran Area.

Conceptually, LMX is described as an exchange of ways or processes that make it look like a leadership model. A high LMX relationship is characterized by friendship, loyalty, professional respect and contribution, whereas a low LMX relationship is characterized by a lack of friendship, loyalty, professional respect and presence.

**3. Effect of Psychological Capital (X1) on OCB (Y2)**

Based on the results of research, psychological capital has an effect on OCB at the POS Semarang Ungaran Area.

The higher the psychological capital the higher the OCB, the lower the psychological capital the lower the employee's OCB. Self-efficacy and expectations are some of the dimensions that most influence OCB behavior described through research.

**4. Effect of LMX (X2) on OCB (Y2)**

This means that there is a

positive effect of the LMX variable on OCB at the POS Semarang Ungaran Area, so the fourth hypothesis is accepted.

When there is high-quality interaction between superiors and subordinates, the superior's view of subordinates will be positive. This can increase self-confidence, subordinates feel if their superiors support and motivate them, and subordinates will feel more respect for their superiors and they will do work exceeding company expectations.

**5. Effect of Social Capital (Y1)**

This means that there is a positive influence of social capital variables on OCB at the POS Semarang Ungaran Area so that the hypothesis is accepted.

This social capital can encourage the emergence of an OCB attitude if each management can create a good quality relationship between each management without being limited by the position structure.

**CONCLUSIONS AND SUGGESTIONS**

**Conclusion**

- a. Psychological capital has a positive effect on social capital.
- b. Leader-member exchange has a positive effect on social capital.
- c. Psychological capital has a positive effect on Organizational Citizenship Behavior.
- d. Leader-member exchange has a positive effect on Organizational Citizenship Behavior.
- e. Social capital has a positive effect on Organizational Citizenship Behavior.
- f. Social capital mediates the effect of

psychological capital on Organizational Citizenship Behavior.

- g. Social capital mediates the influence of Leader-member exchange on Organizational Citizenship Behavior.

### **Suggestion**

- a. In connection with the low value of one of the indicators on the psychological capital variable, namely the giving of bonuses is very motivating for someone, it is recommended that the management of the Semarang Post Office in the Ungaran Area start giving bonuses to their employees in order to further improve their abilities and as motivation for the employees themselves or others.
- b. In connection with the low value of the two indicators on the leader-member exchange variable, namely in decision-making the leader always involves its members and each individual obeys the existing regulations, it is advisable to pay attention to what the opinions of employees are so that it can become one vision and one goal, to In compliance with regulations, management is expected to provide some kind of reward so that other employees are more motivated.
- c. In connection with the low value of one of the indicators on the social capital variable with a statement that I always use non-formal language in daily casual discussions (chats) with my colleagues, it is recommended that the management of the Semarang Post Office in the Ungaran Area start paying attention to the style

of language used by its employees so as not to get carried away when serving consumers or customers.

### **REFERENCES**

- Allameh, S. M., Hoesseini, S. H., Mahabadi, M. N., & Samadi A. 2018. The Effect of Psychological Capital on Quality of Life, Given the Mediating Role of Social Capital and Quality of Work Life. *International Journal of Business Innovation and Research* 17(2), p. 210. <https://doi.org/10.1504/IJBIR.2018.094763>
- Budijanto. 2016. The Influence of Leader-Member Exchange (LMX) and Job Satisfaction on Organizational Citizenship Behavior (OCB) of Private Elementary School Teachers in Menteng District, Central Jakarta. *Journal of Educational Management*, 7(1), 1244. <https://doi.org/10.21009/jmp.07106>
- Deinert, A., Homan, A. C., Boer, D., Voelpel, S. C., & Gutermann, D. 2015. Transformational Leadership Subdimensions and Their Link to Leaders' Personality and Performance. *The Leadership Quarterly*, 26(6), 1095-1120. <https://doi.org/10.1016/j.leaqua.2015.08.001>
- Gusmawan, Rendy & Zahreni, Siti. 2018. The Effect of Psychological Capital on Organizational Citizenship Behavior (OCB) on Employees of PT. Bakrie Sumatera Plantations Tbk (BSP). University of Northern

- Sumatra. Essay. Not Published.
- Jahangir, N., Akbar, M. M., & Haq, M. 2004. Organizational Citizenship Behavior: Its Nature and Antecedent. BRAC University Journal, 1(2), 75-85.
- Julianti, Annisa & Dewayani, Kristiana. 2015. The Effect of Psychological Capital on Organizational Commitment and Citizenship Behavior on Employees. Journal of Psychology Vol. 8, No. 2
- Koopman, J., Matta, F. K., Scott, B. A., & Conlon, D. E. 2015. Ingratiation and popularity as antecedents of justice: A social exchange and social capital perspective. Organizational Behavior and Human Decision Processes, 131, 132-148. <https://doi.org/10.1016/j.obhdp.2015.09.001>
- Luthans, F., Morgan, C. M., & Avolio, B. 2015. Psychological and Beyond. New York: Oxford University Press.
- Mirsafian, Hamidreza. 2018. Effect of Social Intelligence on OCB and EB, with Effect on Social Capital as a Mediating Variable, in Sport Organization in Iran. Retrieved from: [https://www.researchgate.net/publication/324134586\\_Effect\\_of\\_Social\\_Intelligence\\_on\\_OCB\\_and\\_EB\\_with\\_Effect\\_on\\_Social\\_Capital\\_as\\_a\\_Mediating\\_Variable\\_in\\_a\\_Sport\\_Organization\\_in\\_Iran](https://www.researchgate.net/publication/324134586_Effect_of_Social_Intelligence_on_OCB_and_EB_with_Effect_on_Social_Capital_as_a_Mediating_Variable_in_a_Sport_Organization_in_Iran)
- Octafian, R., & Nugraheni, K. S. (2021). *Kinerja Karyawan Hotel Masa Pandemi Covid-19*. Literasi Nusantara.
- Peterson, S.J. Luthans, F., Avolio, B.J, Walumbwa, FO, Zhang, Z. 2011. Psychological Capital and Employee Performance: A Latent Growth Modeling Approach. Personnel Psychology.
- Rahayu, Sri, & Rozak, Hasan Abdul. 2015. The Influence of Personality and Empowerment on Performance through Organizational Citizenship Behavior with Social Capital as Moderating Variable. <https://doi.org/https://media.neliti.com/media/publications/174532-ID-influence-personality-dan-pemdayaan-te.pdf>
- Schyns, B. 2015. Leader and Follower Personality and LMX. In: Talya N. Bauer and Berrin Erdogan (eds), The Oxford Handbook of Leader-Member Exchange, 119. DOI: <https://10.1093/oxfordhb/9780199326174.013.0016>
- Tran, D.-T., Lee, L.-Y., Nguyen, P.-T., & Srisittiratkul, W. 2020. How Leader Characteristics and Leader Member Exchange Lead to Social Capital and Job Performance. The Journal of Asian Finance, Economics and Business, 7(1), 269–278. <https://doi.org/10.13106/jafeb.2020.vol7.no1.269>
- Ubaididillah, Hasan. 2017. Analysis of the Effect of Social Capital on Organizational Citizenship Behavior (OCB) with Mediation of Trust in BUMDes Management. VEHICLE. Vol. 68, No. 1.

**The Effect of Competence and Work Motivation on Work Satisfaction and Its Effect on Village Apparatus Performance (Study of Village Apparatus in Sakra District, East Lombok Regency)**

<sup>1</sup> Syahrudin, <sup>2</sup> Agus Marjan Saputra, <sup>3</sup> Dwi Nur Hidayati, <sup>4\*</sup> Muhamad Ahyat

*Mataram University of Technology, Mataram, Indonesia*

Email : <sup>1</sup>[62odink@gmail.com](mailto:62odink@gmail.com), <sup>2</sup>[poetra.um1607@gmail.com](mailto:poetra.um1607@gmail.com), <sup>3</sup>[dwinur@gmail.com](mailto:dwinur@gmail.com), <sup>4\*</sup>[ahyat241970@gmail.com](mailto:ahyat241970@gmail.com)

(Received: June 2022; Reviewed: June 2022; Accepted: July 2022;  
Available online: September 2022; Published: September 2022)

**ABSTRACT**

The purpose of this study was to determine and analyze the effect of Competence and Work Motivation on work Satisfaction and their influence on Village Apparatus Performance in Sakra District, East Lombok Regency. The type of research used was explanatory research, because in this study it highlighted the relationship between research variables and tests hypotheses. The populations of this study were 72 village officials in Sakra District, East Lombok Regency. While the sample in this study was a saturated sample or take all members of the population. This was because the research conducted in this study was a census study where this method applied if the population members are relatively small or easily accessible.

Data was collected by distributing questionnaires to Village Apparatus in Sakra District, East Lombok Regency. The data analysis technique used in this study was a two-stage regression technique.

The results of this study indicated that competence and work motivation have a positive effect on work satisfaction. Likewise, work satisfaction had a positive effect on the performance of Village Apparatus in Sakra District, East Lombok Regency.

**Keywords: Competence, Work Motivation, work Satisfaction & Performance**



## INTRODUCTION

Entering the industrial era 4.0, the organization demands to be able to optimize its resources as an organizational effort to achieve its goals. Human resources play a very important role in dealing with the changes that occur and which move the factors of production to become more productive. Therefore, good management of human resources is needed which will increase the effectiveness and efficiency of the organization in carrying out its functions, including one of the government agencies in this case is the village government.

According to Law Number 6 of 2014, a village is a village and customary village or what is called by another name, hereinafter referred to as a village is a legal community unit that has territorial boundaries that are authorized to regulate and manage government affairs, the interests of the local community based on community initiatives, rights of origin, and/or traditional rights that are recognized and respected in the government system of the Unitary State of the Republic of Indonesia.

Meanwhile, the Village apparatus according to the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 67 of 2017 is an element of staff who assists the Village head in policy formulation and coordination which is accommodated in the Village secretariat, and elements that support the duties of the Village head in implementing policies that are accommodated in the form of technical implementers and regional elements.

Performance according to

Simamora (2006), refers to the level of achievement of tasks that make up an employee's job, performance reflects how well employees meet the requirements of a job. Meanwhile, according to Hasibuan (2016), says that performance is a result of work achieved by a person in carrying out the tasks assigned to him based on experience, skills, and sincerity and time.

In this study, the performance of the Village Apparatus can be understood as the magnitude of the contribution given by the Village Apparatus to the progress and development of the village that is part of its working area. Thus, a more intensive and optimal performance from the Village Apparatus is needed for the optimization of the tasks it carries out. The performance of the Village Apparatus is very important, this shows how far the tasks that have been carried out through the tasks and authorities given can be carried out in a real and maximum manner in accordance with the mission that has been set as the basis for carrying out the tasks carried out.

In line with the times, it has become a current demand and need that the Village Apparatus must develop, in mastering science and technology, especially in their field of duty, namely as public servants. Therefore, in carrying out their work to achieve the desired performance, the job satisfaction factor of the Village Apparatus is very decisive.

According to Robbins (2015), job satisfaction is the general attitude of an individual towards his work, to compare the amount of rewards received by a worker with the amount of expectations he has regarding the

rewards that must be received.

Village apparatus job satisfaction is largely determined by the competence factor. According to Wibowo (2016), competence is the capacity to perform tasks that depend on the ability, information and mental assistance of workers needed in certain jobs.

In addition to competence, another factor that is also important and related to the job satisfaction of the Village Apparatus is work motivation. Motivation is a process that starts from a physiological force or need that results in a behavior or drive aimed at a goal or incentive (Robbins and Judge, 2018). This is important considering that motivation has a close relationship with a person's attitudes and behavior. Motivation itself can be interpreted as a driving force / impetus to do a job, which can come from within and also from outside. (Dalyono, 2005). Therefore, before achieving optimal performance, it is necessary to pay attention to how the job satisfaction of the Village Apparatus regarding the competence and satisfaction of the motivation received and felt so that it will also have an impact on the performance of the Village Apparatus.

In this study the authors are interested in examining the influence of competence and work motivation on job satisfaction and their impact on the performance of village officials in Sakra District, Lombok Regency.

## **LITERATURE REVIEW**

### **Competence**

Competence can be interpreted as an action or behavior that can be measured through a combination of

knowledge, expertise and ability to do something (Siagian:2008). Competence consists of the combination of knowledge, skills and abilities needed to complete tasks and functions in the workplace. Some competencies are visible and some are hidden (Mathis and Jackson, 2011). Knowledge is more visible, recognizable to match people to jobs. Although some skills can be seen, some are less identified, but hidden competencies in the form of skills that may be more valuable can improve performance. While the ability itself shows a person's success in completing work.

HR competencies needed to face new challenges and types of organization in the workplace. Competence can be obtained by understanding the characteristics that we look for in the people who work in the organization. The basic concept of competency standards in terms of estimology, competency standards are open to two vocabularies, namely standards and competencies. Standard is defined as an agreed measure or benchmark, while competence is defined as the ability to carry out tasks in the workplace which includes applying skills that are supported by knowledge (cognitive) and ability (ability) in accordance with the required conditions. Thus, competency standards can be assumed as a formulation of what abilities and skills must be possessed by the workforce (HR) in carrying out work in accordance with the requirements set/agreed upon.

### **Motivation**

In the opinion, Robbins and Suparyadi (2015) defines motivation

as a willingness to spend a level of effort for organizational goals, which is conditioned by the ability to fulfill an individual need. David Mc. Clelland (2015) proposes a motivation theory that is closer to the concept of learning, where he believes that there are three basic human needs, namely: (1). Need for Achievement, *n Aff* (the need for achievement), namely the drive to excel, to do work beyond the specified standard for success, people have a strong drive to succeed, struggle to achieve to get rewards, or the desire to do something better and more efficient. (2). Need for Affiliation, *n Aff* (need for affiliation) desire for friendly and intimate interpersonal relationships to be liked and accepted by others in friendship, prefer cooperative situations to competitive situations, and desire relationships that involve a degree of mutual understanding high return. (3) Need of Power, *n Pow* the need to make others behave as desired without being forced, the need for the desire to have influence and control others. and prefer to be placed in a competitive and status-oriented position, tend to care more and gain influence over others than effective performance.

### **Job satisfaction**

Job satisfaction is basically an individual thing. Each individual will have a different level of satisfaction according to the value system that applies to him. The more aspects of work that match the individual's wishes, the higher the level of satisfaction he feels.

The definition of job satisfaction according to Robbins &

Judge (2018) states that job satisfaction is a positive feeling about work, resulting from an evaluation of its characteristics. A person with a high level of job satisfaction has positive feelings about his job, while someone with a low level of job satisfaction has negative feelings about his job.

Meanwhile, according to Locke (in Titisari, 2014) provides a comprehensive definition of job satisfaction which includes cognitive, affective and evaluative reactions or attitudes and states that job satisfaction is a moderate emotional state or positive emotion that comes from an assessment of one's work or work experience.

According to Luthans & Freds (2006) job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important.

According to Hasibuan (2016), job satisfaction is an emotional attitude that is pleasant and loves his job. Meanwhile, according to Sopiah (2008) job satisfaction is a person's emotional response to work situations and conditions. So it can be concluded that job satisfaction is a person's level of feeling in looking at his work, which means an employee looks like or dislikes his job seen from his attitude towards the work he does.

### **Performance**

According to Armstrong interpreting performance as the result of work that has a strong relationship with the strategic goals of the organization (in Wibowo, 2016). Meanwhile, according to Mangkunegara (2015), performance is the result of work in quality and

quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

**METHOD**

This type of research was explanatory research, because this research explains the position between the variables studied and the relationship between one variable and another through hypothesis testing that has been formulated (Sugiyono, 2019).

The populations in this study were 72 Village Apparatus from 12 villages in Sakra Subdistrict, East Lombok Regency which consisted of six Village Apparatus, namely: Village Head, Village Consultative Body (BPD), Technical Implementer (Head of Government Affairs, Head of Development Affairs, Head of People's Welfare Affairs and Head of Financial Affairs) with the number of Village Apparatus.

The sample in this study was using a saturated sample, which was taking all members of the population because the members of the

population were relatively small or easy to reach. Besides that, if the population was less than 100 people, the total sample was taken, but if the population was greater than 100 people, 10-15% or 20-25% of the total population could be taken (Arikunto, 2012).

Selection of Village Apparatus in Sakra Subdistrict, East Lombok Regency as a research location using purposive sampling technique was a sampling technique with certain considerations (Sugiyono, 2019). The consideration was that Sakra District, East Lombok Regency was one of the oldest customary sub-districts in the East Lombok District.

**RESULT**

This validity test was done by comparing *r* count with *r* table. In this study, showing *r* count (Corrected Item Total Correlation) > *r* table, the questionnaire was declared valid. The results of testing the validity of the questionnaire can be seen in table 1 below:

Table 1: Questionnaire Validity Calculation Results

Variabel	Indikator	r hitung (Corrected Item Total Correlation)	r tabel ( $\alpha=0,05$ )	Kriteria
Competence (X1)	X1.1	0.717	0,235	Valid Valid Valid Valid Valid Valid Valid Valid Valid Valid
	X1.2	0.694	0,235	
	X1.3	0.814	0,235	
	X1.4	0.738	0,235	
	X1.5	0.752	0,235	
	X1.6	0.767	0,235	
	X1.7	0.776	0,235	
	X1.8	0.771	0,235	
	X1.9	0.757	0,235	
	X1.10	0.736	0,235	
Variabel	Indikator	r hitung (Corrected Item Total Correlation)	r tabel ( $\alpha=0,05$ )	Kriteria

Work motivation (X2)	X2.1	0,590	0,235	Valid Valid
	X2.2	0,547	0,235	
	X2.3	0,439	0,235	
	X2.4	0,409	0,235	
	X2.5	0,580	0,235	
	X2.6	0,777	0,235	
	X2.7	0,601	0,235	
	X2.8	0,730	0,235	
	X2.9	0,465	0,235	
	X2.10	0,503	0,235	
	X2.11	0,423	0,235	
	X2.12	0,660	0,235	
	X2.13	0,667	0,235	
	X2.14	0,595	0,235	
	X2.15	0,443	0,235	
	X2.16	0,401	0,235	
Job satisfaction (Y1)	Y1.1	0.613	0,235	Valid
	Y1.2	0.715	0,235	Valid
	Y1.3	0.667	0,235	Valid
	Y1.4	0.640	0,235	Valid
	Y1.5	0.633	0,235	Valid
Village Apparatus Performance (Y2)	Y2.1	0.611	0,235	Valid
	Y2.2	0.697	0,235	Valid
	Y2.3	0.669	0,235	Valid
	Y2.4	0.654	0,235	Valid
	Y2.5	0.718	0,235	Valid
	Y2.6	0.519	0,235	Valid
	Y2.7	0.621	0,235	Valid
	Y2.8	0.725	0,235	Valid
	Y2.9	0.574	0,235	Valid
	Y2.10	0.690	0,235	Valid

Source: Processed primary data

While the reliability test on all the variables studied, the results of the Cronbach Alpha calculation are above 0.6, this means that all the variables studied are reliable. This can be seen in table 2:

Table 2: Summary of Variable Reliability Calculation Results

Variabel	r hitung (Cronbach Alpha)	r standar	Kriteria
Competence (X1)	0,913	0,60	Reliability
Work motivation	0,841	0,60	1
	0,659	0,60	Reliability
	0,839	0,60	1

(X2)			Reliability
Job satisfaction (Y1)			1
Village Apparatus Performance (Y2)			1

Source: Processed primary data

### Model Feasibility Test

The Influence of Competence and Work Motivation on Job Satisfaction

**a. Coefficient of Determination**

Table 3: The Result of Calculation of the Coefficient of Determination Effect of Variables X1 and X2 on Y1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.581 <sup>a</sup>	.338	.319	1.71243

Source: Processed primary data

Table 3 above shows that the adjusted R2 figure is 0.319. This means that the two independent variables, namely Competence (X1) and Work Motivation (X2) can explain the variation of the dependent variable Job satisfaction (Y1) by 31.9% while the remaining 68.1% is explained by other variables / factors outside the model, for example Individual Characteristics, Education, Skills, Experience and so on

**Uji F**

Table 4: F Test Results The Effect of Variables X1 and X2 on Y1

Model		df	F	Sig.
1	Regression	2	17.616	.000 <sup>a</sup>
	Residual	69		
	Total	71		

Source: Processed primary data

Table 4 above shows that the calculated F value = 17,616 > F table = 3.15 (df1 = k = 2 and df2 = n - k - 1 = 72 - 2 - 1 = 69, = 0.05), with numbers significance = 0.000 < = 0.05 (significant), so this model is feasible to use.

**The Effect of Job Satisfaction on Village Apparatus Performance**

**a. Koefisien Determinasi**

Table 5: The Result of Calculation of

the Coefficient of Determination The Effect of Y1 on Y2 Variabel

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.491 <sup>a</sup>	.241	.230	3.94346

Source: Processed primary data

From Table 5 above, it can be seen that the adjusted R2 figure is 0.230. This means that the Village Apparatus Performance variable (Y2) can be explained by the Job satisfaction variable (Y1) of 23% while the remaining 77 % was explained by other variables/factors outside the model. for example leadership, work environment and so on.

**b. Uji F**

Table 6: F Test Results The Effect of Variable Y1 on Y2

Model		df	F	Sig.
1	Regression	1	22.213	.000 <sup>b</sup>
	Residual	70		
	Total	71		

Source: Processed primary data

Meanwhile, table 6 above shows that the calculated F value = 22.213 > F table = 4.00 (df = k = 1 and df2 = n - k - 1 = 72 - 1 - 1 = 70 = 0.05), with the numbers significance = 0.000 < = 0.05 (significant), so this regression equation model was feasible to use.

**Regression Analysis**

Meanwhile, the effect of competence variable (X1) and work motivation (X2) on job satisfaction (Y1) can be seen in table 7 below:

Table 7. Analysis Results Regression Coefficient of Effect of Variables X1 and X2 on Y2

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error			
1 (Constant)	1.053	3.785		.278	.782
Competence (X1)	.196	.072	.233	2.710	.002
Work motivation (X2)	.499	.066	.468	7.526	.000

Source: Processed primary data

Table 7 above shows that the regression coefficient 1 = 0.233 and 2 = 0.468 then from these numbers the regression equation model can be arranged as follows:

$$Y1 = 1X1 + 2X2 + e1 \text{ or } KK = 1KP + \beta2 MK + e1$$

$$Y1 = 0.233 KP + 0.468 MK + e1$$

Based on the above equation, the following interpretation can be made:

a. Regression coefficient 1 (beta) = 0.233, because it was positive (+),

the increase in competence will increase work satisfaction.

b. Regression coefficient 2 (beta) = 0.468, because it was positive (+), the increase in work motivation will increase job satisfaction.

While the effect of work satisfaction on village apparatus performance can be explained by looking at the results of the regression coefficient calculations in table 8 below:

Table 8. Regression Coefficient of Effect of Variable Y1 on Y2

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error			
1 (Constant)	21.726	4.382		4.958	.000
Job satisfaction (Y1)	1.063	.226	.491	4.713	.000

Source: Processed primary data

Based on Table 8 above, the influence of the variable work satisfaction (Y1) on Village Apparatus Performance (Y2). shows that the regression coefficient (beta) or 3 = 0.491, the regression equation model:  $Y2 = 3Y1 + e2$  or  $KG = 3KK + e2$   $KG = 0.491 KK + e2$

Based on the above equation, an interpretation can be made of the regression coefficient 3 (beta) = 0.491, because it is positive (+), the increase in job satisfaction will increase the performance of village officials.

### Hypothesis Testing

Hypothesis test of the influence of competence variable on work satisfaction (H1).

#### Hypothesis (H1):

H0 : 1 = 0 : Competence has no effect on work satisfaction

Ha : 1 > 0 : Competence has a positive effect on work satisfaction.

Table 7 shows that the value of t arithmetic (for 1) = 2.710 > t table = 1.671 (df = n - k - 1 = 72 - 2 - 1 = 69, = 0.05, one-sided test) with a significance value = 0.002 < = 0.05, so Ho was rejected and Ha was

accepted (significant). Thus hypothesis 1 (H1) that competence has a positive effect on job satisfaction was proven.

Hypothesis test of the effect of work motivation on work satisfaction (H2).

**Hypothesis (H2):**

H<sub>0</sub> : 2 = 0 : Work motivation has no effect on work satisfaction

H<sub>a</sub> : 2 > 0 : Work motivation has a positive effect on work satisfaction.

Table 7 also shows that the value of t arithmetic (for 2) = 7.526 > t table = 1.671 with a significance number = 0.011 < = 0.05, so H<sub>0</sub> was rejected and H<sub>a</sub> was accepted (significant). Thus hypothesis 2 (H2) that work motivation has a positive effect on work satisfaction is proven.

Hypothesis Testing the Effect of work Satisfaction on Village Apparatus Performance in Sakra District, East Lombok Regency.

**Hypothesis (H3):**

H<sub>0</sub> : 3 = 0 : work satisfaction has no effect on the performance of the Village Apparatus.

H<sub>a</sub> : 3 > 0 : work satisfaction has a positive effect on the performance of the Village Apparatus.

Table 8 shows that the value of t arithmetic (for 3) = 4.713 > t table = 1.671 (df = n - k - 1 = 72 - 1 - 1 = 70, = 0.05, (one-sided test) with a significance value = 0.000 < = 0.05 so H<sub>0</sub> was rejected and H<sub>a</sub> was accepted (significant). Thus, hypothesis 3 (H3) that work satisfaction has a positive effect on the performance of Village Apparatus in Sakra District, East Lombok Regency is proven.

The results of the analysis show that competence has a positive and significant effect (sig. = 0.002) on work satisfaction, so that hypothesis 1

(H1) was proven and can be interpreted that increasing competence will be able to increase the work satisfaction of Village Apparatus in Sakra District, East Lombok. This was in accordance with the results of Pandey's (2015) research which found that competence is one of the factors that have a significant effect on job satisfaction.

Work motivation has a positive and significant effect (sig. = 0.000) on work satisfaction, so hypothesis 2 (H2) was proven and can be interpreted that the higher work motivation will increase the work satisfaction of Village Apparatus in Sakra District, East Lombok Regency. This is also in accordance with the results of research by Ni Kadek Eni Juniari (2015) who found a significant influence of motivational factors on work satisfaction.

Likewise, the variable work satisfaction has a positive and significant effect (sig. = 0.000) on performance. so that hypothesis 3 (H3) that work satisfaction has a positive effect on the performance of Village Apparatus in the Sakra District of East Lombok Regency was proven and can be interpreted that increasing work satisfaction will be able to improve the performance of Village Apparatus in the Sakra District of East Lombok Regency. This was in accordance with the results of Wijaya's research (2018) which shows that job satisfaction has a positive effect on employee performance.



## **CONCLUSION AND SUGGESTION**

### **Conclusion**

1. Hypothesis 1 (H1) that competence has a positive effect on work satisfaction is proven. So that, increasing competence will be able to increase the work satisfaction of Village Apparatus in Sakra District, East Lombok Regency.
2. Hypothesis 2 (H2) that work motivation has a positive effect on work satisfaction is proven. So that, increasing competence will be able to increase the work satisfaction of Village Apparatus in Sakra District, East Lombok Regency.
3. Hypothesis 3 (H3) that work satisfaction has a positive effect on the performance of Village Apparatus in Sakra District, East Lombok was proven. So that increasing job satisfaction will be able to improve the performance of Village Apparatus in Sakra District, East Lombok Regency.

### **Suggestion**

1. Limited variables that affect performance in this study, so that future research needs to improve it by adding several relevant variables so that it will enrich the study of Village Apparatus performance such as individual characteristics, organizational climate, work culture, organizational commitment, work environment and etc.
2. In order for the results of the analysis to be more complete, future research needs to use more comprehensive analytical tools such as Path Analysis so that it

will be possible to see the direct and indirect effects of the variables that affect the performance of the Village Apparatus in the East Lombok Regency.

### **REFERENCES**

- Afandi, P. (2018). Human Resource Management (Theory, Concepts and Indicators). Riau: Zanafa Publishing.
- Arikunto, Suharsimi. (2012). "Research Procedure". Jakarta: n Rineka Cipta.
- Dalyono, 2005. Educational Psychology, Jakarta: Rineke Cipt. Ministry of National Education.
- McClelland, D. 1961. The achieving society. Princeton, NJ: Van Nostrand Company Inc
- McClelland, D. 2015. The achieving society. Princeton, NJ: Van Nostrand Company Inc
- Desler, Gary, 1998, Human Resource Management, Indonesian Edition Volume I Fuad, Masud, 2004, Organizational Diagnostic Survey: Concepts and Applications Semarang: Publishing Agency UNDIP.
- Edison, Emron. Yohny Anwar and Imas Komariyah. 2017. Human Resource Management. Second Edition. Bandung. Alfabet.
- Hasibuan, H. Malay. 2016. Human Resource Management. 18th Printing. Bandung : PT Pemuda Rosdakarya.
- Luthans, F, 1998, Organizational Behavior, Eighth Edition, Singapore. McGraw Hill International Editions.
- Luthans, & Freds. (2006). Organizational behavior.

- Yogyakarta: Andi
- Mangkunegara, A.P. (2015). *HR Performance Evaluation*, Publisher Refika Aditama, Bandung
- Mathis L. Robert-John H. Jackson. 2011. *Human Resources Management 10th ed.* Jakarta: Salemba Empat.
- Ni Kadek Eni Juniari , 2015 *The Effect of Motivation on Job Satisfaction and Performance of Civil Servants (Pns) at the Nusa Dua Bali Tourism College E-Journal of Economics and Business Udayana University 4.11 (2015) : 823-840*
- Pandey Juneidy et al, 2015. *The Effect of Work Competency on the Performance of Village Government Apparatus (A Study in Pinelang District, Minahasa Regency).*JAP Vol.31 Vol.III 2015.
- Article 1 paragraph (1) of Law Number 6 of 2014 concerning Villages.
- Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 67 of 2017
- Robbins, Stephen P & Judge, Timothy A. (2018).*Organizational Behavior Edition 15.* New Jersey: Pearson Educatio.
- Robbins, S. P., & Judge, T. A. (2015).*Organizational behavior.* Jakarta: Salemba Empat.
- Siagian, S P. 2008. *Human Resource Management.*Earth Literature. Jakarta.
- Simamora, 2006.*Personnel Management and Human Resources.* Earth Literacy, Jakarta.
- Sitorus, 2019 *The Effect of Competence and Job Selection on Employee Job Satisfaction At Pt. Tirta Sumber Menara Lestari sopiah.* (2008). *Organizational Behavior.* Yogyakarta: Andi.
- Sugiyono, 2019.*Statistics for Research.*Alfabeta. Bandung.
- Suparyadi.(2015). *Human Resource Management, Creating Competitive Advantage Based on HR Competition.* Jakarta: Andi
- Titisari, P. (2014). *The Role of Organizational Citizenship Behavior (OCB) in Improving Employee Performance.* Jakarta: Media Discourse Partners.
- Wijaya Iwan Kurnia, 2018, *The Effect of Job Satisfaction on Employee Performance in Bukit Sanomas Cv, AGORA Journal Vol. 6, No. 2 (2018).*
- Wibowo, 2016.*Performance Management, Fifth Edition, PT. Rajagrafindo Persada Jakarta-14240.*

## **The Effect of Leadership and Organizational Culture on Employee Performance With Job Engagement as A Mediation Variable**

*<sup>1\*</sup>Netty Laura, <sup>2</sup>Geby Sasmitha*

*University Management Study Program August 17 1945, Indonesia  
Email: [1\\*nettylaura611@gmail.com](mailto:1*nettylaura611@gmail.com), [2gebysasmitha11@gmail.com](mailto:2gebysasmitha11@gmail.com)*

(Received: June 2022; Reviewed: June 2022; Accepted: July 2022;  
Available online: September 2022; Published: September 2022)

### **ABSTRACT**

*The following research aims to analyze the influence of leadership, organizational culture, and job involvement on employee performance. This research was conducted on employees and female employees in the area of North Jakarta and its surroundings, where data collection used the distribution method. The following research population is employees who work in the North Jakarta area with 1-3 years of service. The number of respondents in the following research reached 150 people. The following research data processing technique uses the PLS (Partial Least Square) system. The results showed that organizational culture and work involvement had a significant effect on employee performance, but leadership had no significant effect on employee performance.*

**Keywords: Organizational Culture, Job Engagement, Leadership, Employee Performance**

## **INTRODUCTION**

Every company has various goals and one of them is to achieve the goal or maximum output and results. Because basically HR plays a very important role in achieving maximum goals for the company (Susan, 2019) and it is undeniable that employee performance is one of the important points to achieve this. Employee performance is the result of work carried out by several people or even more employees who are carried out in accordance with their respective positions and duties within a certain time to achieve a predetermined organizational goal. (Alfiz et al., 2019) Employee performance greatly affects the growth of the company, many factors affect employee performance, including from oneself and others.

The company leader must have thought that quality and quantity were important and wanted good output results achieved for his company. Of course all that will not be achieved without the presence of human resources who help to develop the company, it cannot be denied that employee performance is one of the important aspects and points in the company chain. Employees or HR (Human Resources) is a very important subject as a strong foundation in an organization or company. Optimal employee performance can be realized if leaders in the company are able to manage their resources into capable or reliable resources (Eliyana & Ma'arif, 2019).

HR needs to be managed properly professionally to create the balance needed by employees, the demands and capabilities of the organization and the importance of

quality human resources for the advancement of the company. (Tangngisalu et al., 2020) This balance is the main key for development that will result in a contribution to organizational performance. (Putra & Wibowo, 2021). It was concluded by (Paais & Pattiruhu, 2020) that the individual behavior of company and group members gives power over employee performance.

The better the performance of employees in the company, the easier it will be for the company to achieve its goals. And vice versa if the employee's performance is low then the company will be increasingly difficult to achieve its goals. (Jufrizen, 2018). Performance is basically something that employees give in determining how much they contribute to the company in the form of production results or services provided. Basically, performance greatly affects the quality of a company, where performance determines the level of success of the running of a company produced by human resources who own the company according to the work standards set. (Farisi et al., 2020)

One company in the Jakarta area experienced a decline due to shrinking employee performance. Where that HR performance is largely determined by the internal and external environmental conditions of the organization, including organizational culture (Jufrizen & Rahmadhani, 2020), but according to (Puti, 2020) Employee performance will reach its maximum depending on the leadership style. If the ethics or leadership style is good, it can guarantee that employee performance

will achieve maximum results.

Leadership style is how superiors influence their subordinates so that they want to do what the boss wants in accordance with the goals of the organization or company. The stronger the leader regulates his subordinates, the employee will be motivated to improve the quality of his work (Puti, 2020) Awareness that the survival and growth of the company is determined by the power of money or capital and is determined by how successful HR management is in the organization. (Paais & Pattiruhu, 2020).

Hendriks et al., (2020) Indeed, the leader's character shapes his goals and behavior which have an impact on the output or results of the organization including the results and behavior of his subordinates. Therefore, it is concluded that the leader's character is considered an important and indispensable component for leadership performance.

During this pandemic, many companies experienced a decline both in terms of production, sales, and in terms of employee performance which made the company not reach its target. This is certainly a problem that must be faced by the company, and of course this makes management and company managers have to think hard for solutions to these problems. Where the government makes regulations that require every company to be required to implement 5M and determine the progress of WFH where the government in research (Purwanto et al., 2020) urges that business companies etc. to implement WFH and divide the team of workers into several parts,

employees are required to go to work 50 % of total employees.

The WFH period certainly affects the running of the company where employee performance decreases in addition to the lack of direct communication between employees and the difficulty of making reports that require physical checks of goods documents and others. This is certainly a problem and challenge again for the company and management. Company leaders must think hard and make difficult decisions, either reducing employees due to a decrease in results or sales during this pandemic and thinking that during this pandemic the company will continue to work and work effectively during the WFH period even though there are still many things that need to be considered and rethought.

According to (Mardianah & Hidayat, 2020) The phenomenon that occurs due to the company's policy on WFH makes entrepreneurs and government agencies doubt the effectiveness of WFH in reducing the performance of employees or organizations comprehensively, because not all sectors can implement the policy.

The purpose of this study is to seek knowledge and evidence that the influence of organizational culture and leadership style on employee performance, and explain the problems that exist in the company due to the implementation of WFH affecting the performance of employees and the organization of the company, the role of leaders in making company policies greatly affects for the development of the company. The previous journals were

used as a comparison for researchers. Meanwhile, the contribution of the following research for the company is for companies to better understand the important role of leadership style and organizational culture on employee performance so that there is no decline in performance within the company. And for researchers, the following research is a science and evaluation that is very useful both for the present and in the future, and as a comparison for future research.

## **LITERATURE REVIEW**

### **Employee Performance**

Talking about the performance of employees is also inseparable from factors that can affect individual performance. Work motivation factors and work environment are factors that can have an impact on employee performance. As a driving factor for work motivation, it encourages employees to carry out activities that are very much needed, especially during the current pandemic (Zayd & Habiburahman, 2022)

And according to (Muizu et al., 2019) that performance is an achievement achieved by employees based on the standards and measures that have been set. But according to (Mahmud & Sopiah, 2022) employee performance is one of the markers that organizations need to pay attention to. When employees feel unmotivated at work, this will have an impact on inhibiting organizational operational activities.

According to (Listiani et al., 2019) Self Leadership has a positive and significant effect on employee performance and individual characteristics have a positive and

significant effect on employee performance.

However, several other experts stated that according to (Sinambela & Lestari, 2022) Increasing human resources can be capital to face market competition, one of which is by improving employee performance. Increased employee performance is influenced by several factors, including the work environment, work ability, and leadership.

The increasing ability of employees' skills or work has a positive impact on increasing employee performance (Munir et al., 2022)

### **Leadership**

According to (Mahmud & Sopiah, 2022) leadership has an important position in an organization in planning, coordinating, directing, and supervising so that the prospects for the organization's goals are in line with the expectations of the organization. According to previous research (Inceoglu et al., 2018) that leadership behavior has a very significant impact on employee behavior, employee performance, and employee welfare. Leadership has an important position or role in an organization in planning, coordinating, directing, and supervising so that the prospects of the organization's goals are in line with the expectations of the company's organization.

A good leader is a leader who is able to make wise decisions without injuring his members, including a positive impact on the continuity of the organization he leads. According to (Tirtayasa, 2019) Leaders are obliged to give serious attention to

fostering, mobilizing, mobilizing all potential employees in their environment so that the volume and workload that is directed at the goal can be realized. commitment so that in the end it can improve high performance.

Data-based decision-making refers to the approach business firms and managers adopt in making decisions based on the power of acceptable and verifiable data (Rejikumar et al., 2020)

In a fair organization the relationship will be stronger if there is transformational leadership (Knezović & Drkić, 2020)

### **Organizational Culture**

(Bhardwaj & Kalia, 2021)

Organizational culture is also referred to as the collective programming of the mind, which distinguishes members of one organization from other organizations. According to (Tirtayasa, 2019) the importance of organizational culture, understanding organizational culture as a mutual agreement regarding the values that bind all individuals in an organization to determine the normative boundaries of the behavior of organizational members. The role of organizational culture is to help create a sense of belonging to the organization, create emotional attachment between the organization and employees involved in the organization itself, help create organizational stability as a social system and find patterns of behavioral guidelines as a result of habitual norms formed in everyday life. . Culture guides individuals to behave and instructs them on what to follow and learn, and in organizations there

is interaction between individuals according to their respective roles and functions in order to achieve common goals. HR is very necessary to be managed properly professionally to create harmony between the interests of employees and the interests of the organization in advancing the organization or company.

### **Job Engagement**

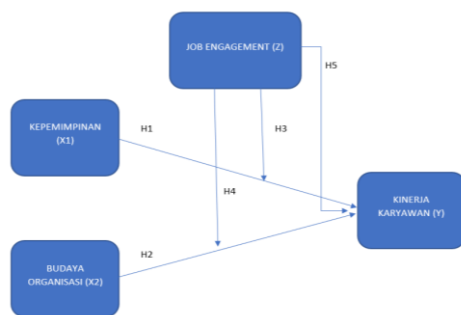
Work involvement is a factor that can affect the performance of human resources in a company and this is because in carrying out the duties and responsibilities of each individual employee who is obliged to apply the values contained in the company according to (Kharismasyah & Tata, 2021) own work involvement, namely the behavior of employees who are related to work or job descriptions which have been defined as employee psychological identification or employee commitment to work (Sunnyahni, 2021). To increase the productivity of a company, work involvement is a very important aspect for employee work effectiveness and is indispensable for the development of the company. Job engagement itself is the most important thing in business, namely it will get more attention from the company because according to research on work engagement that has a positive impact on organization and work (Yin, 2018)

### **METHOD**

The following research uses a quantitative method based on data collection by filling out a questionnaire. This research was conducted on workers in several companies in Jakarta and its surroundings, especially the North Jakarta area. The population of the

following research is all employees aged between 18 years to the age of > 40 years as many as 125 workers or respondents. While the data analysis technique used is using the PLS (Partial Least Square) path, currently PLS is used to analyze large data formats into simplified forms (Ammad et al., 2021).

Based on the problem formulation and research objectives, the research model or concept is described as follows:



### **HYPOTHESIS**

Based on the conceptual framework or model built in the following research, the hypothesis is formulated as follows:

- H1). Leadership affects employee performance
- H2). Organizational culture affects employee performance
- H3). Leadership has an effect on job engagement
- H4). Organizational culture affects job engagement
- H5). Job engagement affects employee performance

### **X1 To Y (Leadership On Employee Performance)**

(Fajrin, 2018) Employees need a leadership style or a leader who can grow work motivation, because by creating high work motivation, the performance of employees becomes more effective and company goals can be achieved more quickly.

### **X2 To Y (Organizational Culture To Employee Performance)**

(Wicaksono et al., 2021) In the current era that is advancing and developing, companies must be able to maximize better employee performance in order to achieve maximum results. For corporate organizations, training is a must or mandatory for employees because it is needed to provide added value in the form of skills. which are updated in carrying out their duties and high work discipline so that they will ensure order and smooth tasks for optimal results, and for the employees themselves will create a comfortable and pleasant work atmosphere so that it will increase morale.

### **X1 Against Z (Leadership On Job Engagement)**

Transformational Leadership is one of the highest variables that affect job engagement, consistent transformational leadership can motivate employees to be involved in doing work outside the set standards, Leaders with a transformational mindset can increase employees' high expectations and provide a vision and mission and lead to solutions rationally to challenge themselves constantly. And the High Performance Work System, which aims to create pleasant working conditions and a productive workplace, can be said to be the most important part of job engagement (Maharani, 2021).

### **X2 Against Z (Organizational Culture On Job Engagement)**

In an organization with a strong culture, shared values are deeply understood and embraced by some members of the organization, a strong and positive culture greatly influences



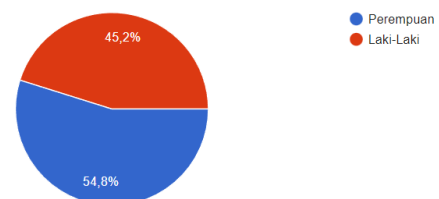
the behavior and effectiveness of the organization's work. Work engagement is a positive attitude of employees and the company (commitment, involvement, and attachment) to the cultural values and the success of the organization or company. Employees who have work engagement also have high initiative in doing tasks and are more motivated to learn more than what they do on a daily basis. (Prahara, 2020) Employees who have a high work engagement value have 3 advantages, namely employees are happier and more enthusiastic so they can produce job resources that will have an impact on completing task performance with good results. Both employees will be healthier both physically and mentally or psychologically so that employees are more focused in completing their work. The three employees will channel work engagement to other fellow employees so that interpersonal relationships can be well established and team performance will be well established too.

### **Z To Y (Job Engagement On Employee Performance)**

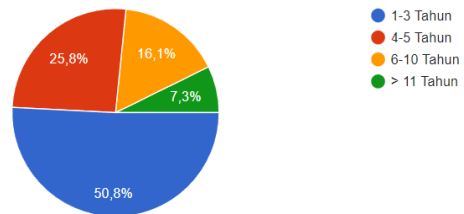
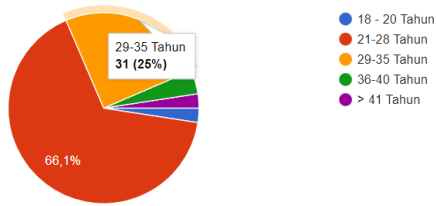
Job engagement is a complex concept which can be influenced by several factors, for example, workplace culture organizational communication, managerial style that triggers trust and respect and the leadership adopted by the company itself. Employees who are bound will work hard with positive thoughts so they will quickly complete their tasks at work, employees who are bound will automatically improve their performance trying to align with the goals of achieving the company's goals. (Manalu et al., 2021).

The following research locations are in North Jakarta and its surroundings and the target participants of the research are employees and female employees of the Jakarta and surrounding areas. The procedure for collecting data is by distributing questionnaires to these targets via Google Form. As we know that Google Form is one of the facilities that can be used for data collection purposes for research. With this we can use it to distribute questions or statements that will be filled out using individual devices via online (Kurniawan, n.d.) According to (Iqbal et al., 2018) Google Form as an evaluation tool is expected to be able to provide convenience in learning evaluation activities, from evaluation planning to evaluation. to efficiency, effectiveness as well as learning and can have an impact and benefit both from the aspect of affective, efficiency, attractiveness and appearance.

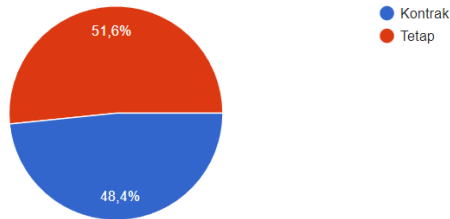
The characteristics of respondents based on descriptive analysis carried out provide information that the majority of respondents are women with a result of 54.8%



with the average age of respondents in the number 21-28 years with a percentage of 66.1%,



with permanent employee employment status with 51.6% results

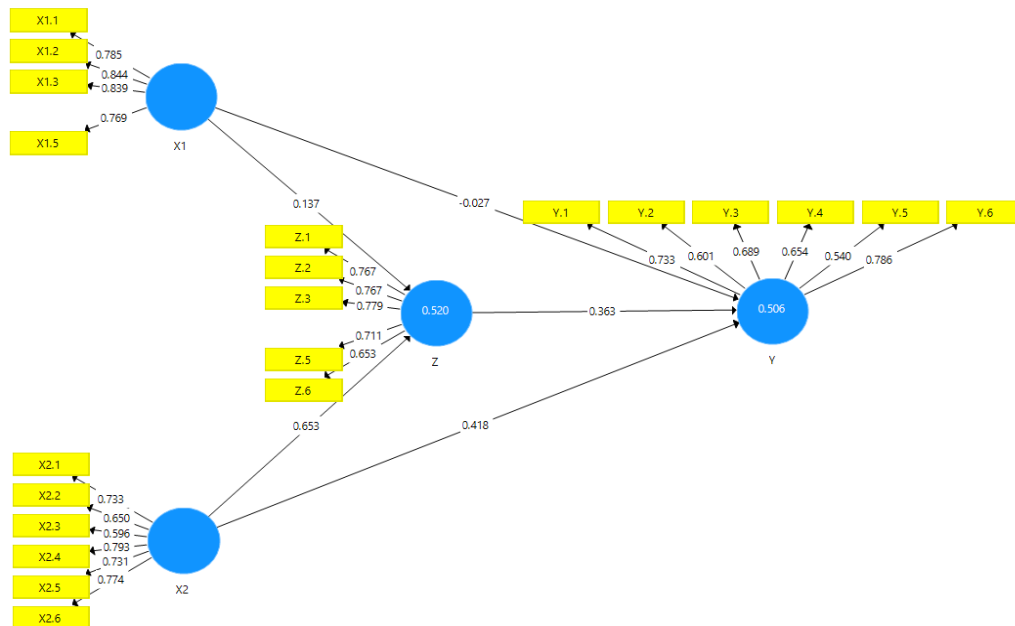


and working period of 1-3 years with a percentage of 50.8%

This shows that employees or employees who work in the Jakarta area on average are employees who have just worked for a period of time that are relatively young or early with an average age of 20 - an

## RESULT

From the processing of data obtained from the distribution of questionnaires, the researcher will test the validity and reliability of the overall results, along with the results of the data processing.



Measurement (Outer) Model Or the outer measurement model can be determined by Cronbach's Alpha, Composite Reliability and rho A whose value is required  $> 0.7$  and Average Variance Extracted (AVE) whose value is required  $> 0.5$ . In the table below, it can be seen that this study has Cronbach's Alpha,

Composite Reliability and rho A values all  $> 0.7$  and the Average Variance Extracted (AVE) values are all  $> 0.5$ , except for the Y variable for AVE, the results of data processing show that they are not reliable. This proves that the average results of the respondents in this study are valid and reliable.

Tabel 1.

	<b>Cronbach's Alpha</b>	<b>rho_A</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
(X1) Kepemimpinan	0,825	0,834	0,884	0,656
(X2) Budaya Organisasi	0,809	0,824	0,862	0,513
(Y) Kinerja Karyawan	0,754	0,774	0,830	<b>0,452</b>
(Z) Job Engagement	0,788	0,791	0,856	0,543

Structural (Inner) Model

Structural (Inner) Model or structural model (inside) can be determined by looking at the value of R Square which states that if the R Square owned is <0.3 then the value is weak, if the value is 0.3-0.4 then the value is moderate. , if the value is 0.5 - 0.6 then the value is quite strong, if the value is > 0.6 then the value is very strong. In the research model that has been discussed earlier, it can be seen that the R Square value contained in this study is 0.520. It states that the R Square in this study is quite strong. With an R Square value of 0.520, it can be interpreted that the organizational culture

leadership variable on employee performance and job engagement mediation contributes 0.520 or 52.0%, of which the rest of the value, which is 0.48 or 48.0%, is influenced by other variables. were not included or were not investigated in this study.

HYPOTHESIS TESTING

In testing this hypothesis, it can be seen from each path coefficient which states that it is significant or not significant between constructs. Hypothesis significance test can be done by looking at the T-Statistic and P Value, if the T-Statistic value is > 1.96 and P Value <0.5 then it can be said to have significant validity.

Tabel 2.

	<b>Original Sample</b>	<b>Sample Mean</b>	<b>Standard Deviation</b>	<b>T Statistics</b>	<b>P Values</b>
Kepemimpinan Terhadap Kinerja Karyawan (X1-Y)	-0,027	-0,004	0,086	0,312	<b>0.755</b>
Budaya Organisasi Terhadap Kinerja Karyawan (X2-Y)	0,418	0,411	0,095	4,382	<b>0,000</b>
Kepemimpinan Terhadap Job Engagement (X1-Z)	0,137	0,157	0,060	2,279	<b>0,023</b>
Budaya Organisasi Terhadap Job Engagement (X2-Z)	0,653	0,643	0,065	10,017	<b>0,000</b>
Job Engagement Terhadap Kinerja Karyawan (Z-Y)	0,363	0,357	0,109	3,325	<b>0,001</b>

A. The Effect of Leadership on Employee Performance

Based on the results of the hypothesis test above, it can be seen that the T-Statistic value related to leadership on employee performance is 0.312 and the P Value is 0.755. From this value, it proves that the leadership variable has the lowest value of the 5 hypotheses studied in influencing product innovation. It can be concluded that leadership produces an insignificant value and it can be said that leadership has a negative effect on employee performance and Hypothesis 1 is rejected.

B. The Influence of Organizational Culture on Employee Performance

Based on the results of the hypothesis test above, it can be seen that the T-Statistic value related to Organizational Culture on Employee Performance is 4.382 and the P Value is 0.000. This value is obtained from the magnitude of the influence of Organizational Culture in influencing Employee Performance so as to produce a significant value and it can be said that Organizational Culture has a positive effect on influencing Employee Performance and Hypothesis 2 is accepted.

C. Influence of Leadership on Job Engagement

Based on the results of the hypothesis test above, it can be seen that the T-Statistic value related to Leadership on Job Engagement is 2.279 and the P

Value is 0.023. This value is obtained from the magnitude of the influence of Leadership in influencing Job Engagement so that it produces a significant value and it can be said that Leadership has a positive effect on influencing Job Engagement and Hypothesis 3 is accepted.

D. The Influence of Organizational Culture on Job Engagement

Based on the results of the hypothesis test above, it can be seen that the T-Statistic value related to Organizational Culture on Job Engagement is 10,017 and the P Value is 0.000. This value is obtained from the magnitude of the influence of Organizational Culture in influencing Job Engagement so as to produce a significant value and it can be said that Organizational Culture has a positive effect on influencing Job Engagement and Hypothesis 4 is accepted.

E. The Influence of Job Engagement on Employee Performance

Based on the results of the hypothesis test above, it can be seen that the T-Statistic value related to Job Engagement on Employee Performance is 3.325 and the P Value is 0.001. This value is obtained from the magnitude of the influence of Job Engagement in influencing employee performance so that it produces a significant value and it can be said that Job Engagement has a positive effect on employee performance and Hypothesis 5 is accepted.

The results of the following research show that organizational culture and job engagement have a significant positive effect on employee performance, these results indicate that high and low employee performance is based on the influence of organizational culture, and also job engagement or called work engagement. So the higher the application of organizational culture and work involvement, the higher the positive influence on employee performance, the findings of the following research are supported by findings from (Manalu et al., 2021). The more involved members of the organization of an organization are, the greater the chance of achieving the desired output or results of the company. Then the performance of employees in the organization increased significantly and positively because of the great influence of the organization and work involvement in the company. However, from the following findings the researcher found that the leadership variable had a positive but not significant effect on employee performance. These results indicate that the greater the influence of leadership has not been able to improve employee performance, this cannot be separated from the policies or rules that apply in the company where every employee member is obliged to achieve the targets set in each employee member and division within the company. So it was concluded that this finding was different from the findings from (Gemedda & Lee, 2020) which

stated in their research that transformational leadership style has a significant positive relationship with work engagement and innovative work behavior, or it is concluded that transformational leadership style affects work engagement and work behavior in the organizational environment among employees positively

## **CONCLUSION AND SUGGESTION**

### **Conclusion**

Based on the findings in the following research discussion where the initial purpose of the following research is to describe and find out the strength of the organizational culture leadership variables and existing work involvement on employee performance, it is concluded that the high level of employee performance is influenced by organizational culture in the organization. The company and work involvement also affect the results of employee performance with positive and significant results. But in the following study, the results of leadership are not significant on employee performance, it is concluded that in the following study, employee correspondents do not agree that leadership as an influence on employee performance is inversely proportional to the findings of previous researchers that leadership style affects the results of employee performance.

### **Suggestion**

As a researcher, my advice is to try to keep employee performance stable and run effectively is to pay

more attention to employees and embrace employees and teach, give direction or educate a lot in the organizational culture, for example, provide good training so that workers are more proficient in their work and always innovate so that The company is also still growing. The company leader participates in providing input directions in growing his organization and paying attention to the workers where HR itself is the spearhead in the growth and development of the company.

#### REFERENCES

- Afandi, P. (2018). *Human Resource Management (Theory, Concepts and Indicators)*. Riau: Zanafafa Publishing.
- Alfiz, A., Widadi, B., Negara, I. S. M., & Savitri, F. M. (2019). CAUSE ANALYSIS OF EMPLOYEE PERFORMANCE WITH INTERRELATIONSHIP DIAGRAM (CASE STUDY IN STIKES HARAPAN BANGSA PURWOKERTO). *Solutions*, 17(2).
- Ammad, S., Alaloul, W. S., Saad, S., & Qureshi, A. H. (2021). Personal protective equipment (PPE) usage in construction projects: a systematic review and smart PLS approach. *Ain Shams Engineering Journal*, 12(4), 3495–3507.
- Bhardwaj, B., & Kalia, N. (2021). Contextual and task performance: role of employee engagement and organizational culture in the hospitality industry. *Vilakshan-XIMB Journal of Management*.
- Eliyana, A., & Ma'arif, S. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144–150. <https://doi.org/10.1016/j.iedeen.2019.05.001>
- Fajrin, I. Q. (2018). *The Influence of Leadership Style on Employee Performance With Work Motivation as an Intervening Variable (Study on Employees of Kebon Agung Malang Sugar Factory)*. Brawijaya University.
- Farisi, S., Irnawati, J., & Fahmi, M. (2020). The Effect of Motivation and Work Discipline on Employee Performance. *Journal of Humanities: Journal of Social Sciences, Economics and Law*, 4(1), 15–33.
- Gemeda, H. K., & Lee, J. (2020). Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study. *Heliyon*, 6(4), e03699. <https://doi.org/10.1016/j.heliyon.2020.e03699>
- Hendriks, M., Burger, M., Rijsenbilt, A., Pleeging, E., & Commandeur, H. (2020). Virtuous leadership: a source of employee well-being and trust. *Management Research Review*.
- Inceoglu, I., Thomas, G., Chu, C., Plans, D., & Gerbasi, A. (2018). Leadership behavior and employee well-being: An

- integrated review and a future research agenda. *The Leadership Quarterly*, 29(1), 179–202.
- Iqbal, M., Rosramadhana, R., Amal, B. K., & Rumapea, M. E. (2018). Use of Google Forms as a Media for Giving Introductory Social Science Course Assignments. *Jupiis: Journal of Social Sciences Education*, 10(1), 120–127.
- Jufrizen, J. (2018). The role of work motivation in moderating the effect of compensation and work discipline on employee performance.
- Jufrizen, J., & Rahmadhani, K. N. (2020). The influence of organizational culture on employee performance with the work environment as a moderating variable. *Dewantara's Journal of Management and Business Research (JMD)*, 3(1), 66–79.
- Kharismasyah, A. Y., & Tata, E. E. T. N. (2021). Effect of Emotional Intelligence, Organizational Citizenship Behavior, Job Involvement on Nurse Performance at Majenang Hospital. *Derivatives: Journal of Management*, 15(1), 142–154.
- Knezović, E., & Drkić, A. (2020). Innovative work behavior in SMEs: The role of transformational leadership. *Employee Relations: The International Journal*.
- Kurniawan, B. (n.d.). THE EFFECTIVENESS OF USING GOOGLE FORMS AS A DATA COLLECTION MEDIA DURING THE COVID-19 PANDEMIC.
- Listiani, D. K. A., Widyani, A. A. D., & Mendra, I. W. (2019). The Influence of Knowledge Sharing, Self Leadership and Individual Characteristics on Employee Performance at the National Unity, Politics, and Community Protection Agency of Karangasem Regency. *National Seminar on Innovation in Science, Technology and Humanities Research-InoBali*, 555–561.
- Maharani, F. S. (2021). The effect of transformational leadership, high performance work system, job demand on job engagement in CV. Excellent Alpha. *THESIS-2021*.
- Mahmud, M., & Sopiah, S. (2022). The Effect of Transformational Leadership on Employee Performance. *Syntax Literate; Indonesian Scientific Journal*, 7(3), 1490–1505.
- Manalu, A. R., Thamrin, R., Hasan, M., & Syahputra, D. (2021). The Effect of Work Engagement on the Performance of BPJS Ketenagakerjaan Employees. *Journal of Economics and Management (JECMA)*, 1(02). <https://doi.org/10.46772/jecma.v1i02.376>
- Mardianah, L., & Hidayat, S. (2020). Empirical Study of the Impact of Work from Home (WFH) Policy and Top Management Support on Employee Performance. *Journal of Research in Business, Economics, and Education*, 2(5), 1039–1045.

- Muizu, W. O. Z., Kaltum, U., & Sule, E. T. (2019). The influence of leadership on employee performance. *PERWIRA-Journal of Indonesian Entrepreneurship Education*, 2(1), 70–78.
- Munir, M., Issalillah, F., Darmawan, D., Sinambela, E. A., & Mardikaningsih, R. (2022). DEVELOPMENT OF EMPLOYEE SATISFACTION REVIEWING FROM THE COMPENSATION POLICY AND CAREER DEVELOPMENT SYSTEM. *Jesya (Journal of Islamic Economics and Economics)*, 5(1), 717–724.
- Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The Journal of Asian Finance, Economics, and Business*, 7(8), 577–588.
- Prahara, S. A. (2020). Organizational culture with work engagement on employees. *Journal of RAP (Actual Research on Psychology, Padang State University)*, 10(2), 232–244. <https://doi.org/10.24036/rapun.v1>.



## The Competence and Job Description at Cicendo Eye Hospital Bandung

<sup>1\*</sup>Ayuningtyas Yuli Hapsari, <sup>2</sup>Ahmad Romdhoni

Widyatama University, Bandung, Indonesia  
Email : [1\\*ayuningtyas.yuli@widyatama.ac.id](mailto:1*ayuningtyas.yuli@widyatama.ac.id)

(Received: June 2022; Reviewed: July 2022; Accepted: July 2022;  
Available online: September 2022; Published: September 2022)

### ABSTRACT

*A nurse and administrative employee must not only be able to provide medical care and services but must be able to master the skills of communicating well with patients to create a harmonious relationship between nurses or administrative employees and patients. (HR) quality and ability to compete and it is necessary to manage human resources properly so that the management will be right on target. This study aims to determine how employee's and nurses' competencies, job descriptions, and work motivation at Cicendo Eye Hospital Bandung, as well as the influence of competence on employee and nurse work motivation at Cicendo Eye Hospital Bandung, and the effect of job descriptions on work motivation at Cicendo Eye Hospital Bandung of the employees and nurses at Cicendo Eye Hospital Bandung. The descriptive and verification methodologies were utilized in the research. All personnel and nurses at Cicendo Eye Hospital Bandung were included in this study's sample. Multiple linear regression, coefficient of determination analysis, and hypothesis testing are used to process data. Based on the findings of the study, it can be concluded that competence has a positive and significant impact on employee and nurse motivation at Cicendo Eye Hospital Bandung, and that job description has a positive and significant impact on employee and nurse motivation at Cicendo Eye Hospital Bandung.*

**Keywords:** *Competence, Job Description, and Work Motivation*

## INTRODUCTION

The role of human resources in a hospital is no less important than the role of human resources in a company or organization. The hospital is a complex organization, especially its human resources. Hospitals are services that vary in terms of human resources, infrastructure, and equipment used. Human resources owned by hospitals consist of health and non-health workers. Health workers consist of various health professionals consisting of doctors, specialists, nurses, nutritionists, pharmacists, pharmacists and so on, while non-health workers consist of the administrative division that provides services for people who will register for treatment. Both human resources are equally important for hospitals so that hospitals can carry out their daily activities and activities. Activities carried out by hospitals are related to the provision of health services carried out by health workers who are in direct contact with the community.

Cicendo Eye Hospital is a government eye hospital located on JL. Cicendo No. 4, Babakan Ciamis, Sumurbandung, Bandung 40117, West Java, Indonesia. Cicendo Eye Hospital Bandung is a vertical hospital owned by the Ministry of Health. Standardized human resources who master information and communication technology are important elements in the production process, namely the delivery of services to patients and creating a competitive advantage. To create quality human resources, hospitals must have competent human resources. In addition to determining a person's behavior and performance,

competence also determines whether a person can do work efficiently based on a set of criteria owned by the hospital. According to Wibowo (2018: 271), competence is the ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Competence is a basic characteristic possessed by someone who has a direct influence that can predict the performance of employees (Sedarmayanti in Karomi and Nelly, 2021).

The competence of employees and nurses at the Cicendo Eye Hospital in Bandung can be said to be following the regulations of the Ministry of Health (Kemenkes), namely the competencies possessed by nurses must include knowledge, attitudes and skills (soft and hard skills). Nurse competence consists of five competency areas, namely ethical, legal and culturally sensitive practice, professional nursing practice, leadership and management, education and research as well as personal and professional quality development. Cicendo Eye Hospital Bandung is a government hospital, therefore Cicendo Eye Hospital Bandung always carries out a strict recruitment process to look for competent and competitive nurse candidates. In addition to nurses, employees of the administration department at Cicendo Eye Hospital Bandung must also have adequate competencies, such as providing friendly, fast service and having to provide detailed information to patients. The high standard of competence that must be possessed by employees and nurses of Cicendo Eye Hospital Bandung is expected to

increase the work motivation of employees and nurses. This research is supported by previous research conducted by Amrullah and Agus (2018), that competence has a positive and significant effect on employee work motivation. This shows, that if employees have high work competence, then employee motivation will be high. Conversely, if the employee's work competence is low, then work motivation will be below.

According to Rivai in Suryani et al. (2018), job descriptions are writings about what the job executor did, how the job was done, and why it was done. The job description is a separate role for job exposure in a systematic way about the authority and responsibility of a position (Maulidiani et al., 2019:479). The job descriptions of nurses at Cicendo Eye Hospital Bandung are following the education, abilities and skills of each nurse. Job description given to nurses at Cicendo Eye Hospital Bandung, which is to take care of and assist patients in health checks and medical treatment. Nurses must be able to work closely with general practitioners, specialists, midwives and other health workers. The nurses at Cicendo Eye Hospital Bandung can carry out the work given by their superiors and can work closely with doctors. Job description for administrative employees of Cicendo Eye Hospital Bandung, namely taking care of the registration section, and issuing financing details if the patient needs an initial cost description. The job description given to each administrative employee of the Cicendo Eye Hospital Bandung is following the

abilities of each employee in the administration department. That is, the job description at the Cicendo Eye Hospital in Bandung can be said to be good. Job descriptions have a favorable effect on employee work motivation, according to prior research conducted by Astiari and I Nyoman (2014).

According to Hafidzi et al. (2019: 52), motivation is the provision of a driving force that creates enthusiasm for one's work so that they can work together, effectively, and with integrity with all their efforts to achieve satisfaction. Work motivation is something that gives rise to work motivation/enthusiasm for work with the power that encourages someone to take any action or not which is essentially positive internally and externally (Sedarmayanti, 2017: 154). The work motivation of employees and nurses at Cicendo Eye Hospital Bandung is considered to have decreased. This can be seen from the data on employees and nurses who received rewards from 2018 – 2021:

Table 1. Rewards in the Form Of Employee and Nurse Awards at Cicendo Eye Hospital Bandung from 2018 – 2021

<b>Year's</b>	<b>Number of Employees/Nurses</b>
2018	75 Karyawan/Perawat
2019	64 Karyawan/Perawat
2020	58 Karyawan/Perawat
2021	36 Karyawan/Perawat

Source: Cicendo Eye Hospital Bandung, 2022

Based on table 1. regarding reward data in the form of employee and nurse awards at Cicendo Eye Hospital Bandung, shows that there is

a decrease in the number of employees and nurses who receive awards from the hospital. In 2018, the number of employees and nurses who received awards was 75 employees and nurses. In 2019, there was a decrease in the number of employees and nurses who received awards as many as 64 people and nurses. In 2020, there was a further decline in the number of employees and nurses who received awards as many as 58 employees and nurses and in 2021, there was a significant decline of 35 employees and nurses. This shows that the work motivation of employees and nurses at Cicendo Eye Hospital Bandung is considered low.

Based on the phenomena and problems that have been described, namely the competencies possessed by each employee and nurse are following the regulations of the Ministry of Health (Kemenkes) so that the workload that employees and nurses receive is following their abilities and the distribution of job descriptions received by employees and nurses following the position of each employee and nurse. But this does not have an impact on the work motivation of employees and nurses at Cicendo Eye Hospital Bandung because the work motivation of employees and nurses can be said to be low when viewed from the reward data for employee and nurse awards at Cicendo Eye Hospital Bandung from 2018 - 2021.

## **LITERATUR REVIEW**

### **Competence**

According to Edison et al. (2018:140), individual competence is the ability to do a job correctly and have advantages based on matters

relating to knowledge, skills, and attitudes. Personal characteristics that can be demonstrated such as knowledge, skills, and personal behavior such as leadership are competencies (Dessler, 2017:408). According to Edison et al. (2018:143), three dimensions can be used to fulfill the elements of competence, namely knowledge, skills and attitudes.

### **Job Description**

According to Sedarmayanti (2017:147), a job description is a systematic and orderly record of the duties and responsibilities of a position, based on the facts of what, how, why, when and where this work is carried out, and the qualifications of the person who will occupy the position. The job description consists of a description of the duties, responsibilities, working conditions and job relations in a certain position that has been given by the company (Hasibuan, 2019:32). Meanwhile, according to Robbins and Judge in Pitaloka et al. (2019), several dimensions can be used to measure the job description, namely authority, responsibility, working conditions, work facilities and work standards.

### **Work Motivation**

According to McClelland as translated by Suwanto (2020:161), work motivation is a set of influences that originate from both inside and outside a person and encourage them to begin working behavior following the format, direction, intensity, and period that comes from within. Motivation can be in the form of energy contained within a person that moves employees who are directed and focused on achieving company goals (Uhing, 2019:363). According

to Hafidzi et al. (2019:53), work motivation has several dimensions and indicators to measure employees' motivation, which consists of the need for security, social need, need for appreciation and need for encouragement to achieve goals

**METHODS**

A descriptive-verification research method was employed in this study. According to Sugiyono (2019:48), the descriptive method is a study conducted to determine the existence of independent variables, either only on one or more variables (stand-alone variables) without making comparisons and looking for relationships between these variables and other variables, whereas the verification method is a study conducted on a specific population or sample to test the hypothesis that has been previously proposed.

The population, as defined by Sekaran and Roger (2017: 53), is a group of individuals, events, or intriguing objects about which the researcher wishes to form an opinion (based on sample statistics). All personnel and nurses at the Cicendo Eye Hospital Bandung, a total of 120 employees and nurses, were included in this study.

The sample, according to Table 2. Respondents' Response Regarding Competence, Job Description, and Work Motivation

Variable	Dimensions	Average	Description
Competence	Knowledge	3,62	Good
	Skill	3,42	Good
	Attitude	3,69	Good
Job Description	Authority	3,33	Not Enough
	Responsibility	3,60	Good
	Working Conditions	3,48	Good
	Work Facilities	3,51	Good
	Performance Standards	3,56	Good

Sekaran and Roger (2017:54), is made up of several people drawn from the general community. Non-probability sampling with saturation sampling technique was employed in this investigation. Sugiyono (2019: 133) defines saturation sampling as a sampling approach in which all members of a population are sampled. This is done when the population is small, less than 30, or when the research wishes to generate generalizations with very tiny mistakes. The participants in this study were all personnel and nurses at the Cicendo Eye Hospital in Bandung, a total of 120 people.

**RESEARCH RESULTS AND DISCUSSION**

**Descriptive Analysis**

The purpose of descriptive analysis is to acquire a description/description of the responses of respondents in this instance on competency, job description, and work motivation of Cicendo Eye Hospital Bandung employees and nurses. The following are the results of respondents' replies for each dimension of competency, job description, and work motivation on Cicendo Eye Hospital Bandung staff and nurses, as well as a more detailed analysis:

<b>Work Motivation</b>	Safety Needs	3,29	Enough
	Social Needs	3,40	High
	Need for Appreciation	2,93	Enough
	Need for Drive to Achieve Goals	2,88	Enough

Source: Questionnaire Data Processing Results, 2022

Based on table 2. regarding respondents' responses regarding competence, job description and work motivation, which shows that the competence variable on average is in a good category. The highest rating is on the attitude dimension with a statement that I always try to comply with the regulations applied by the hospital, while the lowest assessment is on the skill dimension with a statement that with my expertise, I can work together with other co-workers. The average job description variable is in a good category. The highest rating is found in the dimension of responsibility with statements by employees and nurses obtaining clarity regarding the overall responsibilities carried out while the lowest assessment is on the dimension of authority with statements with employee authority not overlapping with other positions

and the average work motivation variable is in the sufficient category. . The highest assessment is found in the dimension of social needs with a statement that establishing relationships with co-workers is one of the priorities in the hospital, while the lowest assessment is found in the dimension of need for encouragement to achieve goals with a statement that superiors always give appreciation for the work that employees and nurses complete.

### Verification Analysis Analysis of Multiple Linear Regression

When the independent variable is increased or decreased, multiple linear regression analysis is performed to predict the dependent variable. The following outcomes are achieved as a result of the data processing:

Table 3. Hasil Analisis Regresi Linear  
 Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	.890	.328		2.711	.008
1X1	.375	.089	.341	4.195	.000
X2	.412	.080	.419	5.146	.000

a. Dependent Variable: Y

Source: Data Processing Results From SPSS 20.0

From the table above, the following equation is obtained:

$$Y = 0,890 + 0,375X_1 + 0,412X_2$$

Each variable can be interpreted as follows based on the findings of the multiple linear regression equation:

a. The positive value of the constant

is 0.890, indicating that work motivation is 0.890 if the competence and job description variables do not change or equal 0.

b. The competency variable has a positive regression coefficient of 0.375, which suggests that if the

value of X1 (competence) increases, work motivation will vary by 0.375.

- c. The job description variable has a positive regression coefficient of 0.412, which suggests that if the value of X2 (job description) changes, work motivation will vary by 0.412.

**Analysis of the Coefficient of Determination**

The coefficient of determination is used to determine the strength of the relationship between variables. The coefficient of determination analysis findings are shown in the table below:

Table 4. Analysis of the Coefficient of Determination  
**Correlations**

		Y	X1	X2
Pearson Correlation	Y	1.000	.563	.599
	X1	.563	1.000	.529
	X2	.599	.529	1.000
Sig. (1-tailed)	Y	.	.000	.000
	X1	.000	.	.000
	X2	.000	.000	.
N	Y	120	120	120
	X1	120	120	120
	X2	120	120	120

Source: Data Processing Results From SPSS 20.0

The coefficient of determination (Kd) can be used to  
**Test of Partial Hypothesis (t Test)**

Table 5. Partial Hypothesis Testing Results (t-test)  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.890	.328		2.711	.008
1X1	.375	.089	.341	4.195	.000
X2	.412	.080	.419	5.146	.000

a. Dependent Variable: Y

calculate how much influence (contribution) competence (X<sub>1</sub>) has on work motivation (Y) at Cicendo Eye Hospital Bandung, using the formula:

$$Kd = r^2 \times 100\% \\ = (0,563)^2 \times 100\% \\ = 31,70\%$$

The coefficient of determination (Kd) is 31.70%, implying that competence (X<sub>1</sub>) influences work motivation (Y) at Cicendo Eye Hospital Bandung by 31.70%, with the remaining 68.3% influenced by variables not investigated in this study, such as leadership style, job specification, communication, and so on.

Then, at Cicendo Eye Hospital Bandung, the coefficient of determination of job description (X<sub>2</sub>) on work motivation (Y) is as follows:

$$Kd = r^2 \times 100\% \\ = (0,599)^2 \times 100\% \\ = 35,88\%$$

The coefficient of determination (Kd) is 35.88%, implying that the job description (X<sub>2</sub>) has a 35.88% impact on work motivation (Y) at Cicendo Eye Hospital Bandung, with the remaining 64.12% influenced by variables not investigated in this study, such as leadership style, job specification, communication, and so on.

Source: Data Processing Results From SPSS 20.0

**a. Partial Hypothesis Testing  $X_1$**

The  $t_{count}$  value acquired by the competency variable ( $X_1$ ) is 4.195, as can be seen in table 5. The  $t_{table}$  value in the t distribution table will be compared to this value. The  $t_{table}$  value for the two-party test is 1.658 with  $\alpha = 0.05$ ,  $df = n-k-1 = 120-2-1 = 117$ , and  $df = n-k-1 = 120-2-1 = 117$ . From the values above, it can be seen that the  $t_{count}$  value obtained by the competency variable ( $X_1$ ) is  $4.195 > t_{table} 1.658$ . Thus it can be concluded that there is a positive and significant influence between competence ( $X_1$ ) on work motivation (Y) at Cicendo Eye Hospital Bandung.

**b. Partial Hypothesis Testing  $X_2$**

The  $t_{count}$  value derived by the work incentive variable ( $X_2$ ) is 5.146, as can be shown in table 5. The  $t_{table}$  value in the t distribution table will be compared to this value. The  $t_{table}$  value for the two-party test is 1.658 with  $\alpha = 0.05$ ,  $df = n-k-1 = 120-2-1 = 117$ , and  $df = n-k-1 = 120-2-1 = 117$ . The  $t_{count}$  value obtained by the competency variable ( $X_2$ ) is  $5.146 > t_{table} 1.658$ , as can be seen from the values above. As a result, it can be inferred that job description ( $X_2$ ) has a positive and significant impact on work motivation (Y) at Cicendo Eye Hospital Bandung.

**CONCLUSIONS**

The following findings can be drawn based on the examination and discussion of competencies and job descriptions on work motivation at Cicendo Eye Hospital Bandung:

1. The competence variable at Cicendo Eye Hospital Bandung can be said to be good. The job description variable at Cicendo Eye Hospital Bandung can be said to be good and the work motivation variable at Cicendo Eye Hospital Bandung can be said to be quiet.
2. The results of testing the coefficient of determination show that competence has a positive and significant influence on work motivation at Cicendo Eye Hospital Bandung, with a 31.70% influence, and the results of hypothesis testing show that the competence variable has a positive and significant influence on work motivation.
3. The job description has a 35.88% effect on work motivation, according to the findings of evaluating the coefficient of determination. The job description variable had a positive and significant influence on work motivation at Cicendo Eye Hospital in Bandung, according to the results of hypothesis testing.

**Suggestions**

The authors make the following recommendations based on the research findings:

1. To take advantage of the competencies possessed by the employees and nurses of Cicendo Eye Hospital Bandung, superiors must provide a workload that is following each employee and nurse's expertise according to their position, because with the expertise that employees and nurses have, they are unable to



cooperate with other coworkers because the work they receive is a job that is not their expertise.

2. To take advantage of the job description at the Cicendo Eye Hospital Bandung, superiors must delegate authority to each employee and nurse following their respective positions, as overlapping with other positions frequently occurs, resulting in less-than-optimal results from employees' and nurses' work.
3. To improve employee and nurse work motivation, managers must express appreciation for the work that workers and nurses perform, particularly for those employees and nurses who can complete the task properly. This must be done to boost staff and nurse motivation, which is currently low at Cicendo Eye Hospital Bandung.
4. Because the results of research regarding the effect of competence and job description as contained in this study have limitations in time and research variables, it is recommended that future researchers use other variables that are considered to be able to influence work motivation other than competence and job description. The authors hope that future researchers can perform research or a deeper investigation of other variables because this research still has flaws and is far from flawless.

#### **REFERENCES**

- Amrullah, M.Y., dan Agus H.D.S. (2018). Pengaruh Kompetensi dan Kompensasi Terhadap Motivasi Kerja Karyawan di Divisi Body & Rangka CV. Laksana. *Journal of Social and Politics*, Vol. 7, No. 4.
- Astiari, P.T.D., dan I Nyoman S. (2014). Pengaruh Deskripsi Pekerjaan dan Gaya Kepemimpinan Terhadap Motivasi Kerja Pegawai BAPPEDA Kabupaten Tabanan. *E-Jurnal Manajemen Universitas Udayana*, Vol. 3, No. 7.
- Dessler, G. (2017). *Human Resource Management*. United States America: Pearson Education.
- Edison, E., Yohny A., dan Imas K. (2018). *Manajemen Source Daya Manusia*. Bandung: Alfabeta.
- Hafidzi, A. H., Adha R.N., dan Qomariah N. (2019). Pengaruh Motivasi Kerja, Lingkungan Kerja, Budaya Kerja Terhadap Kinerja Karyawan Dinas Sosial Kabupaten Jember. *Jurnal Penelitian IPTEKS*, 4(1), 47-62.
- Hasibuan, M.S.P. (2019). *Manajemen: Dasar, Pengertian, dan Masalah*. Jakarta: Bumi Aksara.
- Karomi, U.R., dan Nelly M. (2021). Pengaruh Kompetensi dan Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. Tokai Texprint Indonesia. *Journal of Economic, Business and Accounting*, Vol. 5, No. 1.
- Mauliadiani, R. S., Siahaan, D. E., & Harahap, P. D. R. H. (2019). The Influence of Job Description and Leadership on the Employees' Work Effectiveness at the Sanitation and Landscaping Agency. *International Journal of Research and Review*, 6.

- Pitaloka, K., Nurdiana M., dan Kasman. (2019). Pengaruh Job Description dan Job Specification Terhadap Kinerja Karyawan (Suatu Studi Pada PT. Pos Indonesia Cabang Ciamis). *Business Management and Entrepreneurship*, Volume 1, Nomor 2.
- Sedarmayanti. (2017). *Manajemen Source Daya Manusia*. Bandung: Refika Aditama.
- Sekaran, U., dan Roger B. (2017) *Metode Penelitian untuk Bisnis: Pendekatan Pengembangan-Keahlian*, Edisi 6, Buku 2. Jakarta: Salemba Empat.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif R&D*. Bandung: Alfabeta.
- Suryani, I.M., Cicilia D.S., dan Tri M. (2018). Analisis Penerapan Job Description Pegawai (Studi Kasus di Pengadilan Negeri Surakarta Kelas Ia Khusus). *Jurnal Informasi dan Komunikasi Administrasi Perkantoran*, Vol. 2, No 5.
- Suwanto. (2020). Pengaruh Kepemimpinan dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Koperasi Bmt El-Raushan Tangerang. *Jenius* Vol. 3. No. 2.
- Wibowo. (2018). *Manajemen Kinerja*. Jakarta: Rajawali Pres.

## **The Influence of Job Characteristics, Placement, and Leadership Style on Employee Performance of The Ministry of Trade**

*<sup>1\*</sup>Merdika Agustiasih, <sup>2</sup>Novian Rezka Marthayudha, <sup>3</sup>Dewi Wuisan*

*Faculty of Economics and Business, Pelita Harapan University, Indonesia*

*Email : [1\\*merdika.agustiasih@yahoo.com](mailto:<sup>1*</sup>merdika.agustiasih@yahoo.com)*

(Received: June 2022; Reviewed: July 2022; Accepted: July 2022;

Available online: September 2022; Published: September 2022)

### **ABSTRACT**

*This study aims to determine whether job characteristics have a positive effect on employee performance, placement has a positive effect on employee performance, and leadership style has a positive effect on employee performance. This research was conducted at the Ministry of Trade of the Republic of Indonesia through a closed questionnaire with a total of 165 employees, using convenience sampling method and Partial Least Square – Structural Equation Modeling (PLS-SEM) analysis. The results showed that there was a positive and significant effect of job characteristics and leadership style on employee performance. Placement has a positive but not significant effect on employee performance. This research is expected to be input for organizations in an effort to improve employee performance through good management of job characteristics, placements, and leadership styles so that they can realize the goals of the organization.*

**Keywords: Employee Performance, Job Characteristics, Placement, Leadership Style**

**INTRODUCTION**

The trade sector is a crucial sector in economic activity in Indonesia. As an institution that plays an important role in the Government of the Republic of Indonesia, the Ministry of Trade has 3,694 employees with a composition of 2,703 civil servants and 991 honorary employees spread across several major cities in Indonesia. The Ministry of Trade is tasked with assisting the President in running the Government in the Trade sector. While its function is to make policies in the trade sector.

In order for all of these tasks and functions to be achieved, the Ministry of Trade must have competent, motivated, and well-performing employees. One thing that needs to be considered regarding the drivers of employee performance is the characteristics of the job (Evelyne, Kilika & Muathe, 2018) because it contains responsibilities related to the work itself (Aryani & Widodo, 2020) and creates meaning and motivation for employees (Fatmah, 2017; Sen & Dulara, 2017). Job characteristics that are well understood by employees contribute to the organization through the quality of the work provided (Fatmah, 2017; Hajati, Artiningsih & Wahyuni, 2018; Mendoza, Nasution & Matondang, 2018). In addition, according to Suwanto & Subyantoro (2019), the right placement of employees can also improve performance within the organization. Employees are encouraged to work more optimally because of the suitability of their abilities and expertise with the work unit (Fatmah, 2017). The performance given by

employees is influenced by leaders in the organization. According to Mendoza, Nasution & Matondang (2018), the leadership style of each leader is able to influence the performance of his employees. Changes to certain leadership styles, can result in a decrease in employee performance. Furthermore, according to Agarwal (2020), leadership style actually helps organizations understand the needs of employees so that through leadership styles are expected to provide a comfortable work environment and motivate employees to work better.

To measure the work achievement of employees, an evaluation of employees is carried out which is known as a work performance appraisal. The assessment consists of two assessment components, the first is an assessment of employee work targets, namely an assessment by comparing the target/output of work with the realization of the work. Then the second component is the assessment of employee work behavior by looking at aspects of service orientation, integrity, commitment, discipline, cooperation, and leadership. From the data collected by the Bureau of Organization and Personnel, it shows that there is a decrease in the average value in the first component, namely the assessment of employee work targets in 2018 - 2020 as attached in the following

Tabel 1. Nilai rata-rata sasaran kerja pegawai Kemendag

Tahun	2018	2019	2020
Nilai rata-rata sasaran kerja pegawai	97,17	93,36	93,21

Sumber: Biro Organisasi dan Kepegawaian Kemendag, 2021

Although the decrease in the average value is not very significant, it does reflect a decrease in employee performance where the employee's target is not achieved with its realization. If employees can meet the targets that have been determined, the value of the employee's work goals will be better. According to Mangkunegara (2017) performance is the output of a job based on the quality and amount of work carried out by employees who have finished working in accordance with the capacities and responsibilities given to them. Employee performance can be seen from productivity, quality of work, discipline in completing work, length of work process, and use of facilities in completing work (Wibowo, 2017).

Meanwhile, in Government Regulation Number 30 of 2019 Performance Assessment of civil servants has the aim of providing guarantees related to objectivity and guidance for civil servants themselves based on the achievement system and career system. This performance measurement is carried out by juxtaposing the realization of the employee's work targets with the employee's work targets in accordance with the predetermined performance planning. The principles used in this assessment are based on objectivity, accountability, measurability, active participation, and transparency.

Considering the duties and functions of Government Agencies as public servants, it is appropriate for the Ministry of Trade to produce good performance in the eyes of the community. Because in modern times like today, people are very smart in

assessing and criticizing the services provided by government agencies. Therefore, increasing employee performance is directly proportional to the level of public trust in the Ministry of Trade.

## **LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT**

### **1. Relation of Job Characteristics with Employee Performance**

Job characteristics are a specialty in a job. So that every job done by employees can be different in character and identity. Therefore, employees need to have skills in carrying out the tasks for which they are responsible. Differences in characteristics in a job require someone who fits and fits the job description. If every employee already understands the type of work he will be facing, whether it's how to do it, handle it, and ways to complete the job, then this can have an impact on his work performance. The large dimensions of job characteristics will be responded positively by employees, because it will increase the motivation of the employees themselves and have the opportunity to improve and develop the careers of the employees themselves (Kahya, 2007; Lydia, 2014; Moses, Astuti, & Hakam, 2014; Narottama, 2015). ; Tulandi, 2015; Sudja & Mujiati, 2017; Rahman, Rahmawati, & Utomo, 2020; Puspita, 2020). Characteristics of work that are in accordance with the skills and expertise of employees can encourage an increase in employee performance which in turn will affect the

increase in organizational performance. Thus, the proposed hypothesis is:

**H1: Job characteristics have a positive effect on employee performance.**

## 2. Relation of Placement with Employee Performance

Placement is the provision of employees in certain job positions. This employee allocation can be for employees who have just entered and joined the organization as well as old employees who are assigned to a new workplace so that it takes time to adapt and be oriented. In the placement there are requirements and qualifications for employees to be able to carry out the assigned tasks and be responsible for carrying them out. In the process, placement is the most important way to determine whether the employee is competent for his job or not. Because the appropriate and appropriate placement has an impact on improving the performance of the employees themselves (Fatra & Magdalena, 2020). According to Helena in Sudja & Mujiati (2017) placement is appointing an employee to sit in the right position, so that the employee fits in his new position which results in an increase in the number and quality of his work. However, in placement, it is also advisable to consider the condition of the employee who will be placed, both physically and mentally. This is to minimize the possibility of the employee's low productivity (Bagus, 2013; Aisyah, 2014; Montolalu, Kawet,

& Nelwan, 2016; Runtuwene, Tewal, & Mintardjo, 2016; Sudja & Mujiati, 2017). So the proposed hypothesis is:

**H2: Placement has a positive effect on employee performance.**

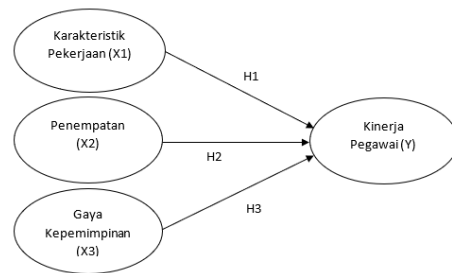
## 3. The Relationship of Leadership Style with Employee Performance

Leadership and employee performance are two interrelated things (Alfanny, 2018; Setiawan & Pratama, 2019; Junaidi & Susanti, 2019). Good leadership is able to direct and motivate employees to give their best (Alfanny, 2018). In leading, leaders have certain styles or characteristics that come from the nature of themselves and the results of learning from experience. Leadership style is a leader's way of giving influence to his subordinates which in practice can continue to change according to the situation (Fabio, Hubeis & Puspitawati, 2016; Suwarno & Bramantyo, 2019). A good leadership style is an important thing for an organization to have (Ohemeng, Amoaks-Asiedu & Darko, 2018) considering its effect on organizational sustainability and performance (Makambe & Moeng, 2019). Several studies have proven that employee performance is influenced by leadership style (Siswanto & Hamid, 2017; Jamaludin, 2017; Siagian & Khair, 2018; Batubara, 2020). Based on this description, the proposed hypothesis is:

**H3: Leadership style has a positive effect on employee performance.**

**METHOD**

This study was conducted to test the hypothesis of the effect of job characteristics, placement, and leadership style on the performance of employees of the Ministry of Trade. The population of respondents was 3,694 employees and then a sample of 165 employees was taken considering the large number of existing populations. Data was collected through a survey method by distributing questionnaires to all employees of the Ministry of Trade. The questionnaire contained statements from each construct which were then filled out using a Likert Scale of 1-5, where 1 = strongly disagree, 2 = disagree, 3 = quite agree, 4 = agree, and 5 = strongly agree. The sampling technique used was convenience sampling, that is, the sample was given to the member of the population who was the easiest to find and access and who was pleased to be the research sample. Furthermore, data analysis was carried out using the statistical method of partial least square-structural equation modeling (PLS-SEM) to determine the prediction of the relationship between constructs (Ghozali & Latan, 2015) using the help of the SmartPLS 3.0 application in data processing. The entire questionnaire item on the variables of job characteristics, placement, leadership style, and employee performance is an adaptation of the research of Sudja and Mujiati (2017) and the results of the scale development.



**Figure 1. Research Model**

Validity test is done by testing convergent validity and discriminant validity. Convergent validity is met if the AVE value is less than 0.5 and the loading factor is less than 0.7, while discriminant validity is met if the AVE square root value > correlation between latent constructs. The reliability test was carried out by looking at the Composite Reliability value > 0.7 (Ghozali & Latan, 2015).

**RESEARCH RESULT**

The population of respondents in this study were 3,694 employees with a composition of 2,703 employees with Civil Servant status and 991 employees with Honorary status spread across several big cities in Indonesia who worked in nine Echelon I work units. differences and can be used as the same reference as respondents in this study. Based on the recommendations of Kock and Hadaya (2018), the number of samples was calculated using the inverse square root method as a fair value for the minimum sample size. Where this method produces the minimum required sample size of 160. Therefore, the number of respondents in this research is 165 employees who work in the Ministry of Trade and representative offices abroad. However, this does not

include employees who are seconded in other ministries/institutions.

Table 1. Profile of Respondents

Pernyataan	Jumlah	Persentase
Jenis Kelamin		
Pria	90	54.5%
Wanita	75	45.5%
Usia		
20-25 Tahun	3	1.8%
26-30 Tahun	30	18.2%
31-35 Tahun	43	26.1%
36-40 Tahun	53	32.1%
> 40 Tahun	36	21.8%
Pendidikan Terakhir		
SMA	2	1.2%
D3	20	12.1%
S1	65	39.4%
S2	76	46.1%
S3	2	1.2%
Lama Bekerja		
< 1 Tahun	6	3.6%
1-5 Tahun	22	13.3%
5-10 Tahun	56	33.9%
> 10 Tahun	81	49.1%

Sumber: Hasil Pengolahan Data

### Outer Model

Measurement test (outer) was conducted to test the validity and reliability of the model or construct of each indicator. According to Sarwono & Narimawati (2015) Convergent Validity is a set of parameters that forms the basis of one latent variable. Convergent Validity is displayed in the form of average variance extracted (Average Variance Extracted). An adequate AVE value must be at least 0.5, which means that one latent variable can describe more than half the variance of the average indicator. Meanwhile, to prove that the construct has accuracy, consistency and the right measuring tool. This reliability is measured using two indicators, namely Cronbach's Alpha and Composite Reliability where both values are above 0.6.

Table 2. Outer Loading value

Konstruk	Butir Item	Outer Loading
Karakteristik Pekerjaan	X1.1	0.62
	X1.2	0.776
	X1.3	0.759
	X1.5	0.834
	X1.6	0.817
	Penempatan	X2.1
X2.2		0.805
X2.3		0.858
X2.4		0.849
X2.5		0.784
X2.6		0.774
X2.7		0.77
X2.8		0.838
X2.9		0.634
Gaya Kepemimpinan		X3.1
	X3.2	0.906
	X3.3	0.93
	X3.4	0.937
	X3.5	0.875
	X3.6	0.934
	X3.7	0.929
	X3.8	0.867
	X3.9	0.879
	X3.10	0.851
Kinerja Pegawai	Y1.1	0.724
	Y1.2	0.711
	Y1.3	0.712
	Y1.4	0.738
	Y1.5	0.73
	Y1.6	0.698
	Y1.7	0.832
	Y1.8	0.711
	Y1.9	0.811
	Y1.10	0.792

Sumber: Hasil Pengolahan Data

The results of the Discriminant Validity test use the "crossloadings" criterion with an indication that the correlation of a latent variable must be greater than its correlation with other variables. The following AVE table corresponds to the statement items that correlate well with the research construct.



Table 3. Value of Average Variance Extracted (AVE)

Konstruk	AVE	Akar AVE
Karakteristik Pekerjaan	0.585	0.76500
Penempatan	0.623	0.78900
Gaya Kepemimpinan	0.805	0.89700
Kinerja Pegawai	0.558	0.74700

Sumber: Hasil Pengolahan Data

Table 4. Table of Discriminant Validity Test Results

Konstruk	Karakteristik Pekerjaan	Penempatan	Gaya Kepemimpinan	Kinerja Pegawai
Karakteristik Pekerjaan	0.765			
Penempatan	0.762	0.789		
Gaya Kepemimpinan	0.377	0.514	0.897	
Kinerja Pegawai	0.57	0.589	0.596	0.747

Sumber: Hasil Pengolahan Data

The reliability test was carried out using the composite reliability value where  $>0.7$  (Ghozali & Latan, 2015). The value of the composite reliability calculation is shown in the following table:

Table 5. Table of Composite Reliability Value

Konstruk	Nilai Composite Reliability
Kinerja Pegawai	0.926
Karakteristik Pekerjaan	0.875
Penempatan	0.937
Gaya Kepemimpinan	0.976

Sumber: Hasil Pengolahan Data

### Inner Model

In the inner model, an R-square test (R2) was performed to see the relationship and effect of exogenous constructs on endogenous constructs. Based on the results of the analysis, the R2 value of 0.503 or 50.3% means that employee performance is influenced by job characteristics, placement, and leadership style by 50.3% and the remaining 49.7% is the influence of other constructs.

The discriminant validity test has reached the Fornel-Larcker criteria where the square root value of AVE must be greater than the value of the relationship between constructs, as shown in the following table:

Table 6. Table of R-square (R2) Values

Konstruk	Nilai R-square
Kinerja Pegawai	0.503

Sumber: Hasil Pengolahan Data

Hypothesis testing is processed through path coefficient values, t-test (t-test) and p-value because this study uses samples as data or census. The three values can be explained as follows:

Table 7. Hypothesis Testing Results

Hipotesis	Koefisien Jalur	Uji t	p-value	Arah
H1: Karakteristik pekerjaan berpengaruh positif terhadap kinerja pegawai	0.303	2.841	0.002	Positif
H2: Penempatan berpengaruh positif terhadap kinerja pegawai	0.151	1.242	0.107	Positif
H3: Gaya Kepemimpinan berpengaruh positif terhadap kinerja pegawai	0.405	6.527	0.000	Positif

Sumber: Hasil Pengolahan Data

Table 7 shows that the direction of the path coefficients for the three exogenous constructs is positive, in accordance with the hypothesis. The construct that has the greatest influence on employee performance is leadership style with a value of 0.405 and followed by job characteristics with a value of 0.303. While the construct that has the least effect on employee performance is placement with a value of 0.151.

Based on the t-test and p-value, only job characteristics and leadership style are significant constructs because the t-test value is greater than 1.96 (2.841 and 6.527) and the p-value is less than 0.05 (0.002 and 0.000). The placement construct has a t-test value below 1.96 which is 1.242 and a p-value above 0.05 which is 0.107 so that the construct can be said to be insignificant.

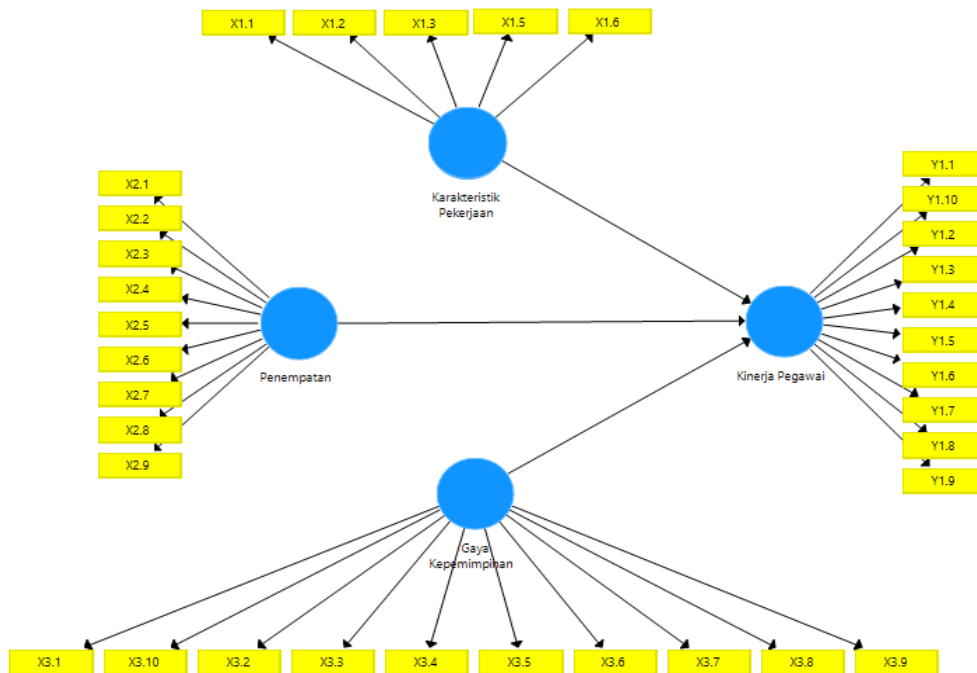


Figure 3. Outer model analysis results

Source: Data Processing Results

The picture above is the output of the outer model of the SemPLS application which shows the R<sup>2</sup> value of employee performance of 0.503. The outer loading value ranges from 0.620 to 0.937. While the coefficient value for each path is 0.303 for job characteristics, 0.151 for placement, and 0.405 for leadership style.

**DISCUSSION**

The results of data processing show that job characteristics have a

positive influence on employee performance with a path coefficient value of 0.303 and a positive direction. These results are in accordance with research conducted by Kahya (2007); Lydia (2014); Moses, Astuti, & Hakam (2014); Narottama (2015); Tulandi (2015); Sudja & Mujiati (2017); Rahman, Rahmawati, & Utomo (2020); Puspita (2020). The higher the dimensions of the job characteristics, the higher the employee's performance. Then the

next hypothesis, namely placement has a positive influence on employee performance, is accepted, with a path coefficient of 0.151 and has a positive direction. This is supported by previous research conducted by Bagus (2013); Aisyah (2014); Montolalu, Kawet, & Nelwan, (2016); Runtuwene, Tewel, & Mintardjo (2016); Sudja & Mujiati (2017). The more precise the placement of employees by the organization, the better the performance of employees. Next, the results of the third hypothesis test also show that leadership style has a positive influence on employee performance. These results are in accordance with the research of Siswanto & Hamid (2017); Jamaludin (2017); Siagian & Khair (2018); Coal (2020). The better the leadership style that is implemented, the higher the employee's performance will be.

The direction of the path coefficients of the three hypotheses is positive or moving in the same direction as the construct, the highest being leadership style followed by job characteristics and placement. Therefore, organizations need to pay attention to the leadership style construct as a priority in improving employee performance. When an organization is able to have a leader who has a good leadership style, it has implications for employee performance. However, the organization also needs to pay attention to the characteristics of the job considering that the construct has a direct influence on employee performance. Another aspect that needs to be focused on improving employee performance is employee placement. Because based on

research placement can affect employee performance.

## **CONCLUSION**

### **Conclusion**

Based on the results of data analysis, it can be concluded that:

1. Job characteristics have a positive effect on the performance of employees of the Ministry of Trade.
2. Placement has a positive effect on the performance of employees of the Ministry of Trade.
3. Leadership style has a positive effect on the performance of employees of the Ministry of Trade.

Limitations of the study and suggestions for future research. This study was only conducted at one government agency and did not measure other constructs that might affect employee performance such as work stress and work motivation. In further research, the two constructs can be added to the research model considering that excessive workload can cause stress and ultimately affect employee performance. Likewise, with work motivation, the more employees have high motivation or enthusiasm, the more reflected in the performance they provide.

## **REFERENCES**

- Agarwal, S. (2020). Leadership style and performance of employees. *International Research Journal of Business Studies*. 13(1), 1-14. DOI: 10.21632/irjbs
- Alfanny, J. (2018). Analysis of leadership style on performance (Case study employee of directorate of infrastructure investment development,

- Ministry of Public Works and Housing). *Journal of Social Humanities*. 11(1), 19-26. DOI: 10.12962/j24433527.v11i1.3695
- Aryani, R. & Widodo. (2020). Exploring the effect of employability and job characteristics on contextual performance: Mediating by organizational commitment. *Management Science Letters*. 10, 2071-2076. DOI: 10.5267/j.msl.2020.2.004
- Coal, S. (2020). The influence of leadership style on employee performance in the procurement department of PT INALUM (Persero). *Liabilities (Journal of Accounting Education)*. 3 (1). 40-58. DOI: 10.30596/liabilities.v3i1.4581
- Evelyne, N., Kilika, J., & Muathe, S. M. A. (2018). Job characteristics and employee performance in private equity firms in Kenya. *IOSR Journal of Business and Management*. 20(1), 60-70. DOI: 10.9790/487X-2001026070
- Fatra, O. & Magdalena, M. (2020). The effect of career development, position placement and motivation on employee performance at the Kubung Sub-District Office. DOI: 10.31219/osf.io/ts94j
- Hajati, D. I., Artiningsih, D. W., & Wahyuni, N. (2018). The influence of individual characteristics, job characteristics and organizational characteristics on employee performance (study at Kotabaru Polytechnic). *Journal of Business and Development*. 7 (1).
- Jamaludin, A. (2017). The influence of leadership style on employee performance at PT Kaho Indahcitra Garment Jakarta. *Journal of Applied Business and Economics*. 3(3), 161-169. DOI: 10.30998/jabe.v3i3.1767
- Junaidi, R. & Susanti, F. (2019). The influence of leadership style and organizational culture on employee performance at UPTD Baltekkomdik Education Office of West Sumatra Province. DOI: 10.31227/osf.io/bzq75
- Kock, N., & Hadaya, P. (2018). Minimum sample size estimation in PLS-SEM: The inverse square root and gamma-exponential methods. *Information Systems Journal*, 28(1), 227-261.
- Makambe, U & Moeng, G. J. M. (2019). The effects of leadership styles on employee: A case of selected commercial bank in Botswana. *Annals of Management and Organization Research (AMOR)*. 1(1), 39-50. DOI: 10.35912/amor.v1i1.274
- Mangkunegara, A. P. (2017). *Company human resource management*. Bandung: PT. Rosdakarya Youth.
- Mendoza, M., Nasution, H., & Matondang, N. (2018). Influence of compensation, job characteristics and leadership style through motivation to employee performance. *KnE Social Sciences*. 587-600. DOI: 10.18502/kss.v3i10.3406
- Ohemeng, F. L. K., Amoaks-Asiedu, E., & Darko, T. O. (2018). The

- relationship between leadership style and employee performance: An exploratory study of the Ghanaian public service. *International Journal of Public Leadership*. DOI: 10.1108/IJPL-06-2017-0025
- Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 1 of 2020 concerning Guidelines for Position Analysis and Workload Analysis. Accessed from <https://peraturan.bpk.go.id/Home/Details/143660/permenpan-rb-no-1-tahun-2020>.
- Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 26 of 2020 concerning Guidelines for Evaluation of the Implementation of Bureaucratic Reform. Accessed from <https://peraturan.bpk.go.id/Home/Details/143703/permenpan-rb-no-26-tahun-2020>.
- Regulation of the Minister of Trade of the Republic of Indonesia Number 80 of 2020 concerning the Organization and Work Procedure of the Ministry of Trade. Accessed from <http://jdih.kemendag.go.id>.
- Puspita, T. (2020). the effect of perceived job characteristics and organizational support on OCB by mediating employee normative and growth commitment. *Infokam Journal*. 16(1), 13 – 24.
- Rahman, F., Rahmawati, E., & Utomo, S. (2020). The influence of individual characteristics, job characteristics, and organizational characteristics on the performance of contract employees (Study at FISIP ULM Banjarmasin). *Journal of Business and Development*. 9(1), 69 – 82.
- Setiawan, A. & Pratama, S. (2019). The influence of leadership style, effective communication and decision making on employee performance at CV Bintang Anugerah Sejahtera. *Journal of Management Tools*, 11(1), 19-34.
- Siagian, T. S. & Khair, H. (2018). The influence of leadership style and work environment on employee performance with job satisfaction as an intervening variable. *Scientific Journal of Management*. 1 (1). 59-70. DOI: 10.30596/maneggio.v1i1.2241
- Suwarno & Bramantyo, R. Y. (2019). The influence of leadership style on organizational performance. *Journal of Legal Transparency*. 2(1), 31-44. DOI: 10.30737/transparency.v2i1.338
- Suwarto, F. X. & Subyantoro, A. (2019) The effect of recruitment, selection and placement on employee performance. *International Journal of Computer Networks and Communications Security*. 7(7), 126-134.

**Analysis of The Effect of Self-Efficiency, Position Promotion, and Work Environment on Employee Loyalty Through Job Satisfaction on Outsourcing Employees at PT Siemens Indonesia**

<sup>1\*</sup>Dimas Prihantoro, <sup>2</sup>Wahyu Ari Andriyanto, <sup>3</sup>Nani Ariani

University of National Development Veterans Jakarta, Jakarta, Indonesia

Email : [\\*dimas.prihantoro92@gmail.com](mailto:dimas.prihantoro92@gmail.com)

(Received: July 2022; Reviewed: August 2022; Accepted: August 2022;  
Available online: September 2022; Published: September 2022)

**ABSTRACT**

*This study was conducted to analyze the effect of self-efficacy, job promotion, and work environment on employee loyalty through job satisfaction on outsourced employees of PT. Siemens Indonesia. Companies must pay attention to employee self-efficacy, promotion opportunities, and the employee's work environment that can lead to employee job satisfaction. These things also have an important role in increasing employee loyalty. Several studies related to this writing have also been submitted by several authors, which resulted in a positive and significant influence between these variables. The research sample used is as many as 40 respondents outsourcing employees who work at PT. Siemens Indonesia. Analysis of the data in this study using PLS analysis using PLS software Version 3.0. The results showed that there was a positive but not significant effect between self-efficacy on job satisfaction, there was a positive and significant effect between job promotions on job satisfaction, there was a positive but not significant effect between work environment on job satisfaction, and there was a positive and significant effect between job satisfaction and loyalty to outsourcing employees at PT. Siemens Indonesia.*

**Keywords: Self-Efficacy, Promotion, Work Environment, Job Satisfaction, Employee Loyalty**

## **INTRODUCTION**

The function of human resources for the implementation and development of the company is considered important because the presence of human resources in the company is increasingly needed. The demands of business and the business world are getting bigger in the era of globalization, so that the human resources department must also have more responsibility in terms of managing and developing employees for the progress of the company. According to Hutapea and Nuriana (2008: 85-86), "the role of human resources that was previously only as a support has been changed to a strategic one, where the management of human resources needs to be aligned with the company's strategy".

Several things or strategies are carried out by companies in the context of efficiency, namely by doing their core work, while non-core work is submitted by other parties. According to Libertus (2008: 1) "one way is to hand over certain jobs to other parties through chartering services or workers/labor service providers with the aim of reducing the company's burden or known as outsourcing". According to Indrawati and Sukarni (2017), "Manpower recruitment through outsourcing is considered profitable by outsourcing service hire companies because the company can reduce operational costs and increase company efficiency. Outsourcing is the delegation of activities and daily management of a business process to an outside party (outsourcing service provider company).

According to Husni (2012: 186), "Outsourcing is basically the

practice of using labor to produce or carry out a job by a company through a labor service provider company. This shows the existence of a third party who acts as a bridge between workers and the company that requires the services of workers to do a certain job so that the company's efficiency can be carried out properly, for example, companies do not need to spend a lot of time, effort, and big costs to find prospective workers. .

According to Doni Judian (2014: 163-165), "there are 5 types that become obstacles for outsourcing workers. These 5 problems include the problem of low wages, the problem of the gap between outsourced workers and permanent workers, lack of future security, certificates being held hostage by outsourcing service providers, discrimination in the workplace". Outsourced workers in this case feel in a disadvantaged position because there are no clear regulations regarding the standard of wages received, promotions, and compensation that may be obtained if their status changes to become employees or permanent employees. The problems mentioned above cause dissatisfaction for workers so that workers tend to look for other jobs or in other words are not loyal to the company. Previous research concerning outsourcing workers with the title "Outsourcing Workforce Satisfaction Analysis of Company Services Using the Importance Performance Analysis Method" written by Fuji Rahayu Wilujeng and Reynaldi Kusumo in 2018, shows that the company's service performance has not been maximized for outsourcing employees which causes

dissatisfaction from employees. Outsourced workers. This is reflected in the accuracy of salary payments and the nominal salary received by outsourcing workers every month.

According to Nadiri and Tanova (2010) regarding the notion of job satisfaction is the result of employees' perceptions of the extent to which their work can provide such a positive emotional state. It is important for managers who believe that a company has employees who have high job satisfaction are judged to be accountable if given challenging and rewarding work.

Another thing was conveyed by Hasibuan (2003: 203) regarding job satisfaction, "a person tends to work with enthusiasm if satisfaction can be obtained from his work and employee job satisfaction is the key to driving morale, discipline, and employee performance in supporting the realization of company goals". Job satisfaction according to Handoko (2000: 193) is "a pleasant or unpleasant emotional state in which employees view their work, so employees must be placed in jobs that are in accordance with their abilities and background skills, so that they can achieve individual or company goals".

According to Robbins (2009: 113) regarding job satisfaction can increase loyalty, when employees are satisfied with their work they will try to keep coming to work and eliminate external factors, while employees who are dissatisfied with their work will stay at home. A person with a high level of satisfaction has a positive attitude about the job, on the other hand someone who is dissatisfied with his job has a negative

attitude towards his job.

Success in an organization absolutely requires loyalty from employees. According to Tommy et al. (2010) loyalty is defined as a person's loyalty to something that is not only in the form of physical loyalty, but rather non-physical loyalty such as thoughts and attention. Loyalty of employees in a company is absolutely necessary for the success of the company itself. The higher the loyalty of the employees in a company, the easier it is for the company to achieve the company's goals that have been previously set by the company owner.

The world of work today knows the word beliefs, as quoted in ([www.karyaone.co.id](http://www.karyaone.co.id) downloaded on January 29, 2020) which is "a belief from an individual that is shown in what is said or done. Beliefs can explain how individuals can assess or evaluate an event which is then conveyed through their behavior. As explained by Bandura (1997: 116) that "self-efficacy has an effect on human behavior through various processes including cognitive processes, motivational processes, affection processes, and selection processes". Self-efficacy according to Luthans (2006) is "a reference that refers to an individual's belief about his ability to mobilize the motivation, cognitive resources and actions needed to successfully carry out tasks in a particular context". Self-efficacy affects employees in completing their responsibilities in order to achieve goals, both personal and corporate. Someone with a high level of efficacy is able to survive in any situation because they believe they can get through it. On the other hand, an



employee with low self-efficacy will be worried that he will not be able to complete his work and responsibilities so that it can affect his performance and company. Mishra et al (2016) stated that "increased self-efficacy is likely to encourage the growth of job satisfaction".

There is an important role in promotion where it is something that every employee or employee looks forward to. Promotions are generally given as rewards based on past efforts and achievements. According to Sondang (2010: 169) defines "promotion when an employee is transferred from one job to another with greater responsibility, a higher level of the hierarchy of positions, and a higher income". Promotion is considered to have an influence on job satisfaction because when an employee gets a promotion, it means that there is an acknowledgment of the employee's ability so that it has a positive influence for employees to work optimally.

Companies need to provide a sense of satisfaction to their employees when doing work, namely by providing a good work environment, where if the work environment is considered good, the employees will be satisfied, secure, and comfortable so that employees will be loyal to the company where they work, on the contrary environmental conditions. Bad work will cause negative effects on employees such as low morale and high turnover rates. Where it can harm the company. Sedarmayanti (2011: 21) defines the work environment as "all the tools and materials encountered, the surrounding environment in which a

person works, his work methods, and work arrangements both as individuals and as groups. The work environment includes working relationships formed between fellow employees, working relationships between subordinates and superiors, as well as the physical environment where employees work.

Companies will continue to strive to improve competitiveness by improving their management (especially human resources) and operations to make them more effective and efficient. Companies use service providers as a form of way to be able to compete and develop in the future that offers the principles of effectiveness and efficiency. According to Faslah (2010: 147), "the reality that happens a lot is that employees still think that they are company assets is just a slogan and all of that is considered far from reality". This happened because there was a discrepancy between the statement and company policy. This problem occurred in outsourced employees who worked at PT. Siemens Indonesia. Cases that occur, for example, are when the service provider sometimes does not pay their rights on time, such as overtime pay, travel (transport) fees, and annual bonuses, even though the first party (in this case PT Siemens Indonesia) has completed the payment to the service provider. Difficulty getting promotions to be appointed as permanent employees at PT. Siemens Indonesia and the influence of the work environment are another problem in this paper.

Based on the above background the authors are interested in knowing and proving the effect of self-efficacy

on job satisfaction, to find out and prove the effect of job promotion on job satisfaction, to determine and prove the effect of the work environment on job satisfaction, to determine and prove the effect of self-efficacy, promotion, and the work environment affects employee work loyalty through job satisfaction.

## **LITERATURE REVIEW**

### **1. Loyalty**

According to Sudimin (2003: 5) which states that "loyalty means the willingness of employees with all abilities, skills, thoughts, and time to participate in achieving company goals and keeping company secrets and not taking actions that harm the company as long as that person is still a member of the company employee".

### **2. Job satisfaction**

According to Hasibuan (2014: 202) job satisfaction is "an emotional attitude that is pleasant and loves his job. This attitude is reflected by work morale. Another understanding of job satisfaction according to Sutrisno (2009: 74), "job satisfaction is an individual attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors"

### **3. Self Efficacy**

Kreitner and Kinicki (2005:79) state "self-efficacy is a person's belief about his chances of successfully achieving a certain task". Cherian & Jolly (2013)

argue that "self-efficacy is closely related to self-control and resilience in a person in the face of failure, performance and effort in solving a problem faced by a person". Self-efficacy is "self-assessment, whether it can do good or bad actions. This efficacy is different from aspiration, because ideals describe something ideal that should be achieved, while self-efficacy describes an assessment of self-ability" (Alwisol, 2009: 287).

### **4. Promotion**

According to Martoyo (2007:71) promotion is "a move from one position to another that has a higher status and responsibility". Meanwhile, according to Hasibuan (2008:108) promotion is "a move that enlarges the authority and responsibility of employees to higher positions within a company so that their rights, status and income obligations are getting bigger".

### **5. Work Environment**

According to Nitisemito (2002:27), "the work environment is everything that is around the employee and can affect the employee in menjalankan tugas yang dibebankannya".

### **Hypothesis Developmen**

- tH1: It is suspected that self-efficacy has a positive effect on job satisfaction.
- H2: It is suspected that promotion has a positive effect on job satisfaction.
- H3: It is suspected that the work environment has a positive

effect on job satisfaction.

H4: It is suspected that self-efficacy, promotion, and work environment have a direct influence on employee loyalty

## **RESEARCH METHODOLOGY**

This research took place at PT Siemens Indonesia, having its address at Arkadia Office Park Tower F Jl. TB. Simatupang Kav 88, Jakarta. With the aim of studying the effect of self-efficacy, promotion, and work environment on job satisfaction that results in employee loyalty. The research implementation time starts from July 2019 to December 2019.

According to Nursalam (2003: 81) research design is a strategy in achieving research objectives that have previously been set and become a guide for researchers in the entire research process. The implementation of this research will discuss the effect of the three independent variables on the two dependent variables. The variables studied consist of 5 variables, 3 are independent variables and 2 dependent variables, including: (1) Self-Efficacy, (2) Position Promotion, (3) Work Environment, (4) Job Satisfaction and (5) Employee Loyalty. Of the 5 variables, job satisfaction and employee loyalty are the dependent variables, while the other 3 variables are: (1) Self-Efficacy, (2) Position Promotion, and (3) Work Environment are independent variables.

The analytical method in this study uses partial regression analysis (Partial Least Square) to test the 4 hypotheses proposed in this study. SmartPLS 2.0 software is used to test the relationship between variables

based on each of these hypotheses. According to Abdillah & Jogianto (2009: 11), PLS is a multivariate statistical technique that makes comparisons between multiple dependent variables and multiple independent variables. PLS is a variant-based SEM statistical method designed to solve multiple regression when specific data problems occur, such as a small research sample size. According to Yamin (2011: 23-26) there are several steps in the analysis using Partial Least Square (PLS):

1. The first step is to design a structural model (inner model)
2. The second step, designing the measurement model (outer model)
3. The third step is to construct a path diagram.
4. Fourth step, model estimation.
5. The fifth step, Goodness of Fit or model evaluation includes evaluation of the measurement model and evaluation of the structural model.
6. Sixth step, hypothesis testing and interpretationasi.

## **RESULTS AND DISCUSSION**

Description of Respondent Data:

- a. Gender consists of 20% female, 80% male.
- b. age range 21-25 years with 5 respondents (12.5%), age range 26-30 years with 14 respondents (35%), age range 31-35 years with 8 respondents (20 %), 36-40 years old with 6 respondents (15%), 41-45 years old with 2 respondents (5%), 46-50 years old with 3 respondents ( 7.5%), and the age range is 51-55 years with 2 respondents (5%).
- c. The last education of the respondents was S1 with a total of

24 respondents or 60%. The next highest number is with high school education as many as 14 people or about 35% of the total respondents, while respondents with the last education D3 there are as many as 2 people or about 5%.

- d. Employees with 0-5 years working period are as many as 20 people or about 50%. The next highest number is with 6-10 years of service, which is 9 people or about 17.5%. The three employees with a length of service of 21-25 years are 5 people or around 12.5%, then with a length of work of 11-15 years as many as 4 people or about 10%, and with a length of service of 16-20 years as many as 2 people or 5%. Finally, there are 2 employees who have worked between 26-30 years or about 5% of the total sample, while there are no employees who have worked for 31-35 years.
- e. Measurement Model (Outer Model)
- f. The results of the validity test of the SmartPLS 3.0 initial path diagram show the Outer Mode resultsl.

Tabel 1 Outer Loading Factor Value

	Efikasi Diri	Kepuasan Kerja	Lingkungan Kerja	Loyalitas Karyawan	Promosi Jabatan
Eda	0.614				
Edc	0.810				
Ede	0.742				
Edf	0.797				
Edh	0.655				
Edj	0.725				
Kkc		0.741			
Kkd		0.784			
Kkf		0.816			
Kkh		0.812			
Kki		0.896			
Kkj		0.638			
Lia			0.680		
Lid			0.767		
Lif			0.695		
Lig			0.728		
Lih			0.669		
Lii			0.804		
Lij			0.697		
Lkb				0.774	
Lkc				0.786	
Lke				0.730	

Lki				0.725	
Lkj				0.619	
Lkm				0.767	
Lkn				0.726	
Pja					0.775
Pjb					0.865
Pjd					0.758
Pje					0.785
Pjf					0.773
Pjg					0.718
Pjh					0.799
Pji					0.769
Pjj					0.775

The table above shows that all loading factor values are above 0.6 with the smallest value being 0.614, namely the Eda indicator and the largest value being the Kki indicator which has a value of 0.896. This shows that the indicators used in this study can be declared valid or have met convergent validity. The next way to see discriminant validity is to look at the value of the square root of average variance extracted (AVE), the goal is to find out whether an indicator in the study is valid or not. Recommended value is above 0.50

Tabel 2 Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Efikasi Diri	0.529
Kepuasan Kerja	0.617
Lingkungan Kerja	0.520
Loyalitas Karyawan	0.539
Promosi Jabatan	0.609

The next step after obtaining the validity of each variable question instrument is a reliability test. This reliability test can be seen from the results of the Smart-PLS 3.0 software output, the Composite Reliability and Cronbach's Alpha values are obtained. The table below shows that all variables can be said to have good reliability on each variable, namely self-efficacy, job promotion, work environment, job satisfaction, and employee loyalty and is strengthened by the results of Cronbach's Alpha showing that all variables have good reliability. to each of the constructs.

Tabel 3 Composite Reliability

	Cronbach's Alpha	Composite Reliability
Efikasi Diri	0.820	0.870
Kepuasan Kerja	0.873	0.905
Lingkungan Kerja	0.846	0.883
Loyalitas Karyawan	0.857	0.891
Promosi Jabatan	0.920	0.933

The table above shows the results of the Cronbach Alpha output showing that the Cronbach Alpha value for all variables of Compensation, Organizational Commitment, Job Satisfaction and Intention to Leave is above 0.6 which indicates that all variables in the estimated model meet the criteria.

**Structural Model (Inner Model)**

The next step is after all statements per variable are declared valid, all variables are also declared reliable, then the next step is to test the research structural model through the R Square test. The output results of the Smart-PLS 3.0 software related to the R square test are as follows:

Tabel 4 R-Square dan Adjusted R-Square Value

	R Square	R Square Adjusted
Kepuasan Kerja	0.724	0.701
Loyalitas Karyawan	0.857	0.840

The value of R-Square (R2) job satisfaction is 0.724 which indicates that the contribution of the variables of self-efficacy, job promotion, and work environment to employee loyalty indirectly through job satisfaction is 72.4% while the remaining 27.6% is influenced by factors others outside of this study. The use of R-square still often causes problems, where if there is an additional independent variable then in a model the value will also increase even though the variable has a relationship or not with the dependent variable, so it is recommended to use

an adjusted R-square where when there is an additional independent variable its value can increase or decrease depending on the correlation or relationship with the dependent variable. The adjusted R-square value is definitely less than R2 and can even be negative which indicates the model is not good.

**T-statistic Test**

Tabel 5 Uji t-stastistik result

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Efikasi Diri -> Kepuasan Kerja	0.106	0.596	0.552
Promosi Jabatan -> Kepuasan Kerja	0.538	3.488	0.001
Lingkungan Kerja -> Kepuasan Kerja	0.290	1.598	0.111
Kepuasan Kerja -> Loyalitas Karyawan	0.441	2.795	0.005

Based on the results of the data processing output in the table, it was obtained that H1 was rejected because even though "the failure was due to my inability to achieve it", it did not increase the employee's job satisfaction. H2 is accepted because "honesty in doing work" can increase the employee's job satisfaction. H3 was rejected because although "access to the internet needs to be improved so as not to disturb co-workers who are doing work activities" but it cannot increase the employee's job satisfaction. H4 is accepted because "the relationship with co-workers is well established" can increase the loyalty of the employee.

**Discussion**

Based on the results of this study indicate that there is a positive but not significant effect between self-efficacy on job satisfaction. This means that the hypothesis (H1) is rejected, which is indicated by the lowest mean value of the indicators on the self-efficacy variable, namely "the failure that I experienced because of my inability to achieve it" which

caused the employee's job satisfaction not to increase. This is indicated by the tcount  $0.596 < t_{table} 2.03$  and the P Value  $0.552 > 0.05$ , where the original sample value is positive at 0.106 or in other words H1 is rejected.

Based on these results indicate a positive and significant influence between job promotions on job satisfaction. This means that the hypothesis (H2) is accepted, which is indicated by the highest mean value of the indicator on the job promotion variable, namely "honesty in doing work" which can increase the employee's job satisfaction. This is indicated by the tcount  $3.488 > t_{table} 2.03$  and the P Value of  $0.001 < 0.05$ , where the original sample value is positive at 0.538 or in other words H2 is accepted.

Based on these results indicate that there is a positive but not significant effect between the work environment on job satisfaction. This means that the hypothesis (H3) is rejected, which is indicated by the lowest indicator on the work environment variable, namely "access to the internet needs to be improved so as not to disturb coworkers who are doing work activities" which is one of the factors that employee job satisfaction cannot increase. This is indicated by the tcount  $1.598 < t_{table} 2.03$  and the P Value  $0.111 > 0.05$ , where the original sample value is positive at 0.290 or in other words H3 is rejected.

Based on these results indicate a positive and significant influence between job satisfaction on employee loyalty. This means that the hypothesis (H4) is accepted, which is indicated by the highest mean value on the indicator on the job satisfaction

variable, namely "relationships with coworkers are well established" which can increase employee loyalty. This is indicated by the tcount  $2.795 > t_{table} 2.03$  and the P Value of  $0.005 < 0.05$ , where the original sample value is positive at 0.441 or in other words H4 is accepted.

## CONCLUSIONS AND SUGGESTIONS

### Conclusion

The results of this study indicate a positive but not significant effect between self-efficacy on job satisfaction. This means that the hypothesis (H1) is rejected which is indicated by the lowest indicator on the self-efficacy variable, namely "the failure that was experienced because of my inability to achieve it" which caused no increase in job satisfaction of outsourcing employees at PT. Siemens Indonesia. These results prove that outsourcing employees at PT. Siemens Indonesia is not satisfied if it fails to do the work they do.

- a. The results of this study indicate that there is a positive and significant influence between job promotions on job satisfaction. This means that the hypothesis is accepted because "honesty in doing work" which is able to increase job satisfaction of outsourcing employees of PT. Siemens Indonesia. These results reflect that employees who are honest in doing work will benefit the company because the company will judge that honest employees will have good responsibilities and experiences for the progress of the company.
- b. The results of this study indicate a positive but not significant effect

between the work environment on job satisfaction. This means that the hypothesis (H3) is rejected which is indicated by the lowest indicator on the work environment variable, namely "access to the internet needs to be improved so as not to disturb coworkers who are doing work activities" which is one of the job satisfaction factors for outsourcing employees at PT. Siemens Indonesia cannot improve. This shows that access to the internet is a factor that can increase employee job satisfaction, where nowadays access to the internet has become a necessity even in everyday life.

- c. These results indicate that there is a positive and significant influence between job satisfaction and employee loyalty. This means that the hypothesis (H4) is accepted which is indicated by the highest mean value on the indicator on the job satisfaction variable, namely "relationships with coworkers are well established" which can increase employee loyalty. This shows that the relationship between employees in the company must be maintained so that the company can get loyal employees for the company so that it is in line with the company's strategy and the achievement of company goals.

#### **Sugesstion**

- a. The research is expected to be able to conduct research on similar companies other than PT. Siemens Indonesia is different and the distribution of respondents is more diverse.

- b. This research is expected to be able to develop existing models and hypotheses by adding other variables to expand the study of science.
- c. Improving research so that the results of future research can be seen significantly on the variables of self-efficacy and work environment, namely by adding an indirect influence on further research.
- d. This research can also be applied to all types of workers, both white-collar workers, blue-collar workers, and gray-collar workers.

#### **REFERENCES**

- Abdillah, W. & Jogiyanto, H. M. 2009. Concepts and Applications of PLS (Partial Least Square) for Empirical Research. Yogyakarta: Publishing Agency Faculty of Economics.
- Cherian, J. & Jacob, J. 2013. Impact of self-efficacy on motivation and performance of employees. *International Journal of Business and Management*. 8(14), 80-88. Retrieved from <http://www.ccsenet.org/journal/index.php/ijbm/article/view/26770/16992>
- Faslah, Roni. 2010. "The Relationship between Work Involvement and Turnover Intention of Employees of PT. Main Trimitra Guard". In the journal *Ecoscience*, volume 8 No. 2 Pg 146-151.
- Ghozali, I. Latan, H. (2012). *Partial Least Square: Concepts, Techniques and Applications of SmartPLS 2.0 M3*. Semarang:

- Diponegoro University Publishing Agency.
- Ghufron, M. Nur and Risnawita S, Rini. 2010. Psychological Theories. Yogyakarta: Ar-Ruzz Media.
- Handoko, T Hani. 2000. Personnel Management and Human Resources. Yogyakarta: BPFE.
- Hasibuan, Malaysia. 2014. Management: basics, understanding, and problems. Revised Edition. Jakarta: PT. Earth Literature.
- Henry Simamora. 2010. Human Resource Management. Grammar, Jakarta. Lubis Ibrahim.
- Husni, Then. 2012. Introduction to Indonesian Employment Law, Revised Edition. Jakarta: Rajawali Press.
- Hutapea, Parulian and Nurianna Thoha. 2008. Competence Plus. Jakarta: PT. Gramedia Main Library
- <https://ekonomi.bisnis.com/read/20190121/12/880788/masih-relevankah-sistem-outsourcing-di-tanah-air> downloaded on 15 May 2019 at 06.36 WIB
- <https://www.karyaone.co.id/blog/efikasi-diri-karyawan/> downloaded on January 29, 2020 at 23.01 WIB
- Indrawati, C. W. and Sukarmi (2017) "The ideal concept of making a certain time outsourcing work agreement deed (study at Bank Jateng)," *Journal of Deed*, 4(3), p. 317–322.
- Jehani, Liberty. 2008. Rights of Contract Employees. Jakarta: Friends Forum.
- Yusuf, Husayn. 2010. Increase Loyalty to Improve Work Performance and Career.
- Kreitner, R. & Kinicki, A. 2005. Organizational behavior. Jakarta: Salemba Empat.
- Kuswadi. (2004). How to Measure Employee Satisfaction, Jakarta: PT Elex Media Komputindo
- Lazear, Edward P. 2000. "Performance Pay and Productivity." *American Economic Review* 90:1346 – 61.
- Luthans, Fred. 2006. Organizational treatment. Edition 10. Yogyakarta: Andi.
- Martoyo, Susilo. 2007. Human Resource Management Edition 5. First Printing. Yogyakarta: BPFE.
- Mishra, U.S., Patnaik, S. & Mishra, B.B., (2016). Augmenting human potential at work: an investigation on the role of self-efficacy in workforce commitment and job satisfaction. , *Polish Journal of Management* 13(1), pp.134–144.
- Nadiri, H., and Tanova, C. 2010. An Investigation of the Role of Justice In Turnover Intentions, Job Satisfaction, And Organizational Citizenship Behavior In Hospitality Industry. *International Journal of Hospitality Management*, 29, pp: 33-41.
- Nitisemito, Alex S. 2002. Personnel Management. Jakarta: Ghalia Indonesia
- Nursalam. 2003. Concepts and Applications of Nursing Research Methodology Guidelines for Thesis, Thesis



- and Nursing Research Instruments. Jakarta: Salemba Medika.
- Poerwopoespito, FX. Oerip and Tatag Utomo. (2000). *Overcoming the Human Crisis in the Company*. Jakarta: Grasindo.
- Prabu, Anwar. *The Influence of Motivation on Employee Job Satisfaction at the National Family Planning Coordinating Board in Muara Enim Regency*. *Sriwijaya Journal of Management and Business*, Vol. 3, No. 6, December 2005.
- Robbins, S.P. and Judge, T.A. 2009. *Organizational Behavior*. 13th Edition. New Jersey: Pearson Education.
- Sarjono Haryadi. and Julianita, Winda. 2011. *SPSS vs LISREL: An Introduction, Application to Research*. Jakarta: Salemba Empat.
- Sedarmayanti. 2011. *Human Resources and Work Productivity*. Bandung: CV Mandar Maju.
- Siagian. Sondang P. 2010. *Human Resource Management*. Jakarta: Earth Literacy.
- Soegandh. et al. 2013. *The Effect of Job Satisfaction and Job Loyalty on Organizational Citizenship Behavior on Employees of PT. Surya Timur Sakti Jatim agora*. Vol. 1, No. 1
- Sudimin. 2003. *Whistleblowing: The Dilemma of Loyalty and Public Responsibility*. *Journal of Management and Entrepreneurs*. vol. 12 No. 11. p. 3-8.
- Sugiyono. 2014. *Educational Research Methods Quantitative, Qualitative, and R&D Approaches*. Bandung: Alfabeta.
- Sutrisno, Edy. 2009. *Human Resource Management*. Jakarta: Kencana Prenada Media Group
- Tommy, Stefanus et al. 2010. *Analysis of Motivation and Loyalty of Marketing Department Employees of PT PALMA ABADI SENTOSA in Palangka Raya*. Vol. 1 No. 2.
- Triyanto, Djoko. 2004. *Work Relations in Construction Service Companies*. Semarang: CV Mandar Maju.
- Utomo, Budi. 2002. *Determine the factors of job satisfaction and the level of influence of job satisfaction on employee loyalty PT P*. *Journal of Management & Entrepreneurship*, Vol. 7(2), 171-188.
- Wijono, Sutarto. *Industrial and Organizational Psychology*. Jakarta: Prenadamedia Group.
- Wilujeng, Fuji Rayayu and Reynaldi Kusumo. 2018. *Analysis of Outsourcing Workforce Satisfaction on Company Services Using Importance Performance Analysis Method*. *Journal of Industrial Engineering and Management Systems*. Vol. 11, No. 2, 64-69, 2018.
- Yamin, Sofia. 2011. *New Generation Processing Research Data with Partial Least Square Path Modeling*. Jakarta: Salemba Infotek.

**The Effect of Compensation and Motivation on Employee Performance  
CV. Giri Jaya Perkasa**

*<sup>1\*</sup>Reno Bagus Samodro, <sup>2</sup>Kustini*

*Faculty of Economics and Business, UPN Veteran East Java, Indonesia*

*Email : [1\\*reno.samodro@consultant.com](mailto:1*reno.samodro@consultant.com)*

(Received: July 2022; Reviewed: August 2022; Accepted: August 2022;

Available online: September 2022; Published: September 2022)

**ABSTRACT**

*This study aims to determine (1) the effect of compensation on employee performance, (2) the effect of motivation on employee performance at CV Giri Jasa Perkasa. The population in this study were all employees at CV Giri Jasa Perkasa, totaling 50 people in the operational section. The sampling technique used is a saturated sample by taking the entire population without having to draw a research sample so that a sample of 50 employees is obtained. The type of data used in the form of a questionnaire as a data collection method which is processed by the Partial Least Square (PLS) analysis method. Based on the results of this study, it shows that (1) compensation has a significant effect on employee performance, (2) motivation has a significant effect on employee performance at CV Giri Jasa Perkasa.*

**Keywords:** *Compensation, Motivation, Performance*

## INTRODUCTION

The Indonesian nation is a large nation, the development that has taken place so far is not only physical, but also non-physical in the form of improving the quality of human resources. In today's global competition, the world of work really needs people who can think forward, smart, innovative, and able to work with high spirits in the face of the times. Humans are the driving force of existing resources in the context of activities and routines of an organization or company. Human resources have an important role either individually or in groups, and human resources are one of the main drivers for the smooth running of an organization's activities, even the progress of a company is determined by the presence of its human resources. Understanding Human Resources according to Handoko (2011:4) is the search, selection, development, maintenance and use of human resources to achieve goals both individually and organizationally.

The increasing development of the business world which is in line with the improvement of economic conditions in Indonesia requires tight competition in it. Competition in the business world today is increasingly competitive, therefore every company must be able to manage and manage all its resources effectively and efficiently in order to achieve the goals that are the pillars of the company. Performance Management or often known as performance management is about how to manage activities within an organization to achieve organizational goals. According to Sutrisno (2015)

performance is the result of work that has been achieved by a person from his work behavior in carrying out his work activities. The motivation and expectations of employees to get appropriate compensation make employees work optimally in order to achieve high performance for employees. Murty and Hudiwinarsih (2012) state that a motivated employee will be energetic and enthusiastic, and conversely an employee with low motivation will often display discomfort and displeasure with his work which results in poor performance and company goals will not be achieved.

High or low motivation and job satisfaction of employees in a company also depends on the role of leaders in the company, good leadership is the key in management which has an important role in strategy in the survival of a company. Compensation is necessary to maintain employees with a decent standard of living, but compensation also provides a tangible measurement of the individual's value to the company. Compensation is a strategic function of human resources that has a significant impact on other human resource functions (Murty and Hudiwinarsih, 2012). Until now CV Giri Jaya Perkasa has been supported by 50 workers and strong trust given by consumers to the company, almost 10 years CV Giri Jaya Perkasa has produced various types of goods and services marketed both at home and abroad, including shoes and uniforms for parties who need. Based on interviews with employees CV. Giri Jaya Perkasa, the company's compensation for employees is not satisfactory. This is based on the

results of the questionnaire that the author gave and filled out by employees. The results show that almost every month the compensation has fluctuated which resulted in the giving of compensation tends to be small.

In the company itself,

Table 1. CV Giri Jaya Perkasa Attendance 2017-2019

Years	Number of employees	Work Days	Permit	Sick	Alpha	Total	Presentase (%)
2017	42	312	12	13	5	30	9.61
2018	46	312	14	20	1	35	11.21
2019	50	312	18	19	2	39	12,5

From the data above, we can conclude that there are fluctuations in the absence of certain time workers at CV Giri Jaya Perkasa, it is suspected that there is a lack of encouragement and motivation experienced by workers at CV Giri Jaya Perkasa due to the work that accumulates and is not proportional to the wages or salaries received. . If this is not handled immediately, it will have an impact on the company's losses and will threaten to reduce the workforce. Once the importance of performance in a company makes CV Giri Jasya Perkasa have to pay more attention to the performance of its employees so as not to become a threat to the company, so that in this study the researchers were interested in taking the performance variable.

From the description of the background above, given the importance of employee performance for CV Giri Jaya Perkasa, it is hoped that compensation and motivation of employees or workers can support the development of the company in the future to obtain good employee performance and can increase business production of CV Giri Jaya

researchers also get new problems that are being experienced by the company, especially on employee motivation. So here, the researcher compiles the results of the recapitulation of employee absenteeism for the last three years which can be seen in the image below:

Perkasa. From the problems faced by the Lestari Sugar Factory, researchers want to raise a study entitled "The Effect of Motivation and Compensation on Employee Performance at CV Giri Jaya Perkasa" ..

**LITERATURE REVIEW**

Compensation is a form of remuneration for employees given to the company. Can be financial or non-financial in a fixed period. According to Gary Dessler (2011: 78) employee compensation is all forms of payment or gifts given to employees and arising from their work in the form of financial benefits such as insurance and vacation money paid by the company. Non-financial rewards such as things that are not easy to quantify, namely rewards in the form of a more challenging job, more flexible working hours and a more prestigious office.

According to William B. Werther and Keith Davis (2011: 184) compensation is what a worker receives in return for the work he provides. Either hourly wages or periodic salaries designed and

managed by the personnel department. Compensation is everything that is received by employees as compensation for the company's services to employees in the form of salaries, facilities and so on which can be valued in money and are permanent. In addition, compensation is a strategic function of human resources. Compensation affects the overall strategy of the organization because compensation affects job satisfaction, productivity, and so on.

The term motivation (motivation) comes from the Latin, namely *movere*, which means "to move" (to move). Motivation in management is generally only intended for human resources and especially for subordinates. Motivation itself is the most decisive factor for an employee at work. Even though the maximum ability of employees is accompanied by adequate facilities, if there is no motivation to encourage employees to work according to their goals, the work will not work according to their goals. Several opinions regarding motivation according to experts, Winardi argued (2016: 6) that motivation is a potential power that exists within a human being, which can be developed by himself or developed by a number of outside forces which essentially revolves around monetary rewards and non-monetary rewards, which can affect its performance results positively or negatively.

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him

(Mangkunegara 2014:5). According to Sutrisno (2012:151) performance is the result of work that has been achieved by someone from his work behavior in carrying out his work activities. An organization is a group of people who come together in a structure to achieve a common goal. There are two parties who are responsible for achieving organizational goals, objectives, and targets, namely managers and employees, both as individuals and as groups

Historically, employees who received compensation were up to job satisfaction, so that they would improve their performance better. What needs to be considered from human resource management is how to communicate a good company strategy so that employee welfare can be improved through the existing payroll system. Insufficient compensation will lead to job dissatisfaction which results in a decrease in job attractiveness, employee turnover and lower performance, Bedelan & Zammuto (in Hita and Pradhanawati, 2013). Employees will lose their perception of the company. This is usually marked by prolonged complaints about the lack of salary received, which in time will lead to a strike. The relationship between compensation and performance is also explained in the expectancy theory which says that a person will put forth a high level of effort for his performance, if with his level of performance, if with a high level of performance a reward (compensation) is obtained according to expectations (Robbins, 2001). Compensation is one of the important factors that can determine employee

performance.

H1: Compensation has a positive effect on employee performance

According to Winardi (2016: 6) motivation is a potential force that exists within a human being, which can be developed by himself or developed by a number of external forces which essentially revolve around monetary rewards and non-monetary rewards, which can affect the results of his performance positively or negatively. negative. Meanwhile, according to Malayu (2015: 23) the notion of motivation is to question how to encourage the work enthusiasm of subordinates, so that they are willing to work hard by giving all the abilities and skills to realize the company's goals. Lack of fulfillment of work motivation will reduce worker productivity so that material and non-material needs need to be given to achieve job satisfaction. H1: Motivation has a positive effect on employee performance

## **METHOD**

The subjects of this study were employees at CV Giri Jasa Perkasa in the last three years. In this study, the population of employees at CV Giri Jasa Perkasa amounted to 50 people. According to Rikonto, (2012) the total population is less than 100 so all are taken.

Based on the number of respondents who were taken by the researcher not reaching 100 people, the researchers took all of the respondents. From the results taken by 50 people. By taking the entire population as a sample, this is called a saturated sample. The data collection process carried out by researchers was by distributing

questionnaires to employees of CV Giri Jasa Perkasa using a Likert scale variable measurement tool. The results of the hypothesis taken by the researcher can be seen in Figure 1 which has been included. The method used by this researcher to calculate is to use XPartial Least Square (PLS). PLS defines the latent variable as a linear aggregate of its indicators. The method of estimating the weight of the latent variable is done by building an inner model and an outer model. Residual variance on the dependent variable will be minimized to produce a predictive score (Jogiyanto and Abdillah, 2015). PLS is a more appropriate approach for prediction purposes, especially in conditions where indicators are formative. With the latent variable in the form of a linear combination of the indicators, the prediction of the value of the variable can be easily obtained, so that the prediction of the latent variable that it influences can also be easily made.

PLS consists of external relationships (outer models or measurement models) and internal relationships (inner models or structural models). The relationship is defined as two linear equations, namely a measurement model that states the relationship between latent variables and a group of explanatory variables and a structural model (Jogiyanto and Abdillah 2015:159-162).

The path analysis model for all latent variables in PLS consists of three sets of relationships, (1) inner model that specifies the relationship between latent variables (structural model), (2) outer model that specifies the relationship between latent

variables and their indicators or manifestation variables (measurement model). , and (3) the weight relation in which the case value of the latent variable can be estimated (Jogiyanto and Abdillah 2015:159-162).

**RESULT**

**Data Outlier Test**

Outliers are observations or data that have unique characteristics that look very different from other

observations and appear in the form of extreme values. From the second outlier test table, the value of expensive is obtained. The maximum distance of respondent data is 21,635, which is smaller than the expensive distance maximum outlier which is determined at 29.588, which means that the data has no outliers, thus it can be said that the data has good quality and can be continued for further processing with a total of 50 respondents. case.

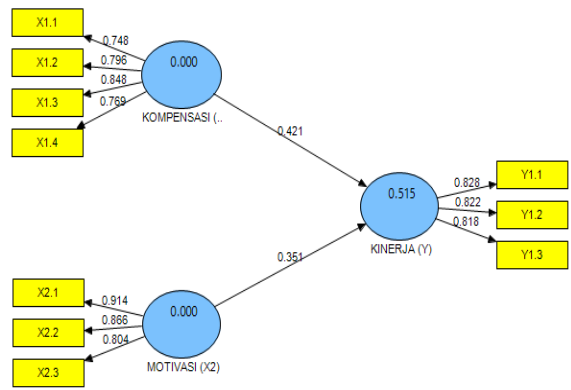


Figure 2 PLS Output Output Path Diagram

**Average Variance Extracted (AVE)**

The next measurement model is the Avarage Variance Extracted (AVE) value, which is the value indicating the magnitude of the indicator variance contained by the latent variable. Convergent AVE value greater than 0.5 indicates a good adequacy of validity for the latent variable. The reflective indicator variables can be seen from the Avarage variance extracted (AVE) value for each construct (variable). A good model is required if the AVE value of each construct is greater than 0.5.

The results of the AVE test for the Compensation variable (X1) are 0.625983, the Motivation variable (X2) is 0.743947, and Employee Performance (Y) is 0.676859, the

three variables show a value of more than 0.5, so overall the variables in this study can be said to have good validity. .

Table 2. Average variance extracted (AVE)

	AVE
Performance (Y)	0.676859
Compensation (X1)	0.625983
Motivation (X2)	0.743947

Source: Data processed

**Reliability Test**

Composite Reliability is an index that shows the extent to which a measuring instrument can be trusted to be relied on. If an instrument is used twice to measure the same symptom and the measurement

results obtained are relatively consistent, then the tool is reliable. The reliability of the construct as measured by the value of composite reliability, a reliable construct if the value of composite reliability is above 0.70, the indicator is said to be consistent in measuring the latent variable.

Table 3. Composite Reliability

	Composite Reliability
Performance (Y)	0.862707
Compensation (X1)	0.869784
Motivation (X2)	0.896831

Source: Data processed

The results of the Composite Reliability test show that the Compensation variable (X1) is 0.869784, the Motivation variable (X2) is 0.896831, and Employee Performance (Y) is 0.896831, the three variables show Composite

### Hypothesis testing

Table 5. Path Coefficients (Mean, STDEV, T-Values)

	Path Coefficients (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics ( O/STERR )
Compensation (X1) -> Performance (Y)	0.421203	0.432219	0.095217	0.095217	4.423624
Motivation (X2) -> Performance (Y)	0.350724	0.346682	0.107595	0.107595	3.259656

Source: Data processed

From the table above, it can be concluded that the hypothesis states:

1. Compensation (X1) has a positive effect on Employee Performance (Y) is acceptable, with a path

Reliability values above 0.70 so it can be said that all variables in this study are reliable..

### Inner Model (Pengujian Model Struktural)

Table 4. R-Square

	R Square
Performance (Y)	0.515363
Compensation (X1)	
Motivation (X2)	

Source: Data processed

R2 value = 0.515363. It can be interpreted that the model is able to explain the phenomenon of employee performance which is influenced by independent variables, including compensation and motivation with a variance of 51.54% while the remaining 48.46% is explained by other variables outside this study (besides compensation and motivation).

coefficient of 0.421203, and a T-statistic value of 4.423624 > 1.96 (from the table value  $Z\alpha = 0.05$ ), then **Significant (positive)**.



2. Motivation (X2) has a positive effect on Employee Performance (Y) is acceptable, with a path coefficient of 0.350724, and a T-statistic value of  $3.259656 > 1.96$  (from the table value  $Z\alpha = 0.05$ ), then **Significant (positive)**.

#### The Effect of Work Compensation on Employee Performance

Based on the results of research that has been carried out, it is found that Work Compensation has a positive effect on Employee Performance CV Giri Jaya Perkasa. From the path coefficient table of 0.421203, and the T-statistic value is  $4.423624 > 1.96$  (from the table value  $Z\alpha = 0.05$ ), it is significant (positive) which means that the better the work compensation carried out by the company for employees, the employee performance will increase. Compensation as a driver of one's performance, many types of compensation provided by the company can be in the form of payments or gifts, the compensation provided by the company will create enthusiasm for employees to work better too. According to Gary Dessler (2011: 42) employee compensation is all forms of payment or gifts given to employees and arising from their work in the form of financial benefits such as insurance and vacation pay paid by the company). This is supported by research conducted by Pudjo Wibowo (2018), showing that the compensation variable has a positive and significant effect on the employee performance variable.

#### The Effect of Work Motivation on Employee Performance

Based on the results of research that has been carried out, it is found

that motivation has a positive effect on employee performance at CV Giri Jaya Perkasa. From the path coefficient table of 0.350724, and the T-statistic value of  $3.259656 > 1.96$  (from the table value  $Z\alpha = 0.05$ ), it is significant (positive), which means that the better the work motivation carried out by the company for employees, the employee performance will increase. . This if maintained and implemented properly will make employees motivated and work as much as possible. Motivation is one of the various factors that affect employee performance, with the motivation given by the leadership and people around the company will increase morale and will make employees able to work optimally. This is in accordance with the theory put forward. According to Malayu (2015: 23) the notion of motivation is to question how to encourage the work enthusiasm of subordinates, so that they are willing to work hard by giving all the abilities and skills to realize the company's goals. This is supported by research conducted by Gainer Frisky Lakoy (2013) showing that the work motivation variable has a positive and significant effect on the employee performance variable.

#### CONCLUSION AND SUGGESTION

##### Conclusion

Compensation is able to contribute to employee performance at CV Giri Jaya Perkasa Employees. This identifies that the greater the compensation given to employees, the happier employees will be and try their best to work better.

2. Motivation is able to contribute to employee performance. This identifies that with the motivation given to the company's leadership, it can create good morale for employees of CV Giri Jaya Perkasa. So that the work can be carried out will be completed properly and optimally.

### **Suggestion**

1. Companies need to maintain the provision of adequate facilities by the company, if this is maintained it will encourage increased performance of employees.
2. Companies need to maintain the provision of positive encouragement given by leaders to their employees because it makes employees more enthusiastic at work.
3. In terms of getting support from the company in work, it needs to be applied continuously in order to increase the desire for high work for employees.

### **REFERENCES**

- Astuti, R. (2019). The Effect of Compensation and Motivation on Employee Performance at PT. Tunas Jaya Utama. *Journal of Business Management Eka Prasetya: Management Science Research*, 5(2), 1-10.
- Brahmasari, I. A., & Suprayetno, A. (2008). The effect of work motivation, leadership and organizational culture on employee job satisfaction and their impact on company performance (Case study at PT. Pei Hai International Wiratama Indonesia). *Journal of Management and Entrepreneurship*, 10(2), 124-135.
- Cay, S., Gandung, M., Ilham, N., Teriyan, A., & Haryadi, R. N. (2022). Pengaruh Pelatihan dan Disiplin Kerja Terhadap Kinerja Karyawan pada PT Pesona Cahaya Gemilang di Serpong Tangerang Selatan. *Jurnal Ekonomi Efektif*, 4(3), 474-483.
- Fahrozi, R., Sabaruddin, R., Ilham, D., Ferdinand, N., & El Hasan, S. S. (2022). Pengaruh Pelatihan Terhadap Kinerja Karyawan Pada PT. Sarana Media Transindo di Jakarta. *Jurnal Tadbir Peradaban*, 2(1), 73-79.
- Ismail, M. I. (2010). Teacher performance and competence in learning. *Lantern Pendidikan: Journal of Tarbiyah and Teacher Training*, 13(1), 44-63.
- Haryadi, R. N., Sunarsi, D., Erlangga, H., Nurjaya, N., & Hamsinah, H. (2022). Pengaruh Komunikasi dan Motivasi Terhadap Kepuasan Kerja Karyawan PT Timur Jaya Prestasi Cileungsi. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 5(3), 702-709.
- Martinus, E. (2016). The Effect of Compensation and Work Motivation on Employee Performance at PT. Devina Surabaya. *Journal of Management Science and Research (JIRM)*, 5(1).
- Nurchayani, N. M., & Adnyani, I. D. (2016). The effect of compensation and motivation on employee performance with job satisfaction as an

- intervening variable. *E-Journal of Management*, 5(1).
- Nurhasanah, N., Subianto, M., & Fitriani, R. (2012). Comparison of the partial least square (pls) method with principal component regression to overcome multicollinearity. *Statistics*, 12(1).
- PRATIWI, M. T. (2017). Study of the Use of Spectra Data in the Ultraviolet Visible Region and the PLS-DA Method for Discrimination of Some Indonesian Specialty Coffees.
- Ridho, M., & Susanti, F. (2019). The Effect of Work Stress and Work Motivation on Job Satisfaction on Employees of Bank Mandiri Syariah Padang Branch.
- Suwati, Y. (2013). The effect of compensation and work motivation on employee performance at PT. Samarinda Green Shoots. *Journal of Business Administration*, 1(1), 41-55.
- Wijaya, J. A. (2016). THE EFFECT OF RELIABILITY, RESPONSIVENESS, ASSURANCE AND EMPATHY ON FLOSLAND CUSTOMER SATISFACTION.
- Wiyono, D. (2018). The Influence of Empowering RT/RW and Village Performance towards Society Service Satisfaction Using Partial Least Squares-Sem Analysis Approach. *Journal of Secretary and Business Administration*, 2(2), 11-23.

**Competency Development of Operational Personnel at Mirah and Berlian Terminals Through Spinner Reborn System Training to Support Container Loading and Unloading Performance**

*<sup>1\*</sup>Choirul Anam, <sup>2</sup>Suryanto*

*Airlangga University, Surabaya, East Java, Indonesia*

*Email : [1\\*choirul.anam-2020@pasca.unair.ac.id](mailto:<sup>1*</sup>choirul.anam-2020@pasca.unair.ac.id)*

(Received: July 2022; Reviewed: August 2022; Accepted: August 2022;  
Available online: September 2022; Published: September 2022)

**ABSTRACT**

*Research Competency Development on employees in the Terminal Rubies and Diamonds with a system of training a spinner reborn is made to analyze and describe explicitly, with regard to the development of competence to improve the performance of the operational employees, including the ability to adapt to be able to develop the ability and adjustment themselves with the era of business transformation in the digital. The study was conducted by using the descriptive qualitative method to determine the analysis of the results, where the collection of primary data in this research is done by observation, interview, survey and expert justification, while the secondary data is done through the duties and responsibilities of work to be done with the population research using purposive sampling method which is taken from the employee homogeneously in the accept, perform and megimplementasikan the activities of the development of these competencies. The application of training in the implementation of operations related to loading and unloading the container is intended to provide structuring the completion of the work proper with the interconnectedness of all areas of work and also a system of spinner reborn existing in the process of loading and unloading the container.*

**Keywords: Competence, Loading And Unloading, Performance, Training**

## INTRODUCTION

The development of Transformation in the digital era of business 4.0 which provides many changes related to the acceleration of business turnover by providing many conveniences in its implementation, especially in matters relating to technology-based competency development, according to McClelland in research conducted by Arbani (2021) who argues that competence is an underlying characteristic's of an individual which is causally related to criterion referenced effective and or superior performance in a job or situation All employees in the field of Port Operations in general and Mirah and Berlian Terminals in particular must be able to quickly adapt to existing business developments, to be able to operate technology using a spinner reborn system that has been integrated with all work activities around container loading and unloading services and is online-based, in order to make it easier to carry out work activities in serving customers who carry out their activities both at Mirah and Berlian Terminals, for that there is a training-based competency development which is "training is a planned process to modify attitude, knowledge, skill behavior through learning experience to achieve effective performance in activity or range of activities. activities), according to Smith in research conducted by Arbani (2021) to assist employees in doing their jobs by developing the potential and skills possessed by employees, especially in matters relating to the use of technology and the operation of the spinner rebo system. rn properly and

effectively, so that it can help employees to work optimally, by implementing Spinner Reborn training in the Mirah and Berlian Teminal environment.

The phenomena that occur in the application of the Spinner reborn at the Mirah and Berlian Terminals experienced a few obstacles in it, due to changes in the system that were implemented and implemented from the Mtos system that already existed and changed it using the Spinner reborn system which has the ease and complexity of completing a more easy and detailed solution. to complete work related to loading and unloading containers at Mirah and Berlian Terminals, besides that customer service is also facilitated, by giving customers to know the existing system and making it easier for customers to quickly find out what activities are running at Mirah and Berlian Terminals and customers can print independently job order activities, so as to reduce the intensity of the queue caused by problems related to customer service, such as printing job orders, unregistered containers and so on.

With this, it is necessary to have good cooperation that must be carried out in completing it in order to make it easier to implement a technology-based Spinner reborn system with employee participation in training programs that are made to find out the proper application of the Spinner reborn system, so that employees can work optimally and easily do their jobs, besides that the customer must also be able to understand the system created so that the customer can quickly carry out their activities both at the Mirah and Berlian Terminals,

so that the service process provided can be optimal and reduce the queue intensity in carrying out their activities. .

As for being able to use and implement the Spinner reborn system in the Mirah and Berlian Terminal environment properly, it is necessary to have employee awareness to take part in training that is made so that the use of the Spinner reborn system can be optimally used, besides that employees and customers must also start eliminating the comfort factor. that exists with the implementation of the old Mtos system used, so that training can run optimally to be able to develop competencies including skills and potential development of employees at Mirah and Berlian Terminals, so that employees can perform their performance well, precisely and quickly.

The existence of training carried out to support the development of competencies contained in employees at Mirah and Berlian Terminals To support the performance of existing employees, in order to optimally carry out their work activities to understand the Spinner reborn system used, employees must be able to understand the operations related to the system used must be understood by each individual employee at the Mirah and Berlian Terminal, so that theoretically employees can know the functions contained in the Spinner reborn application and in practice employees can carry out the functions contained in the application contained in the Spinner Reborn.

## LITERATURE REVIEW

### *Competence*

According to Spencer and Spencer in Palan (2007), competence shows the characteristics that underlie behavior that describe the motives, personal characteristics (characteristics), self-concept, values, knowledge or skills brought by someone who performs superiorly (superior performer) in the workplace. work. There are 5 characteristics that make up competence, namely: (1) Knowledge factors include technical, administrative, humanitarian processes and systems. (2) Skills; refers to a person's ability to perform an activity. (3) Self-concept and values; refers to a person's attitudes, values and self-image, such as a person's belief that he or she can succeed in a situation. (4) Personal characteristics; refers to physical characteristics and consistent responses to situations or information, such as self-control and the ability to remain calm under pressure. (5) Motives; is an emotion, desire, psychological need or other impulse that triggers action, while another understanding is obtained from a different theory which states that competence is the ability or capacity of a person to do various tasks in a job, where this ability is determined by 2 factors. namely intellectual ability and physical ability, according to Robbin (2007).

### *Unloading*

According to Matthew et al. (2017) loading and unloading is the activity of loading and unloading goods from and/or to ships including the activities of unloading goods from

the hold to the ship to the dock on the hull of the ship to the warehouse, the stacking yard or vice versa, and can be divided into 2 activities, both loading and unloading directly and indirectly, including:

1. In person

This method is often called "truck lossing" meaning loading or unloading from the ship directly to the truck. This truck lossing method is a special permit because there are components or OPP/OPT payments;

2. Indirectly

The indirect method is loading and unloading activities from the ship to the dock, moving goods from the dock to the transit warehouse, arranging and storing goods in the transit warehouse and then delivery activities to the recipient of the goods or their representative.

3. Performance

Performance is the result of a process that refers and is measured over a certain period of time based on pre-determined provisions and agreements, according to Edison (2016), while according to Mangkunegara (2016) performance comes from the word job performance or actual performance. achieved by a person), in other words, performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The factors that can affect performance, according to Mangkunegara (2016) can be divided into 2 factors, including:

a. Ability factor

Psychologically, an employee's ability consists of a potential ability (IQ) above average (IQ 110-120) with adequate education for his position and skilled in doing daily work, then he will more easily achieve the expected performance.

b. Motivational factors

Motivation is in the form of an employee's attitude in dealing with situations (situation) motivation is a condition that moves employees who are directed to achieve organizational goals.

### **Training**

Education and training is one of the important factors in the development of human resources. Education and training not only increase knowledge, but also improve work skills so as to increase work productivity, according to Sonny in sinambela (2016). Meanwhile, training in a company or organization can have a positive influence on competency development that can support the performance of the employees or human resources in it, the following are the objectives of the training, according to Supriyadi (2015), including:

- a. Increasing the productivity of employees who have knowledge and skills in their field of work will be able to work better;
- b. 2. Improving the effectiveness and efficiency of mastery and increasing skills in accordance with the field of work obtained by employees from a training

program;

- c. 3. Increasing the competitiveness of employees who are well trained will not only have the opportunity to increase productivity, but will also be able to work more effectively and efficiently, so as to increase the competitiveness of the company.

With the training objectives, the benefits of training will be formed, as a determination of positive results after employees receive the existing training program, as for the benefits of training, according to Supriyadi (2015), among others: increasing independence, increasing motivation, fostering a sense of belonging, reducing employee turnover, and increase company profits.

This training program itself can be carried out using several different methods in its operation, so that the benefits and objectives of this training program can be received and carried out directly by every employee or human resource who receives it. The training method, according to Edwin B Flippo in Sedarmayanti (2014), describes the training method, as follows:

- a. On the job Training

Is a formal procedure, simple and easy and practical observation, employees learn their work by observing other jobs that are working, and then observing their behavior, in other words On the job training is a training method carried out with learning programs that are carried out directly by employees by plunging directly to carry out their work, so that the knowledge obtained is more comprehensive as a result;

- b. Off the job training

Training programs that are carried out outside of working hours for employees when doing their job, or carried out separately from the active working hours of employees in carrying out their main tasks, usually the lessons given are in the form of job instruction training, programmed learning, Vestibule training (training in a special room includes: seminars, management games, role playing and teaching through computer programs).

## **RESEARCH METHODS**

The population in this study totaled 11 people in total and all of them were taken from operational personnel who worked at the Mirah and Berlian Terminals in Surabaya, including: Supervision, Foreman CY and the wharf, Tally. The sample taken is a homogeneous purposive sampling which refers to 11 operational personnel who work directly to provide container loading and unloading services, consisting of: 3 supervisors (stevadoring, planning, cy and consolidation), 2 planners, 2 foreman vessel, 2 foreman cy, and 2 tally who participated in the training directly and managed to implement the training program very well. The type of research used is in the form of descriptive qualitative analysis which aims to describe explicitly about the application carried out by the sample in implementing the results of the training in detail, precisely and well. The data analysis carried out in this study refers to 2 phases of data, both primary obtained from the process of observation, interviews, surveys and expert justification, and secondary



obtained from the duties and responsibilities of work that must be carried out by operational personnel who work in accordance with field of work.

### **RESEARCH RESULT**

Competency development carried out and applied to all operational employees at Mirah and Berlian Terminals through a training system to support knowledge and develop the capabilities and potential of all employees in working by utilizing technology appropriately, so as to provide speed, convenience and accuracy in carrying out responsibilities of existing work and relating to the arrangement of work in the operational scope, both work at the dock and cy (Container yard) as a stacking field that functions as a place for storing goods or containers before being loaded onto ships or taken directly by the owner of the goods directly, it is useful for minimize the occurrence of errors related to the rotation of the movement of container activities starting from the beginning of entering the Terminal to being loaded onto the ship (Loading) or out to be pulled by the owner of the goods directly (Delivery), because of the help of the system pinner reborn which is made to facilitate the proper monitoring process, so that all recording of container movement can be properly recorded, so that there is a need for training to provide knowledge and skills of employees in operating technology through spinner reborn system training as a program created to support ease of existing operational work. With the training program that has been created and given to all existing employees, it

provides many benefits, both in terms of personal competence for each employee who receives direct training that is made to facilitate the work carried out, so that all existing activities can be properly recorded on the spinner system. reborn, this is expected to provide speed and convenience in the work process that must be carried out by every operational employee, seeing that the spinner reborn program is made capable of providing accuracy and speed in helping the service process optimally.

The Spinner Reborn system program which was created to facilitate the work process related to the services provided at Mirah and Berlian Terminals provides many positive benefits for operational employees directly, this is indicated by a change in the competence of operational employees after attending training related to the operation of this spinner reborn system program, although previously the operation of technology was something that was usually done by operational employees at the Mirah and Berlian Terminals by using the Mtos/Iport program which was an old system program to assist operational work, but readjustments had to be made, because there are many differences in the uses contained in the programs made both Mtos/Iport and spinner reborn, while the differences include the use of functions in it, where on the Mtos/Iport system the application program in the form of a web made with a general scope of functions in monitoring the process of container movement activities, while the spinner reborn system is in the form of a web application that provides

convenience in accessing it in detail, starting from the beginning of the stack (request for container storage), until it is loaded and withdrawn directly by the owner of the goods. In addition, the use of active supporting tools, to real-time services that require fast service with the outstanding function of activities, when the service experiences problems in it. As for the changes found in operational employees after carrying out the spinner reborn system training program, namely being able to properly and correctly operate the existing spinner reborn system, this is taken from a sample of respondents who are used as examples of assessment after participating in this spinner reborn training system. As for the statements taken from the sample of respondents who participated in the training, all of them agreed that the spinner reborn system program was more complicated, young and detailed in its use, saw all the records of container movement starting from the application, stored in the CY (container yard), until it was loaded on the ship or picked up. directly by the owner of the goods, all existing activities are recorded or recorded properly in the existing spinner reborn system, seeing the making of application system programs that are made very detailed and recordings given in real time implementation. This can be seen from the statements of 11 people used as sample respondents, very satisfied using the spinner reborn system, seeing the ease of doing the work process, so that all the obstacles that occur in the implementation of operational work activities can be quickly resolved, and

errors occur. can be minimized once. The satisfaction obtained with the development of existing competencies and carried out on 11 training participants, including several operational employees at Mirah and Berlian Terminals, among others: 1. SPV Stevadoring, SPV CY and warehouse consolidation, SPV planning (planning): agreed on the system made provides a lot of convenience in monitoring activities of all activities that occur both at the dock and cy (stacking field), 2. Planner: provides convenience in the process of allocation of containers and supporting equipment for activities, to the process of loading ships, 3. Foreman vessel and cy: simplify the arrangement directly on the container both on the cy and on the ship, 4. Tally: makes it easier to organize and record in real time the movement of containers in the Mirah and Berlian Terminals.

## **CLOSING**

### **Conclusion**

Based on the descriptions contained in the discussions in previous chapters with the training provided to operational staff to develop the competencies of operational employees related to it, it was found that there were positive changes that occurred in the competence of employees directly, starting from technology operation and spinner reborn applications. appropriately, the use of technology that supports the work, so that all workers return to work more carefully and the use of technology that makes workers even more responsible in carrying out their work.

**REFERENCES**

- A A. Anwar Prabu Mangkunegara. 2016. *Company Human Resources Management*. Bandung : PT. Rosdakarya Youth.
- Edison, Emron. Yohny Anwar, Imas komariyah. (2016). *Human Resource Management*. Bandung: Alfabeta.
- Hariyanto, A., Suharyo & Supriyadi. (2015). The Effectiveness of Foot and Hand Massage on Physiological Responses and Pain Intensity in Acute Myocardial Infarction Patients. *Nursing and Midwifery Science*. Vol. 2, No. December 3, 2015: p. 113-122
- Matthew E. Herwanto, Fransiska Lintong, Jimmy F. Ruampakk, 2017. The Effect of Physical Activity on Blood Sugar Levels in Adult Men. Sam Ratulangi University School of Medicine.
- McClelland, David C., *Stimulating Community Achievers Accelerate Economic Growth Rates Through Increasing Achievements*. Jakarta Intermedia, 1997 On Arbani's Research (2021).
- Robbins SP, and Judge. 2007. *Organizational Behavior*, Salemba Empat, Jakarta.
- Smith, Andrew, *Training and Development in Australia*. Second Edition, Australia: Reed International Books Australia Pty Buuterworths, 2000. On Arbani's research (2021).
- Sonny Hersona, Iwan Sidharta. 2017. "Influence of Leadership Function, Motivation and Work Discipline on Employees' Performance (Case Study at the Department of Manpower and Transmigration Karawang Regency)". *journaljam.ub.ac.id* Vol. 15 No. 3. Pg. 535.
- Spencer, Lyle M. and Signe M. Spencer. (2007). *Competence at work: Models for Superior Performance*. Canada: John Wiley & Sons.

**Analysis of The Effect of Competence and Work Placement on Public Service Performance Through “Satriya” Work Culture In Samsat Bantul**

*<sup>1\*</sup>Feriyati Suharto, <sup>2</sup>Kusuma Chandra Kirana, <sup>3</sup>Syamsul Hadi*

*Master of Management, Faculty of Economic, Sarjanawiyata Tamansiswa University, Yogyakarta, Indonesia*

*Email : [1\\*suharto\\_feri@yahoo.com](mailto:<sup>1*</sup>suharto_feri@yahoo.com)*

(Received: July 2022; Reviewed: August 2022; Accepted: August 2022;  
Available online: September 2022; Published: September 2022)

**ABSTRACT**

*Employee performance is important in an organization. Public services are also the main target of implementing activities at the Bantul Samsat. As for the competence and staffing conditions of employees, they are the most important part of the service. The main objective of this study is to determine whether competence and work placement have a significant effect on the performance of public services through the work culture of SATRIYA in Samsat Bantul. This research uses descriptive analysis method and inference. Meanwhile, the data collection method used a saturated sample or non-probability sampling by distributing questionnaires to all 50 employees in Samat Bantul. The results showed that competence and work placement had a positive and significant impact on the performance of public services through the work culture of SATRIYA in Samsat Bantul.*

**Keywords: Competence, Work Placement, Work Culture, Performance**

## **INTRODUCTION**

Samsat Bantul as one of the Technical Implementing Units (UPT) which serves as a place to pay motor vehicle taxes is one of the DIY Regional Government agencies that must always improve itself in terms of service. The readiness of all aspects of service must always be improved for the purpose of the organization, namely excellent service. According to Permenpan RBRI No. 17 (2017) In 2017, the term "public service" is an activity or series of activities related to meeting service needs based on laws and regulations from all Indonesian citizens and residents regarding goods and services. And/or management services provided by public service providers. Meanwhile, public service providers (hereinafter referred to as organizers) are all government agencies, legal entities, independent bodies established by law for public service activities, and other public service activities in the form of a corporation.

The ability of the employees at Samsat Bantul can be said to be competent because the work done has not changed too much from time to time. Only technological advances that distinguish the system in the implementation of work. According to Haryanto, (2021) "there are 6 aspects of competence that can be developed, namely: knowledge, understanding, skills, values, attitudes and interests". From the existing aspects, as the author observes, in terms of knowledge and understanding, the Bantul Samsat employees are very understanding and understand the work that must be completed every day. Likewise in the aspect of ability, employees are

proficient in completing tasks, especially in services to taxpayers. This is due to monotonous work every day so it has become an easy habit to do. In terms of values, attitudes and interests, not all employees actually carry out their duties wholeheartedly because many backgrounds, especially education, are different from one another and also do not match the needs of employees in accordance with existing regulations. Employees' interest in working in the Samsat office is good, as can be seen from the employee's attendance on time.

Employees working at Samsat Bantul have a fairly high age difference. There are employees who have worked for more than 10 or even 20 years, but there are also those who have just entered work in 2021. The ability of each employee also depends on how long they have worked and also the experience they have gained. The work carried out in Samsat is generally not difficult, because it is done every day, it may even be monotonous, but the quality of service must always be improved considering changes, especially in the field of information technology, which continues to grow.

Research purposes :

1. Knowing and analyzing the influence of competence on the performance of public services.
2. Knowing and analyzing the effect of work placement on the performance of public services.
3. Knowing and analyzing the influence of competence on the work culture of "SATRIYA".
4. Knowing and analyzing the effect of work placement on the work culture of "SATRIYA"

5. Knowing and analyzing the influence of "SATRIYA" work culture on public service performance.

**METHODS**

1. Subject, object, population and sample

The subjects of this research are the Bantul Samsat employees who are the perpetrators of motor vehicle tax services in the Bantul area, while the objects of this research are employee competence, work placement and work culture of SATRIYA as a mediation of public service performance.

The population of this study were all 50 employees of Samsat Bantul. The sampling technique used in this study is a saturated sample or non-probability sampling. All employees in Samsat Bantul were sampled. According to Wiyono, (2020) the method used in this study is the census method, that is, all the population is used for research data. Researchers use this method because the population is only small so it is possible to do both in terms of time and cost considerations.

2. Data collection methods, instrument development and data analysis methods

The sampling technique used is a saturated or non-probability sample from the existing respondents. The type of data used is primary data with an ordinal scale. The scaling technique used is the Likert Scale, with a score of 1 to 5.

The test instrument used is the validity and reliability test using SmartPLS 3.2.8.

In this study, researchers analyzed using descriptive analysis methods and inference analysis methods.

The picture of the framework of thought is as follows:

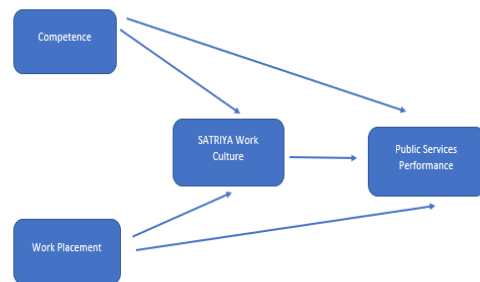


Figure 1 Frame of Mind

**RESULT**

Characteristics of Respondents

Respondents used in this study were all employees of Samsat Bantul, both ASN and Contract ASN, totaling 50 people. The results of the summary of the characteristics of the respondents are depicted in table 1 below: Table 1. Distribution of Respondents' Characteristics in Samsat Bantul

N o.	Characteristics	Total	Percentage
1.	<b>Age</b>		
	20-30	16	32%
	31-40	13	26%
	41-50	6	12%
	More than 50 yo	15	30%
	<b>Total</b>	<b>50</b>	<b>100%</b>
2.	<b>Gender</b>		
	Male	34	68%
	Female	16	32%
	<b>Total</b>	<b>50</b>	<b>100%</b>

<b>3. Years of service</b>			
Less than 5 years	26	52%	
More than 5 years	24	48%	
<b>Total</b>	<b>50</b>	<b>100%</b>	
<b>4. Education level</b>			
S2	4	8%	
S1	12	24%	
D3	12	24%	
SMA	22	44%	
<b>Total</b>	<b>50</b>	<b>100%</b>	
<b>5. Employee status</b>			
ASN	27	54%	
Non ASN	23	46%	
<b>Total</b>	<b>50</b>	<b>100%</b>	

Source: Primary Data processed (2022)

The results of the study in table 1 show that the majority of employees are 20-30 years old, which is 32%, only 1 person differs from the number of employees who are over 50 years old. The number of employees who have a service period of less than 5 years is more than those who have more than 5 years, which is 52%. Furthermore, the majority of employees are male by 68%. Characteristics of the respondents based on the level of education is the high school level, which is 44%. The majority employment status is ASN, which is 54%.

#### Validity dan Reliability

The validity and reliability test used by researchers using SmartPLS 3.2.8. application. The results of the tests are as follows:

Table 2. Convergent Validity Test Results

	<b>X1</b>	<b>X2</b>	<b>Y1</b>	<b>Y2</b>	<b>KET.</b>
<b>X1.1</b>	0,884				valid
<b>X1.2</b>	0,840				valid
<b>X1.3</b>	0,831				valid
<b>X1.4</b>	0,833				valid
<b>X1.5</b>	0,865				valid
<b>X1.6</b>	0,842				valid
<b>X2.1</b>		0,881			valid
<b>X2.2</b>		0,863			valid
<b>X2.3</b>		0,881			valid
<b>X2.4</b>		0,880			valid
<b>X2.5</b>		0,887			valid
<b>X2.6</b>		0,860			valid
<b>X2.7</b>		0,819			valid
<b>Y1.1</b>			0,891		valid
<b>Y1.2</b>			0,873		valid
<b>Y1.3</b>			0,777		valid
<b>Y1.4</b>			0,867		valid
<b>Y1.5</b>			0,938		valid
<b>Y1.6</b>			0,767		valid
<b>Y2.1</b>				0,885	valid
<b>Y2.2</b>				0,845	valid

Y2.3				0,891	valid
Y2.4				0,895	valid
Y2.5				0,947	valid
Y2.6				0,861	valid

Source: Primary Data processed (2022)

.From the convergent validity test in table 2 above, it can be seen that the coefficient on the outer loading shows a number above 0.7. Therefore, it can be concluded that all the variables tested are valid. Of the 25 indicators and 75 statements distributed to respondents, the numbers are valid.

Table 4. Result of Composite Reliability Test

Variable	Loading Factor	Description
X1	0,931	Reliable
X2	0,943	Reliable
Y1	0,932	Reliable
Y2	0,952	Reliable

Description:

X1 : Competence

X2 : Work Placement

Y1 : SATRIYA Work Culture

Y2 : Public Service Performance

From table 4 above, it can be seen that all the variables and indicators that are made show coefficients above the number 0.7, which means they are all reliable / reliable.

### Hypothesis Test

After being tested for validity and reliability, the researcher then tested the hypothesis with the following results:

Table 5. Result of Hypothesis Test

HYPOTHESIS	Sign	Parameter Coefficient (Original Sampel)	t-Statistic	PValue	Status
H1 Competence affects performance	(+)	0,225	1,818	0,035	Proven
H2 Work placement affects performance	(+)	0,247	2,219	0,013	Proven
H3 competence affects work culture	(+)	0,583	3,978	0,000	Proven
H4 Work placement affects work culture	(+)	0,377	2,485	0,007	Proven
H5 Work culture affects performance	(+)	0,539	3,646	0,000	Proven

Source: SmartPLS 3.2.8 output.

The first hypothesis tests whether X1 (competence) has a positive effect on Y2 (public service performance). The test results show that the competency parameter has a coefficient value of 0.225, a p-value of 0.035, and a t-statistic of 1.818. This result is significant because the

pValue is less than 0.05 and the tstatistic (1.818) is above the standard deviation of 0.124. Therefore, the first hypothesis is stated to be proven.

The second hypothesis tests whether X2 (work placement) has a positive effect on Y2 (public service performance). The test results show



that the coefficient value of the Work Placement parameter is 0.247 and the pValue is 0.013 and the t-statistic is 2.219. From these results it is stated that the pValue value is significant because it is below 0.05 and the tstatistic (2.219) is above the standard deviation of 0.111. Thus, the second hypothesis is stated to be proven.

The third hypothesis tests whether X1 (Competency) has a positive effect on Y1 (SATRIYA Work Culture). The test results show that the coefficient value of the Competence parameter is 0.583 and the p-Value is 0.000 and the t-statistic is 3.978. From these results it is stated that the pValue value is significant because it is above 0.05 and the t-statistic (3.978) is above the standard deviation of 0.147. Thus, the third hypothesis is stated to be proven.

The fourth hypothesis tests whether X2 (Work Placement) has a positive effect on Y1 (SATRIYA Ape Culture). The test results show that the coefficient value of the Work

Placement parameter is 0.377 and the pValue is 0.007 and the t-statistic is 2.485. From these results it is stated that the p-value is significant because it is below 0.05 and the t-statistic (2.485) is above the standard deviation of 0.152. Thus, the fourth hypothesis is stated to be proven.

The fifth hypothesis tests whether Y1 (SATRIYA Work Culture) has a positive effect on Y2 (Public Service Performance). The test results show that the coefficient value of the SATRIYA Work Culture parameter is 0.539 and the p-Value is 0.000 and the t-statistic is 3.646. From these results it is stated that the p-value is significant because it is below 0.05 and the t-statistic (3.636) is above the standard deviation of 0.148. Thus, the fifth hypothesis is stated to be proven.

### Mediation Analysis

After the hypothesis is tested, the researchers conducted a mediation analysis with the following results:

Table 6 Result of Mediation Analysis

Variable	Direct Effect (DE)	Indirect Effects (IE)	Total Effects (TE)	Mediation Effects
(1)	(2)	(3)	(4) (DE + IE)	(5)TE-DE
X1	0,225 (0,035)	0,314 (0,002)	0,539 (0,000)	(0,539-0,225) = 0,314
X2	0,247 (0,013)	0,203 (0,025)	0,450 (0,001)	(0,450-0,247) = 0,203

Source: smartPLS output.

Table 6 shows that competence (X1) has a positive and significant effect on public service performance (Y2) through the work culture of SATRIYA (Y1). This is indicated by the direct effect (DE) from X1 to Y2, with a value of 0.225 and a significant P value of 0.035 (less than 0.05). In addition, the results of the mediation effect showed a significant effect with a coefficient of 0.314. On the other hand, work placement (X2)

through the work culture of SATRIYA (Y1) has a positive and significant effect on public service performance (Y2). This is indicated by the direct effect factor of 0.274 and a significant p value (less than 0.05) which is 0.013. Furthermore, the results of the mediation effect showed a significant effect with a coefficient of 0.203.

## **DISCUSSION**

- a. The influence of competence on the performance of public services at Samsat Bantul

The results of the hypothesis test carried out show that competence is proven to have an effect on the implementation of public services. This can be seen from the results of the parameter factor of 0.225 and the P value of 0.035 which indicates that capacity has a positive and significant effect on the performance of the Bantul Samsat public service. Therefore, changes in the competency value (X1) are offset by changes in the performance value of the Bantul Samsat employee (Y2). In other words, the added value of employee capabilities affects the added value of employee performance at Samsat Bantul.

This can also be seen from the education level of employees at Samsat Bantul, the majority of whom are D3 and S1 graduates as many as 24 people (48%) affect the performance of public services. In addition, the positive influence of competence on performance can also be seen from the age of employees who are in the range of 20-30 years. This shows that the employees in Samsat Bantul are still of a productive age so that changes in both technology and regulations can be easily applied in the implementation of daily activities.

Based on the descriptive analysis that has been done, the data obtained: employees know how to use the equipment in Samsat Bantul (52% agree and 44% strongly agree) so that the

SOP for Samsat services can be implemented properly (50% agree and 46% strongly agree). Then employees know their duties in the office (58% agree and 38% strongly agree) so that employees can keep state secrets in their duties (64% agree and 36% strongly agree). In addition, employees understand their duties at work (56% agree and 42% strongly agree) so that employees carry out work in accordance with their duties (66% agree and 43% strongly agree). From this descriptive analysis, it can be concluded that competence and performance support each other with a high percentage. Thus, good employee performance in Bantul Samsat is influenced by good employee competence.

According to research results from Hartati, (2020), Anggraeni and Muhsin, (2020) and Fachriyah and Wijayanti, (2021), competence has a positive and significant influence on employee performance. And the results of this study indicate that competence has a positive and significant effect on the performance of public services in Samsat Bantul. This is supported by parameter coefficient data of 0.225 and p-value of 0.035 (below 0.05). Thus, the results of this study support previous studies with significant positive results.

- b. The Effect of Work Placement on Public Service Performance at Samsat Bantul

From the results of the hypotheses that have been carried out, it can be concluded that the effect of work placement is proven to have an effect on the

performance of public services in Samsat Bantul. These results are obtained from the parameter coefficient of 0.247 and P-value of 0.013. These results indicate that the effect of work placement on performance is positive and significant.

Judging from the characteristics of the respondents obtained, the difference in the number between ASN and Contract ASN (54% and 46%) in Samsat Bantul will affect the performance in Samsat Bantul. In addition, the working period of employees who are less than 5 years of 52% of the total employees also affects the completion of work because it is carried out by young employees (between 20-30 years) of which 32% are still productive. Thus, it can be concluded that the placement of employees by the Civil Service Agency with the difference between ASN and Contract ASN and also the recruitment of productive age employees greatly affects the performance of public services in Samat Bantul.

Based on the descriptive analysis conducted, the researchers got the results in the form of: employees know how to work well (62% agree, 36% strongly agree) so that employees can serve taxpayers according to applicable procedures (68% agree and 62% strongly agree). Then, employees also know the function of the Samsat (64% agree and 34% strongly agree) so that employees can carry out the work according to the established procedures (68%

agree and 32% strongly agree). In addition, employees know how to print PKB notices (56% agree and 42% strongly agree, so that they can serve taxpayers carefully (64% agree and 36% strongly agree). Thus, it can be concluded that the placement of employees is carried out by the Regional Civil Service Agency. (BKD) providing additional new employees under the age of 30 years is very helpful in the performance of Samsat Bantul.

According to research results from Purwono, (2020), Bernard, (2017) and Hardono et al., (2019), work placement has a positive and significant influence on performance. And this research shows that the effect of work placement on performance is positive and significant, so this research supports previous research. This is indicated by a positive parameter coefficient (0.247) and a significant P-value (0.013).

c. The Influence of Competence on SATRIYA's Work Culture at Samsat Bantul

From the hypothesis test that has been carried out, the researcher finds that competence has an effect on the work culture of SATRIYA at Samsat Bantul. These results are obtained from the parameter coefficient of 0.583 and P-value of 0.000. These results indicate that the influence of competence on the work culture of SATRIYA is positive and significant.

From the characteristics of the respondents, it can be seen that there are 48% of employees who have an educational background of

S1 and D3 so that the implementation of the SATRIYA work culture will be easier to understand. The ability to analyze the situation also affects the increase in understanding of the work culture that is in accordance with the character of the people of Yogyakarta. In addition, the level of education also affects the ability to adapt to the work culture used by the DIY local government.

From the descriptive analysis carried out, the researchers got the results: Samsat Bantul employees know how to use the internet for work in the office every day (50% agree and 44% strongly agree) so that employees can adapt to new conditions that occur in the office (64% agree and 34% strongly agree). In addition, employees are able to explain the meaning of PKB to taxpayers (62% agree and 32% strongly agree) so that employees can accept changes to the existing Samsat rules in Samsat Bantul (62% agree and 36% strongly agree). The employees at Samsat Bantul carry out the tasks assigned by the leadership (54% agree and 42% strongly agree), so that employees can keep the job secret according to the needs of the job (56% agree and 44% strongly agree). Thus, it can be concluded that employee competence has an effect on the work culture of SATRIYA in Samsat Bantul. The more employees understand their competence, the better the work culture of SATRIYA will be.

According to research results from Potalangi et al., (2017) and Hanheide., (2021),

competence has a positive and significant influence on work culture. Thus, the results of this study support previous research, namely competence has a positive and significant influence on the work culture of SATRIYA in Samsat Bantul.

d. The Influence of Work Placement on SATRIYA's Work Culture at Samsat Bantul

From the hypothesis test that has been carried out, the researcher finds that work placement has proven to have an effect on the work culture of SATRIYA at Samsat Bantul. These results are obtained from the parameter coefficient of 0.377 and P-value of 0.007. These results indicate that the effect of work placement on SATRIYA's work culture is positive and significant.

Judging from the characteristics of the respondents, 30% of the employees are more than 50 years old, so it can be concluded that the understanding of the meaning of work culture is very attached to them. Knowledge of the work culture characterized by Yogyakarta has been implemented since starting to work at a young age. Thus, with the SATRIYA work culture that is currently being promoted, employees will more easily adapt to the changes.

From the results of the description analysis carried out, the researchers got the

results: employees know how to accept registration of taxpayers who will pay PKB (54% agree and 44% strongly agree), so that employees can carry out

services during working hours (64% agree and 34% strongly agree). agree) well. Then the employees have worked at Samsat Bantul for more than 1 year (50% agree and 48% strongly agree) so that employees can serve taxpayers by speaking politely (56% agree and 42% strongly agree. In addition, the employees have worked for more than 1 year both as ASN and as an assistant (48% agree and 50% strongly agree) so that employees can easily accept technological advances that often occur (64% agree and 34% strongly agree).

According to research results from de Boer et al., (2018), Nirmah & Muslichah, (2021) state that good employee placement will affect a good work culture so as to produce good organizational goals as well. This is in accordance with the research conducted and resulted in a positive and significant coefficient for the effect of work placement on the work culture of SATRIYA at Samsat Bantul.

e. The Influence of SATRIYA's Work Culture on Public Service Performance at Samsat Bantul

From the results of hypothesis testing, the researchers found that the work culture of SATRIYA had an effect on the performance of public services in Samsat Bantul. This is supported by a parameter coefficient of 0.539 and a P-value of 0.000. These results indicate that the influence of SATRIYA's work culture on the performance of public services in Samsat Bantul is positive and significant.

From the characteristics of the respondents, it can be seen that there are 48% of employees who have worked more than 5 years in Samsat Bantul. It can be said that many employees already know and even implement the work culture set by the Yogyakarta Special Region Government, especially for the character of SATRIYA which is adapted to the culture of Yogyakarta. Employees who have worked for a long time certainly have good competence and experience in carrying out work at the Bantul Samsat. Thus, the performance of public services will be even better with the knowledge and understanding of employees about the work culture of SATRIYA at Samsat Bantul.

From the results of the description analysis carried out, the researchers got the results: employees want to listen to taxpayer complaints at the time of service (60% agree and 38% strongly agree), thus the employees carry out their work seriously in service to taxpayers (60% agree and 38% strongly agree). Then the employees can accept technological advances, especially the problem (64% agree and 34% strongly agree) so that the employees can complete the task well (64% agree and 36% strongly agree). In addition, employees prioritize the interests of their duties (58% agree and 38% strongly agree) so that they can serve taxpayers regardless of status / class (52% agree and 48% strongly agree). Thus, it can be concluded that the existence of SATRIYA's work culture in

Samsat Bantul has a good influence on the performance of its services.

According to research results from Abbas et al., (2020), Hidayat et al., (2020) and also Putranti et al., (2018) show that work culture has a significant positive effect on performance. Based on the results of the previous research, the research conducted resulted in a positive and significant coefficient for the influence of SATRIYA's work culture on the performance of public services in Samsat Bantul.

## **CONLUSSIONS AND SUGGESTION**

### **Conclusion**

From the results of research and testing that have been described above, it can be concluded several things as follows:

1. Competence has a positive and significant influence on the performance of public services in Samsat Bantul. This means that an increase in employee competence will affect the performance of public servants, and vice versa, if competence decreases, the performance of public services will also decrease.
2. Work placement has a positive and significant impact on the performance of public services in Samsat Bantul. This can be interpreted as: by improving the placement of employees in accordance with the needs of the Bantul Samsat, the performance of public services in the Bantul Samsat will increase, and vice versa if the placement of employees is not in accordance with the needs of the Bantul Samsat, the performance of public services in the Bantul Samsat will decrease.
3. Competence has a positive and significant influence on the work culture of SATRIYA at Samsat Bantul. This means, the better the employee's competence, the better the understanding of the work culture will be, and vice versa if the competence decreases, the ability to understand the work culture will also decrease.
4. Work placement has a positive and significant impact on the work culture of SATRIYA at Samsat Bantul. With good employee placement, the implementation of SATRIYA's work culture will also be carried out well, and vice versa if the placement of employees is not good then the implementation of SATRIYA's work culture will also be less good. The placement of employees in accordance with the conditions and needs of the office will make the situation conducive and it will be easier to develop and implement the work culture of SATRIYA.
5. SATRIYA's work culture has a positive and significant impact on the performance of public services in Samsat Bantul. With a good work culture and in accordance with the character of DIY, the performance of public services will increase, taxpayers will feel comfortable with the services at Samsat Bantul. Vice versa, if the work culture developed is not compatible with the regional character, the performance of public services will also experience a decline in quality

because it is not in accordance with the conditions of the people being served.

### **Suggestion**

Based on the data analysis carried out, several suggestions can be drawn that can be considered by the Bantul Samsat to improve the performance of public services, namely:

#### **1. Competence**

- a. There is a need for technical guidance (bintek) regarding the use of computers, networks and printers for the smooth implementation of services at the Bantul Samsat.
- b. There needs to be internal coordination between all members of the Samsat, both the Regional Government, the Police and Jasa Raharja so that employees are more familiar with the work environment in the Bantul Samsat.
- c. There needs to be coordination in each section/subsection in order to understand the duties and functions of each personal position.
- d. Leaders should provide clarity when assigning tasks / dispositions to subordinates so that at the time of implementation it can be carried out properly and correctly.
- e. Employee coaching should be carried out regularly, quarterly or semi-annually so that employees maintain their respective professionalism, including collaborating, being honest and responsible with their respective jobs so that the

completion of work becomes faster and more precise.

- f. It is necessary to carry out spiritual showers every month/quarterly to maintain friendship between employees in order to create a conducive working atmosphere.
  - g. It is necessary to maintain buildings and work infrastructure so that employees feel comfortable and safe at work.
- #### **2. Work Placement**
- a. There is a need for periodic technical guidance (bintek) related to the use of security applications (computers and their networks), determination of PKB, analysis of PKB cases, deciding on PKB cases, calculating PKB fines.
  - b. There is a need for periodic technical guidance (bintek) related to the use of security applications (computers and their networks), determination of PKB, analysis of PKB cases, deciding on PKB cases, calculating PKB fines.
  - c. There is a need for technical guidance (bintek) regarding Samsat regulations, related and latest policies regarding motor vehicle taxation, motor vehicle tax functions for the Regional Government and the community.
  - d. There needs to be socialization of skills in serving taxpayers in the form of: how to speak well, how to give good advice, how to convey information related to the Samsat.
- #### **3. SATRIYA Work Culture**
- a. There needs to be internal

socialization involving all Bantul Samsat employees to strengthen the character of SATRIYA's work culture so that employees can develop themselves and also maintain their own integrity, adapt to new conditions, advances in technology, changes to both applicable rules and policies.

- b. There is a need for socialization of SATRIYA's work culture related to official responsibilities, service systems starting from service hours to service needs.

#### 4. Public Service Performance

- a. There is a need for socialization about Samsatan services to taxpayers with clear SOPs, careful, precise and fast calculation of PKB so as to create excellent service.
- b. The convenience of taxpayers who come to the main office as well as Samdes and BPD Corner must be considered by cleaning the workplace and good service.

#### REFERENCES

Abbas, B., Tambunan, R., & Rahmatia. (2020). PENGARUH KEPEMIMPINAN SITUASIONAL DAN KOMPETENSI TERHADAP KINERJA KARYAWAN DENGAN BUDAYA ORGANISASI SEBAGAI VARIABEL INTERVENING PADA PD. BPR BAHTERAMAS DI SULAWESI TENGGARA. *Journal of Management & Business*, 3(Desember), 295–

313.

journal.stieamkop.ac.id/seiko  
Anggraeni, M. H., & Muhsin. (2020). Pengaruh Budaya Organisasi, Motivasi Kerja, Lingkungan Kerja, dan Kompetensi Terhadap Kualitas Pelayanan KTP-el. *Economic Education Analysis Journal*, 9(2), 634–649.

<https://doi.org/10.15294/eeaj.v9i2.39478>

de Boer, H., Fahrenwald, C., & Spies, A. (2018). Professionalization in Teacher Education As an Interorganizational Learning Challenge. *Frontiers in Education*, 3(January), 1–8. <https://doi.org/10.3389/feduc.2018.00004>

Fachriyah, A., & Wijayanti, Y. K. (2021). The Effect of Competency, Compensation and Work Discipline on Employee Performance in Service Division PT. United Motors Center Suzuki Surabaya. *Journal of Applied Management and Business*, 2(1), 31–40.

Hanheide, M., Gyebi, E. B. ., & Kuzntsov, V. (2021). The influence of employee competencies and work environment on employee performance mediated by organizational culture. *Journal of Worker Competency and Performance*, 1(2)(March), 35–42. <https://doi.org/10.33062/mjb.v6i2.464>

Hardono, I., Nasrul, H. W., & Hartati, Y. (2019). Pengaruh Penempatan Dan Beban Kerja Terhadap Motivasi Kerja Dan



- Dampaknya Pada Prestasi Kerja Pegawai. *Jurnal Dimensi*, 8(1), 28–43.  
<https://doi.org/10.33373/dms.v8i1.1846>
- Hartati, T. (2020). Analysis of Influence of Motivation, Competence, Compensation toward Performance of Employee. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(2), 1031–1038.  
<https://doi.org/10.33258/birci.v3i2.933>
- Hidayat, T., Tanjung, H., & Juliandi, A. (2020). Motivasi Kerja, Budaya Organisasi dan Kompetensi terhadap Kinerja Guru Pada SMK Muhammadiyah 3 Aek Kanopan. *Jurnal Manajemen Bisnis*, 17(2), 189.  
<https://doi.org/10.38043/jmb.v17i2.2363>
- Nirmah, F. W., & Muslichah, M. (2021). Pengaruh kompetensi terhadap kinerja pegawai dengan budaya organisasi sebagai variabel mediasi. *Inovasi*, 17(1), 127–135.  
<http://journal.feb.unmul.ac.id/index.php/INOVASI/article/view/8093>
- Potalangi, V. V., Alexander, S. W., & Rondonuwu, S. (2017). Analisis Pengaruh Kompetensi Pegawai Pajak, Kinerja Pegawai Pajak, Dan Kualitas Layanan Pembayaran Pajak Kendaraan Bermotor Terhadap Kepuasan Wajib Pajak Di Kantor Samsat Kabupaten Minahasa Tenggara. *Going Concern: Jurnal Riset Akuntansi*, 12(2), 801–817.  
<https://doi.org/10.32400/gc.12.2.18175.2017>
- Purwono. (2020). *PENGARUH DISIPLIN KERJA DAN PENEMPATAN PEGAWAI TERHADAP KINERJA PEGAWAI PADA KANTOR PELAYANAN PAJAK PRATAMAN SOREANG*.
- Putranti, H. R. D., Megawati, M., & Setyobudi, S. (2018). Pengaruh Budaya Kerja Dan Komitmen Organisasi Terhadap Kinerja Melalui Motode TULTA Sebagai Variabel Kontrol. *Jurnal Inspirasi Bisnis Dan Manajemen*, 2(2), 191.  
<https://doi.org/10.33603/jibm.v2i2.1556>

## **Performance Appraisal System at Bayukarta Hospital**

*<sup>1\*</sup>Santy Afriaty Damanik, <sup>2</sup>Suroso, <sup>3</sup>Flora Patricia Anggela*

*Universitas Buana Perjuangan, Karawang, Indonesia*

*Email : <sup>1\*</sup>[mn18.santydamanik@mhs.ubpkarawang.ac.id](mailto:mn18.santydamanik@mhs.ubpkarawang.ac.id),  
<sup>2</sup>[suroso@ubpkarawang.ac.id](mailto:suroso@ubpkarawang.ac.id), <sup>3</sup>[floraanggela@ubpkarawang.ac.id](mailto:floraanggela@ubpkarawang.ac.id)*

(Received: July 2022; Reviewed: August 2022; Accepted: August 2022;  
Available online: September 2022; Published: September 2022)

### **ABSTRACT**

*This study aims to find out how the job appraisal system at Bayukarta Hospital is, the job appraisal procedure, the assessment points used in the assessment and the obstacles. This research uses descriptive writing method. Based on our research, it can be concluded that the work appraisal system at the Bayukarta Hospital has been running smoothly and well, although it is still considered to be less transparent, but in carrying out the company's employee appraisal policy, it can handle it well.*

**Keywords:** *Performance appraisal system*

## **INTRODUCTION**

The hospital is an organization in general that requires good and quality human resources. Without human resources, hospital service activities will not be carried out. The importance of educated, qualified, and professional human resources is the main supporting factor for improving performance in the development of an organization or company. One of the important elements in human resource management activities is performance appraisal.

Preliminary study and internship experience of  $\pm 3$  months in the Human Resources section of Bayukarta Hospital, researchers see that the work assessment at Bayukarta Hospital has been implemented but still needs to be improved because there are still many employees who are not satisfied with the results and stages of the work assessment. Many employees fill out the job appraisal form only as a formality or routine because the indicators on the job appraisal form are considered not to be assessed in detail and represent the overall performance of employees and their daily work processes.

Based on the above problems Performance appraisal is a system used to assess and find out whether an employee has carried out their respective jobs as a whole, meaning that the implementation of work does not mean only seen or assessed physical results but includes various things such as work ability, discipline, work relations, leadership, and special matters in accordance with the field and level of work he holds. Therefore, the formulation of the problem in this study include (1)

What is the job assessment procedure at Bayukarta Hospital? ; (2) what are the points in the job assessment at Bayukarta Hospital?; (3) and what are the obstacles? The purpose of this study was to determine the performance appraisal system at Bayukarta Hospital.

## **LITERATURE REVIEW**

In his opinion (Wayne 2017:257) concluded that performance appraisal is a formal system and evaluates the performance of individual and team tasks. (Mangkunegara 2017:69) suggests that employee performance appraisal is a process of evaluating employee performance carried out by company leaders systematically based on the work assigned to him. Performance appraisal is a guideline that is expected to show the work performance of employees on a regular and regular basis (Kasmir 2018: 184).

The purpose of employee performance appraisal is to provide information related to employee performance in the past and as a prediction of employee performance in the future (Astuti 2016) The purpose of employee performance appraisal is also as a basis for making decisions to (1) Train, transfer or discipline employees; (2) promoting high-performing workers; (3) take action against workers who lack or do not perform well; and (4) providing or delaying an increase in remuneration fees. Meanwhile, the goals of performance appraisal proposed by Ijewereme and Benson (2013) are administrative goals and development goals. The purpose of administration, namely as a provider of information

to determine decisions related to salaries and promotions. While the purpose of development is as information used to determine training needs and career planning. By conducting an assessment of employee performance, employees are increasingly motivated to improve the quality of their performance so as to make a high contribution to the company.

An effective work appraisal system must get a high priority in an organization (Mondy, 2008: 257) therefore the indicators used in job appraisals must meet the requirements in order to get the right information about the job and the implementation of the work as its main task. According to Wirawan (2009) there are six requirements that must be met in conducting a performance appraisal in order to obtain effective results, namely: (1) Reliability; (2) Relevance; (3) Sensitivity; (4) Practical; (5) Acceptability; and (6) does not violate the law. The performance appraisal system is called reliable or trustworthy if an employee is assessed by two raters as having the same or not too different values. The second requirement is relevance. Performance appraisal system must be relevant, meaning that it must have something to do with organizational goals. Performance appraisal must have something to do with organizational strategy and goals. Then the third requirement is sensitivity. The performance appraisal system must be sensitive, meaning that it can distinguish the performance of employees who are very good, good, bad and very bad. If the performance appraisal is not

sensitive then the performance appraisal of smart, stupid and diligent will be the same. Then the fourth requirement is practical. The performance appraisal system must be practical, meaning that it is easy to understand and can be implemented by the assessors easily. If it is not practical, there will be rejection from the superiors or employees being assessed. Performance appraisal must be simple, uncomplicated and easily understood by all employees, both educated and uneducated (Wirawan, 2009). The fifth requirement is acceptability, meaning that it can be accepted by those related to performance appraisal. The last requirement is not to violate the law, in compiling a performance appraisal, employers must not discriminate between an employee and another employee.

There are three studies that are used as references in this study. The first research conducted by Sururi et al (2016) with the aim of analyzing the effectiveness of the performance appraisal system in West Bandung Regency. Based on the results and findings, it can be concluded that the overall performance assessment has not been effective because based on the dimensions of relevance, sensitivity, acceptability and practicality, the assessment used is still not reliable enough to assess school performance as a whole. The second study was conducted by Lestantyo and Indriyani (2014) which aims to analyze the employee performance appraisal system using interviews and surveys using the graphic rating method. The result of this research is that employee performance appraisal has been

effective based on the results of interviews. The third research conducted by Dhewi et al (2006) was conducted to determine the effectiveness of the employee performance appraisal system and identify the most dominant element of each element of the effectiveness of performance appraisal in influencing work motivation, job satisfaction and employee performance. The results obtained from the analysis of respondents' perceptions that the implementation of employee performance appraisal using the dimensions of relevance, sensitivity, reliability, acceptability and practicality is still not effective because it has a mean of 3.36. The difference between the three studies above and this research is the object and place of the research.

## **METHODS**

Bayukarta Hospital, Karawang. Jalan Kertabumi no.44 This research uses descriptive writing method. Descriptive writing is writing that describes or describes an actual situation using clear and detailed words. In descriptive writing, it gives a detailed and factual description of objects, events, atmosphere and background. Descriptive writing method requires very careful observation. The purpose of this paper is for the reader to really be able to imagine the entire material written.

## **RESULT**

Bayukarta Hospital is one of the health care facilities in Karawang that provides complete health services. In an effort to provide health services, hospitals are supported by the resources needed so that hospitals can

operate optimally in providing health services, one of which is human resources. HR in hospitals are all staff who work in hospitals, both health workers and non-health workers. One of the important elements in human resource management activities is performance appraisal.

Performance appraisal is the periodic determination of the effectiveness of an organization, part of the organization, and employees based on predetermined goals, standards, and performance. The main purpose of performance appraisal is to motivate employees in achieving organizational goals and complying with predetermined standards of behavior in order to produce desired actions and results.

At Bayukarta Hospital there are two performance assessments: (1) Initial Performance Assessment; (2) Performance Appraisal (PA). Initial performance appraisal is a system used to assess whether an employee has carried out their respective jobs in accordance with applicable procedures within a certain period of time. This assessment was carried out on new employees of health workers at the Bayukarta Hospital.

Meanwhile, Performance Appraisal (PA) is a systematic evaluation to understand the employee's performance and abilities so that the company can plan further career development for the employee. This assessment is carried out every 3 months and is filled out using the PA form which has been distributed by the personnel administration to all units. The PA form contains several questions to employees to assess whether the employee understands and is able to do the work being done.

There is an assessment column that must be filled in by employees and their respective superiors using numbers with the adjective rating scale method very good (91-100), good (76-90), sufficient (51-75), poor (26-50) very poor (1-25). Then the total value obtained from the results of the total assessment of employees and superiors is then divided by fourteen. The results of the total performance appraisal will affect employee incentives.

The points contained in this assessment are: (1) quality of work; (2) Initiative; (3) Skills/Skills; (4) dependence/independence; (5) compliance; (6) attendance; (7) Relationships between people.

7. Tuliskanlah rating penilaian anda dalam faktor-faktor dibawah ini :

	Buruk (1-25)	Kurang (26-50)	Cukup (51-75)	Baik (76-90)	Sangat Baik (91-100)
Kualitas pekerjaan					
Inisiatif					
Kecakapan / keahlian					
Ketergantungan/ kemandirian					
Kepatuhan					
Kehadiran					
Hubungan antar sesama					
Jumlah					

Nilai : \_\_\_\_\_ / 14

Karawang, \_\_\_\_\_ 2019

Ka Ruangan / Spv  
Menyetujui,

Pegawai yang bersangkutan  
Mengetahui,

Ka Unit  
Rangkap 3 :  
1. Pegawai yang bersangkutan,  
2. Atasan Pegawai yang bersangkutan,  
3. Arsip GDM.

Manajemen / Juni 2019

The procedures for managing the performance appraisal assessment carried out by the personnel department at the Bayukarta Hospital are: (1) the personnel administration prints the form according to the Performance Appraisal (PA)

assessment period in 3 (three) months; (2) classifying performance appraisal forms into each unit and department; (3) Make a cover letter/notice of performance appraisal implementation; (4) create a receipt form with the unit.; (5) perform verification and validation; (6) distribute performance appraisal forms to all managers; (7) receive performance appraisal forms from all managers after 14 days of circulation; (8) Input the recapitulation of the performance appraisal value of each employee in the payroll system.

Constraints faced in the performance appraisal assessment are not only about the subjectivity of the appraiser, several performance appraisal constraints are also found during the data collection process, such as the non-transparent employee performance appraisal, not all employees know the calculation of the appraisal (PA) that will be used as an incentive. Then there is no two-way interaction between superiors as appraisers and employees as appraisers because not all employees know the results of the assessment (PA) so that if there is a bad score there will be no improvement in the quality of work or behavioral attitudes of the employees.

## CONCLUSIONS AND SUGGESTION

Performance appraisal is the activity of managers or superiors to evaluate employee performance behavior and determine further policies, performance appraisal is included in human resources, comparative human resources are the key to the company's success. By doing a performance appraisal of

employees, employees will always try to do as much as possible in every activity provided by the company or leadership and managers are also easy to carry out company activities in the field of promotion of employees or seeing employee performance that is not optimal. So far, the performance appraisal carried out by the Bayukarta Hospital has been running smoothly and well, the obstacles in implementing the employee appraisal policy and the company can handle it well. The company carries out performance appraisal activities aimed at increasing productivity and further company activities. Performance appraisal is related to self-motivation of employees to improve performance.

The benefits of this Performance Appraisal are not only felt by the company itself as the party that issued this policy, but the employees who will be assessed or have been assessed can also feel the impact, both positive and negative.

Employees are a valuable resource in an organization. If an organization has qualified and professional employees, the organization will be able to succeed and achieve its goals effectively and efficiently. Therefore, the authors suggest to the HR of the Bayukarta Hospital in evaluating employee performance to apply the following: (1) There is openness and good communication between superiors and subordinates so that they can provide motivation and solutions for employees who have decreased performance appraisals. (2) Pay more attention to the employee performance appraisal process as much as possible so that performance

appraisal is not considered a routine policy of the Bayukarta Hospital HRM work program. (3) Leaders must also know the abilities of their employees and not judge employees arbitrarily, such as having a brotherly background and other (subjective) elements.

## REFERENCES

- Amirullah and Budiyono, Haris. (2004). *Introduction to Management*. Malang: Graha Ilmu.
- Arsyad, Azhar. (2002). *Management Points*. Yogyakarta: Student Library.
- Edy, Sutrisno. (2012). *Human Resource Management*. Jakarta: Kencana.
- Husaini Usman, *Management Theory, Practice, and Educational Research*, (Jakarta: Bumi Aksara, 2011), p. 5.
- Cashmere. (2016). *Human Resource Management: Theory and Practice*. Jakarta: PT. King Grafindo Persada.
- Kristiawan, M., Suryanti, I., SD, SP, Muntazir, M., Ribuwati, Areli, AJ, Agustina, M. et. al. (2018). *Educational Innovation*. East Java: Wade Group National Publishing.
- Malay SP Hasibuan, *Human Resource Management*, (Jakarta: Bumi Aksara, 2013), p. 11-12.
- Miles, Matthew B. & A. Michael Huberman. (2009). *Qualitative Data Analysis*. Jakarta: UI-Press
- Mustari, Mohamad, *Education Management*, (Jakarta: PT Raja Grafindo Persada, 2015), p. 1-2.

- Nawawi, H. Hadari. (1983). *Descriptive Research Methods*. Yogyakarta: Gajah Mada University Press.
- Purwanto. (2008). *Quantitative Research Methodology*. Yogyakarta: Student Library.
- Sinambela, Lijan Poltak. (2016). *Human Resource Management Build a solid work team to improve performance*. Jakarta: Earth Literacy.
- Torang, Syamsir. (2014). *Organization and Management*. Bandung : Alfabeta.



**The Influence of Organizational Culture and Non-Physical Work Environment on Employee Performance at the Karanganyar Regency Tourism, Youth and Sports Office**

<sup>1</sup>Indar Khoiriyah, <sup>2</sup>Syarifuddin

Telkom University, Bandung, West Java, Indonesia

Email : <sup>1</sup>\*[indarkhoiriyah@student.telkomuniversity.ac.id](mailto:indarkhoiriyah@student.telkomuniversity.ac.id),

<sup>2</sup>[syarifuddin@telkomuniversity.ac.id](mailto:syarifuddin@telkomuniversity.ac.id)

(Received: July 2022; Reviewed: August 2022; Accepted: August 2022;  
Available online: September 2022; Published: September 2022)

**ABSTRACT**

*The Karanganyar Regency Tourism, Youth and Sports Office is one of the Regional Apparatuses that carries out government affairs in the tourism, youth and sports fields in Karanganyar Regency. Human resources are one of the most important factors in an organization, so human resources must be managed properly and correctly in order to increase effectiveness in the company or organization. Many factors influence this, such as organizational culture, non-physical work environment, and employee performance. This study aims to determine the influence of organizational culture and non-physical work environment on employee performance at Disparpora Karanganyar Regency. The method used is a quantitative method and a descriptive type of research, and takes a sample of 34 respondents from all employees of the Karanganyar Regency Disparpora. This study uses multiple linear regression analysis with SPSS version 26 program and descriptive analysis. The results of this study are descriptive analysis shows that the variables of organizational culture, non-physical work environment, and employee performance are in the very good category. Meanwhile, the multiple linear regression analysis test shows that there is a significant influence of the organizational culture and non-physical work environment variables either partially or simultaneously.*

**Keywords: Organizational Culture, Non-Physical Work Environment, Employee Performance**

## **INTRODUCTION**

In the field of tourism and sports, it is very closely related to business, because Karanganyar Regency is a district that is rich in tourist destinations so that if it is managed properly and correctly it will generate income for the region, which is commonly referred to as Regional Original Income (PAD). Besides being useful for local governments, many tourist destinations are also beneficial for the surrounding community because most people around tourist destinations have businesses in the food and beverage sector such as restaurant and store businesses that sell souvenirs typical of Karanganyar Regency. According to Indiyati (2018), organizational culture is essentially the organization's basic values that will serve as the basis for attitudes, behavior, and actions for all members of the organization. Based on the pre-questionnaire data, it can be seen that the condition of organizational culture at the Karanganyar Regency Disarpora office shows that there is still a lack of initiative in providing ideas for innovation.

According to Bahri (2018), the non-physical work environment is all situations related to work relations, including the relationship between superiors and superiors, relationships with colleagues or subordinates. Based on the pre-questionnaire data, it can be seen that the condition of the non-physical work environment at the Karanganyar Regency Disarpora office shows that there is still a lack of communication between employees, causing misunderstandings.

Employee performance is very important in an organization, because employee performance is a factor that can determine the progress or failure of an organization. Based on the pre-questionnaire data, it can be seen that the performance conditions at the Karanganyar Regency Disarpora office show that there are still employees who are late in coming to the office beyond the predetermined office hours.

Based on this description, the author can conclude the formulation of the problem as follows:

- a. Is there an influence of Organizational Culture on Disarpora Karanganyar Regency?
- b. Is there an influence of the Non-Physical Work Environment on Disarpora Karanganyar Regency?
- c. Is there an influence on employee performance in the Karanganyar Regency Disarpora?
- d. Is there an influence of Organizational Culture and Non-Physical Work Environment on Employee Performance at Disarpora Karanganyar Regency?.

## **LITERATURE REVIEW**

### **1. Human Resource Management**

According to Mangkunegara (2017:2) Human resource management is a planning, organizing, coordinating, implementing, and supervising the procurement, development, provision of remuneration, integration, maintenance, and separation of workers in order to achieve organizational goals.

## 2. Organizational Culture

Meanwhile, according to Sunyoto (2016: 226) defines organizational culture as a system of shared meaning held by members of the organization that distinguishes the organization from other organizations.

## 3. Non-Physical Work Environment

According to Sedarmayanti (2017: 28) the non-physical work environment is all situations related to work relations, including relationships with superiors, relationships with colleagues or subordinates.

## 4. Employee Performance

Meanwhile, according to Kasmir (2019: 182) performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period.

## 5. Research Model

The following is a research model used by researchers:.

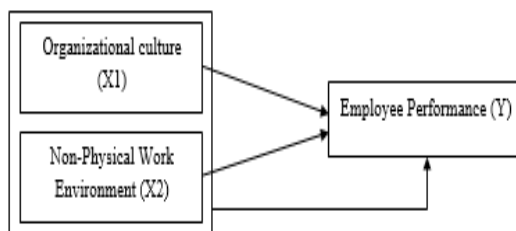


Figure 1. Research Model

According to Sugiyono (2019:99) the hypothesis is a temporary answer to the research problem formulation, where the research problem formulation has been stated in the form of a question sentence. It is said to be a temporary answer because the answers given are only based on

theory and not based on facts obtained from data collection.

Based on the research model that has been put forward, the hypotheses in this study are as follows:

"There is an influence of organizational culture and non-physical work environment on the performance of employees of the Karanganyar Regency Tourism, Youth and Sports Office, either partially or simultaneously".

## METHOD

The population in this study were 34 employees of the Karanganyar Regency Disarpورا. The sample in this study used a saturated sample, namely 34 employees in Disarpورا Karanganyar Regency. Saturated samples are often used when the population is relatively small or small, another term for saturated samples is a census, where all the population is used as a sample.

This research uses descriptive research with a quantitative approach. According to Sugiyono (2019:147) descriptive research is a statistic used to analyze data by describing the data that has been collected without intending to make generally accepted conclusions or generalizations.

## RESULT

### 1. Instrument Test Results

Test the validity of all variables X1, X2, and Y showed that the value of and a significance value  $<0.05$  then declared valid. As for the reliability test, the data obtained are as follows:

Tabel 1. Reliability Test Results

Variabel	Cronbach's Alpha	Information
Organizational culture	0,905	Reliabel
Non-Physical Work Environment	0,823	Reliabel
Employee Performance	0,889	Reliabel

Based on the table, it can be seen that the Cronbach's Alpha value is  $> 0.60$  so it can be concluded that the instrument is reliable.

## 2. Descriptive Analysis Results

The results of descriptive analysis in this study can be seen in the following table:

Tabel 2. Descriptive Analysis Results

Variabel	Nilai	Information
Organizational culture	88,71%	Very good
Non-Physical Work Environment	92%	Very good
Employee Performance	86,75%	Very good

Based on the table, it can be concluded that the variables of Organizational Culture, Non-Physical Work Environment, and Employee Performance are included in the very good category.

## 3. Classical Assumption Test Results

### a. Normality test

#### 1) Graph Normality Test

The histogram normality test can be seen in the image below:

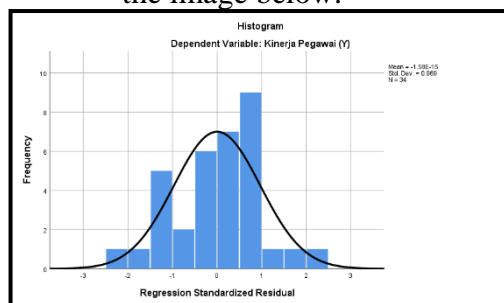


Figure 2. Histogram Normality Test

Based on Figure 2, it can be seen that the graph forms a bell pattern and does not tilt to the right or left and is symmetrical, so it can be concluded that the data is

normally distributed.

P-P Plot normality test can be seen in the image below:

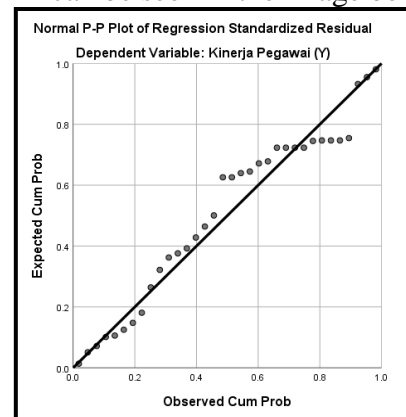


Figure 3. P-P Plot. Normality Test

Based on Figure 3, it can be seen that the points spread around the diagonal line and follow the direction of the line, so it can be concluded that the data is normally distributed.

#### 2) Statistical Normality Test

In a study conducted with the Kolmogorov-Smirnov test, the data obtained for the value of Monte Carlo Sig. (2-tailed) was  $0.323 > 0.05$ . So it can be concluded that the data is

normally distributed because the significance value is  $> 0.05$ .

**b. Heteroscedasticity Test**

In this research, the heteroscedasticity test uses a

scatterplot diagram to find out whether the data has heteroscedasticity or not, it can be seen in the image below:

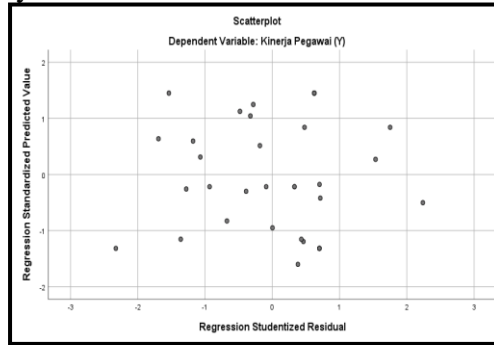


Figure 4. Scatterplot Diagram

Based on Figure 4 above, it can be seen that the dots spread out and do not form a certain pattern, so it can be

concluded that there is no heteroscedasticity

**c. Multicollinearity Test**

The following is a table of multicollinearity test results:

Table 3. Multicollinearity Test Results

Model	Coefficients <sup>a</sup>				Collinearity Statistics		
	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.	Tolerance	VIF
1 (Constant)	-2.325	5.345		-.435	.667		
Organizational culture (X1)	.895	.157	.682	5.696	.000	.502	1.992
Non-Physical Work Environment (X2)	.538	.251	.256	2.139	.040	.502	1.992

a. Dependent Variable: Employee Performance (Y)

Based on the table above, it can be seen that the X1 variable has a VIF of  $1.992 < 10$  and a Tolerance of  $0.502 > 0.1$ , while the X2 variable has a VIF of  $1.992 < 10$  and a Tolerance of  $0.502 > 0.1$ . So it can be concluded that there is no

multicollinearity problem in this study.

**4. Multiple Regression Analysis Results**

The following are the results of multiple linear regression analysis:

Table 4. Results of Multiple Linear Regression Analysis

Model	Coefficients <sup>a</sup>					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
1 (Constant)	-2.325	5.345		-.435	.667		
Budaya Organisasi (X1)	.895	.157	.682	5.696	.000	.502	1.992
Lingkungan Kerja Non Fisik (X2)	.538	.251	.256	2.139	.040	.502	1.992

a. Dependent Variable: Kinerja Pegawai (Y)

Based on table 2, the multiple linear regression model can be formulated as follows:

$$Y = a + b_1 X_1 + b_2 X_2$$

Information:

The constant value (a) = -2,325, meaning that if the independent variable is 0, then the value of the dependent variable becomes -2,325.

The regression coefficient of the organizational culture variable (X1) is positive 0.682, meaning that if there is an increase in the organizational culture variable by one level, the employee performance variable will increase by 0.682.

The regression coefficient for the non-physical work environment variable (X2) is positive 0.256, meaning that if there is an increase in the non-physical work environment variable by one level, the employee performance variable will increase by 0.256.

## 5. Hypothesis testing

### 1) F test

The F test was conducted to determine whether there was a simultaneous (simultaneous) effect of the independent variable on the dependent variable, the F test table can be seen as follows:

Tabel 5. Test F Result

Model	ANOVA <sup>a</sup>				
	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	639.422	2	319.711	54.005	.000 <sup>b</sup>
Residual	183.519	31	5.920		
Total	822.941	33			

a. Dependent Variable: Employee Performance (Y)  
 b. Predictors: (Constant), Non-Physical Work Environment (X2), Organizational culture (X1)

Based on table 3 above, it can be seen that the calculated F value is greater than F table,

namely  $54.005 > 3.30$  and the significance value is  $0.000 < 0.05$ . So it can be concluded that

the independent variable, namely organizational culture and non-physical work environment together (simultaneously) has a significant effect on the dependent variable, namely employee performance.

**2) t test**

Conducted to determine whether there is a partial effect and to test the level of significance of each independent variable on the dependent variable, the results of the t test can be seen in the table below:T

Tabel 6. Test t Result

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-2.325	5.345		-.435	.667
Organizational culture (X1)	.895	.157	.682	5.696	.000
Non-Physical Work Environment (X2)	.538	.251	.256	2.139	.040

a. Dependent Variable: Employee Performance (Y)

In the table above, it can be seen that the organizational culture variable has a t-count value greater than t-table, namely 5.696 > 1.696 and a significance value of 0.000 < 0.05. The non-physical work environment variable has a t-count value greater than t-table, namely 2.139 > 1.696 and a significance value of 0.040 < 0.05. Based on this description,

it can be concluded that organizational culture and non-physical work environment variables partially have a significant effect on organizational culture variables.

**Coefficient of Determination**

The following is a coefficient of determination that is processed using the SPSS version 26 program:

Tabel 7. Coefficient of Determination Test Results

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881 <sup>a</sup>	.777	.763	2.43310

a. Predictors: (Constant), Non-Physical Work Environment (X2), Organizational culture (X1)  
 b. Dependent Variable: Employee Performance (Y)

Based on the table above, it can be seen that the R value is 0.881 and the R Square value is 0.777, how to calculate R Square using the Coefficient of Determination is as

follows:

$$\begin{aligned}
 \text{KD} &= R^2 \times 100\% \\
 &= (0,881^2) \times 100\% \\
 &= 0,777 \times 100\% \\
 &= 77,7\%
 \end{aligned}$$

Based on these calculations, it can be concluded that the influence of organizational culture and non-physical work environment variables on employee performance variables is 77.7% while the remaining 22.3% is influenced by other factors not examined in this study.

## **DISCUSSION OF RESEARCH RESULTS**

### ***The Influence of Organizational Culture on Employee Performance***

Based on the results of the t-test in this study, it shows that the organizational culture variable (X1) has a positive and significant influence on the employee performance variable (Y) with a t-count value greater than t-table, namely  $5.696 > 1.696$  and a significance value of  $0.000 < 0.05$ . This is in line with research conducted by Ni Kadek Desy Yasinta Putri and I Made Pande Dwiana Putra (2017), with the results of research that organizational culture variables have a positive effect on employee performance, the difference with this study is the difference in the variables of Good Corporate Governance and Motivation.

### ***Influence of Non-Physical Work Environment on Employee Performance***

Based on the results of the t-test in this study, it shows that the non-physical work environment variable (X2) has a positive and significant influence on the employee performance variable (Y) with a t-count value greater than t-table, namely  $2.139 > 1.696$  and a significance value of  $0.040 < 0, 05$ . This is in line with research conducted by Khoirul Anam and Edy

Rahardja (2017), with research results showing that there is a positive and significant effect of non-physical work environment variables on the performance of study employees at the Central Java Provincial Industry and Trade Office.

### ***The Influence of Organizational Culture and Non-Physical Work Environment on Employee Performance***

While the results of multiple linear regression analysis show that the organizational culture (X1) and non-physical work environment (X2) variables on employee performance variables (Y) have a significant effect. Based on the results of the F test in this study, it shows that the organizational culture variable (X1) and the non-physical work environment (X2) have a positive and significant influence on the employee performance variable (Y). The results of the coefficient of determination show the magnitude of the influence of variables X1 and X2 on variable Y of 77.7% while the remaining 22.3% is influenced by other factors that are not used in this study. This is in line with research conducted by Muhammad Nandi Wardhana and Muhammad Yahya Arwiyah (2021) with the results that organizational culture variables have a positive and significant effect on employee performance, the difference with this research is the object of research.

## **CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

Based on the results of data processing that has been described, several conclusions can be drawn in this study, namely:



- a. The organizational culture at the Karanganyar Regency Disparpora Office is in the very good category, this shows that the organizational culture has been implemented well by employees.
- b. The non-physical work environment at the Karanganyar Regency Disparpora Office is in the very good category.
- c. The performance of employees at the Karanganyar Regency Disparpora Office is in a very good category, this shows that employees have carried out performance according to the established indicators.
- d. Organizational culture and non-physical work environment partially and simultaneously have a significant effect on employee performance.

### **Suggestion**

Based on the conclusions above, there are several suggestions as input for improvement and development, including:

- a. On the organizational culture variable, it is suggested to build an innovative spirit and a sense of initiative for the sake of work so that it has an impact on improving employee performance.
- b. In non-physical work environment variables, it is suggested to build more communication in order to have an impact on improving employee performance.
- c. On the employee performance variable, it is recommended to pay more attention to timeliness so that it has an impact on improving employee performance.

### **REFERENCES**

- Badr. (2020). Influence of Non-Physical Work Environment, Rewards, and Work Motivation on Employee Performance (Study on CV Cahaya Bunga Kreasi Bekasi, West Java). *Diponegoro Journal Of Management*, 1-9.
- Bahri. (2018). The Influence of Leadership, Work Environment, Organizational Culture and Motivation on Job Satisfaction with Implications for Lecturer Performance. Surabaya: CV. Jakad Publishing.
- Indiyati, D. (2018). The Influence of Organizational Culture and Knowledge Management on Competitive Advantage. *Journal of Sociohumanities*.
- cashmere. (2019). *Human Resource Management (Theory and Practice)*. Depok: PT RajaGrafindo Persada.
- Mangkunegara. (2017). *Company Human Resources Management*. Bandung: PT Pemuda Rosdakarya.
- Sedarmayanti. (2017). *Human Resource Management*. Bandung: Refika Aditama.
- Sunyoto. (2016). *Human Resources Management and Development*. Yogyakarta: CAPS (Center for Academic Publishing Service).
- Wardhana. (2021). The Influence of Organizational Culture on Employee Performance at PR Sukun Kudus. *Telkom University Journal*.

**The Effect of Work life Balance and Employee Engagement on Work Professionalism for Female Teachers at SMAN 5 Tasikmalaya**

<sup>1</sup>Lia Yuliani, <sup>2</sup>Nurul Hermina

Master of Management at Widyatama University, Bandung, Indonesia

Email : <sup>1\*</sup>[lia.yuliani@widyatama.ac.id](mailto:lia.yuliani@widyatama.ac.id)

(Received: July 2022; Reviewed: August 2022; Accepted: August 2022;  
Available online: September 2022; Published: September 2022)

**ABSTRACT**

*Currently working women have become commonplace. Women do not only do activities at home, but also do activities outside the home to work and earn income. The purpose of this study was to determine the effect of work-life balance and employee engagement on the professionalism of female teachers. The research method used was descriptive and verification with a population of 45 people, while the sampling method used a saturated sample so that the number of research samples was the same as the total population. This research was conducted at SMAN 5 Tasikmalaya. The result of the research is that it is found that work-life balance has a positive effect on work professionalism. The next finding is the effect of employee engagement on work professionalism for female teachers. The last finding is that there is a joint positive influence on work-life balance and employee engagement on the professionalism of teachers' work.*

**Keywords: Employee Engagement, Employee Engagement, Work Professionalism, Women**

**INTRODUCTION**

Currently, West Java Province has 37,512,832 people in the workforce. When viewed from employment statistics, the number of female workers in West Java as many as 8,684,767 women currently have entered and work in all sectors. As for the City of Tasikmalaya, it has a workforce of 172,562 with 125,081 male workers and 47,531 female workers. When viewed from the number of Civil Servants in Tasikmalaya City, the number of female civil servants from year to year is more than male employees. so it can be said that women have an important role in running the government in Tasikmalaya City. Likewise with the number of teachers in Tasikmalaya City, the total number of female teachers in Tasikmalaya City is more than male employees. The total number of teachers in Tasikmalaya City is 6,784 with 4,205 female teachers while the remaining 2,579 are male teachers. When viewed from the number, there are more female teachers in Tasikmalaya City than male teachers.

Table 1. Teacher data at SMAN 5 Tasikmalaya

Gender	Total
Male	20
Female	45
Total	65

Source: SMAN 5 Tasikmalaya 2022

The large number of female teachers compared to men also occurs in a smaller scope, namely at SMAN 5 Tasikmalaya. Based on the data obtained, the number of teachers at SMAN 5 Tasikmalaya is 65 people, the number of female teachers is 45 people, while the male teachers are 20 people. The teacher is an important

profession because a teacher is an educator whose job is to educate, teach, guide, direct, train, assess, and evaluate students in the formal education path (Danim, 2017). According to the KBBI, profession is a job based on expertise education, such as certain skills and vocational training. In addition, Keraf (1998) explains that the profession is a job that is carried out by relying on high expertise and skills and by involving a deep personal (moral) commitment. In carrying out a profession, every individual is required to have a professional attitude. Professional is someone who does a job because he is an expert in the field and devotes all his time, energy, and attention to the job (Keraf,1998). Likewise the female teachers at SMAN 5 Tasikmalaya.

Currently working women have become commonplace. Women do not only do activities at home, but also do activities outside the home to work and earn income (Nilakusumawati, 2009). Women's decisions to work will certainly affect their personal lives because women who work have multiple roles and must harmonize between work and personal life (Mani, 2013).

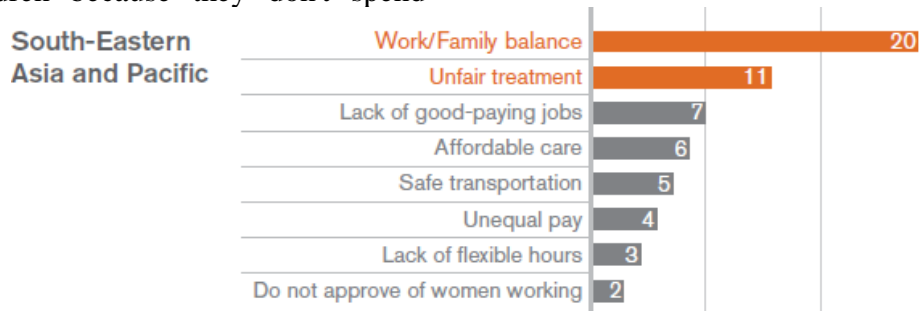
Based on initial observations made by the author to several working women, it is stated that those who work and already have families tend to be more worried when they have to leave their families and cannot accompany their children when needed because they have to work compared to women who work but are not married. The positive impact obtained by working is that it can help the family's economy and can self-actualize and improve social status,

but having a job can lead to role conflicts between work and family. Sometimes some female workers ignore personal interests and prioritize work interests. (Ministry of Women's Empowerment and Child Protection and the Central Statistics Agency, 2016).

A woman worker or career woman has two main roles that must be balanced, namely working and taking care of housework, but sometimes the role of women's work is considered the cause of household fractures or the failure of their children because they don't spend

enough time at home (Ministry of Women's Empowerment and Child Protection, 2016).

People's beliefs and culture still want women to play dual roles as workers and housewives. Conflicts experienced by working women will have an impact on individual satisfaction, marital satisfaction, low job satisfaction, and the occurrence of psychosomatic disorders, as well as low life satisfaction (Ministry of Women's Empowerment and Child Protection and Central Statistics Agency, 2016).

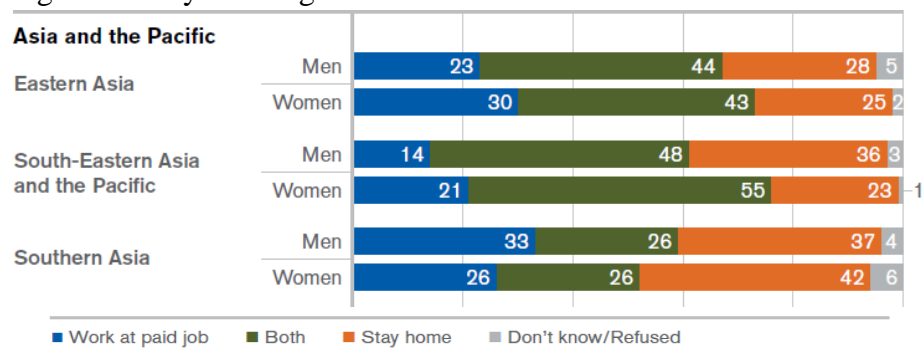


Source : Gallup dan the International Labour Organization (2017)

Figure 1. Challenges of Working Women

From the results of research obtained from Gallup and the ILO in 2016 in Southeast Asia and the Pacific, mentions some of the biggest challenges faced by working women.

The data shows that the biggest challenge faced by working women in Southeast Asia and the Pacific is the balance between work and family.



Source: Gallup and the International Labor Organization (2017)

Figure 2 Gallup Survey 2017

In addition, other data shows that 48% of men prefer women to have two roles, namely to work and

also take care of the family and do housework. A survey conducted by Gallup in Indonesia states that 51% of

men choose women who have dual roles as women who work and also do housework such as taking care of the family. This of course will demand the role of women to be able to balance the roles between work and family.

Based on the results of research by Nilakusmawati (2009), Sihol Situngkir et.al (in Thematic Gender Statistics: 2021), (Majid: 2012), Meenakshi et.al (2013), that long working hours and high work stress can not only hinder the ability employees to align work and family life but are also associated with health risks, such as increased smoking and alcohol consumption, and depression. Work-life balance conflicts or the balance between work and life outside of work are often associated with various physical and mental health implications. In a broad sense, work-life balance can be interpreted as a match between multiple roles in personal life (Hudson: 2009), in other words work-life balance can be interpreted as a balance of life where the demands of work and personal life can be balanced (Mani: 2013).

In a study found a fact which shows that employees believe they do not have time for personal interests and feel drained and disturbed at work which of course can be a problem. In addition, work-life balance has an impact on employee recruitment, turnover, employee commitment and job satisfaction, absenteeism, productivity, and the rate of work accidents. (Meenakshi et.al: 2013). Employee engagement is how an organization member engages and expresses himself physically, cognitively, and emotionally (Khan: 1990). When employees feel bound,

they will try more to realize the company's goals. One of the highest forms of employee engagement is the willingness of employees to advocate on behalf of the company, namely, the willingness to promote the company as a place to work, buy, and even invest (Schiemann: 2011).

Likewise, Macey and Schniieder (2008) state that a sense of employee engagement includes a sense of enthusiasm or passion and commitment that makes a person able to invest and develop his business in a sustainable manner so as to encourage the company's success. Just like Gallup (2004) which states that engaged employees are people who work with passion and feel a deep connection with the company. In research conducted by Gallup in 2013 (Gallup: 2017), shows that 51% of employees in the US say they are looking for a new job and employees who feel disengaged are twice as likely to be engaged (engaged) to seek employment. new job. This of course can be detrimental to the company because the company can lose good talents in the company.

Based on the description above, the authors are interested in researching work-life balance, employee engagement, and professionalism in female teachers considering that women have a dual role and the importance of the teaching profession in educating future generations.

Based on the above phenomenon, the formulation of the problem in this study are:

1. How does work-life balance affect the professionalism of female teachers at SMAN 5 Tasikmalaya

2. How does employee engagement affect the professionalism of female teachers at SMAN 5 Tasikmalaya?

How do work-life balance and employee engagement affect the professionalism of female teachers at SMAN 5 Tasikmalaya?.

**METHOD**

This research is included in the quantitative category using descriptive and verification methods, in which each measure of the variables studied is the subject/object related to the research, this approach uses tools such as questionnaires that will explain the points of the research statement by measuring the Likert scale. In this study the authors took samples at SMAN 5 Tasikmalaya. The population that will be taken in this study are female teachers at SMAN 5 Tasikmalaya as many as 45 people with sampling using the census method so that the number of samples is the same as the total population.

Sources of data used in this study, namely using two types of data whose purpose is to assist the author in solving problems in this study. The types of data used in this study are grouped into, namely: 1) Primary data, namely data obtained from research results directly to the field, namely from respondents' answers to the distributed questionnaires. 2) Secondary data is data obtained from the school of SMAN 5 Tasikmalaya,

such as the number of workers and attendance tables, brief history of the institution, organizational structure, and agency activities as well as scientific articles and literature. The analysis technique used is multiple linear regression analysis.

**RESULT**

Based on the results of the validity test shown in Table 2, the results obtained whose value is greater than the required standard value of 0.3. Correction Item Total Correlation values for all Employee Engagement variables (X1), Work life balance (X2), and work professionalism (Y) are between 0.767– 0.901. These results indicate that the value of  $r_{count} > 0.3$  ( $r_{table}$ ), thus indicating that all statement items on the Employee Engagement, Work life balance and work professionalism questionnaire are valid or able to reveal something that will be measured by the questionnaire, so that it can be used for further analysis. . Then, Table 3 produces an alpha coefficient (Cronbach's Alpha)  $> 0.60$  so it can be concluded that the instrument used is reliable. Based on the results of the reliability test of the variable Employee engagement, work life balance and work professionalism in table 3, it produces an alpha coefficient (Cronbach's Alpha)  $> 0.60$  so it can be concluded that the instrument used is reliable.

Table 2. Test Instruments – Validity

Variable	Indicator	Corrected Item-Total Correlation	Standart Score	Description
Employee Engagement	X1.1	0.85	0.3	Valid
	X1.2	0.877	0.3	Valid
	X1.3	0.842	0.3	Valid
	X1.4	0.793	0.3	Valid

Variable	Indicator	Corrected Item-Total Correlation	Standart Score	Description
Work Life Balance	X2.1	0.901	0.3	Valid
	X2.2	0.887	0.3	Valid
	X2.3	0.877	0.3	Valid
Work Professionalism	Y1	0.814	0.3	Valid
	Y2	0.798	0.3	Valid
	Y3	0.845	0.3	Valid
	Y4	0.825	0.3	Valid
	Y5	0.767	0.3	Valid

Source: Primary Data in Processing, 2022.

Table 3. Research Variable Reliability Test Results

Variable	Cronbach's Alpha	Standart Score	Description
Employee Engagement	0.932	0.6	Reliable
Work Life Balance	0.947	0.6	Reliable
Work Professionalism	0.927	0.6	Reliable

Source: Primary Data in Processing, 2022

Furthermore, after all the instruments have met the valid and reliable criteria, it can be continued for the next analysis, namely regression analysis to prove the

hypothesis with the help of SPSS for windows software. The results of the regression analysis for the t test (partial test) are shown in table 4 below.

Table 4. Results of t-test (Partial Test)

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.080	.745		4.134	.000
	Employee Engangment	.284	.069	.261	4.084	.000
	Work life balance	1.003	.092	.697	10.920	.000

Source: Primary Data in Processing, 2022

Based on Table. 4 then the multiple linear regression equation model in this study is obtained as follows:

$$Y = 3.080 + 0.284X_1 + 1.003X_2 + e \quad (1)$$

From the results of this study, the most dominant variable is work

life balance (X<sub>2</sub>), because the constant value is 1.003 and P value = 0.000, so it is the work life balance variable (X<sub>2</sub>), which has the most influence on the Work Professionalism of female teachers at SMAN 5 Tasikmalaya.

Table 5. Table ANOVA (Simultaneous Test)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1645,073	2	822.537	228.275	.000 <sup>b</sup>
	Residual	349,517	97	3.603		
	Total	1994,590	99			

a. Dependent variable: Work Professionalism

b. Predictors: (Constant), Employee Engangment, Worklife Balance

Source: Primary Data in Processing, 2022

Based on Table 5, it can be concluded that Employee Engagement

and Worklife Balance have a simultaneous and significant effect on

Work Professionalism. It can be seen from the calculated  $F_{test}$  above which is 228.275 which is greater than 3.09 and the probability of 0.000 is less than 0.05, and the value of  $F_{test} > F_{table}$  is obtained. Thus,  $F_{test} > F_{table}$  (228.27 > 3.09).

### **The Effect of Employee Engagement on Work Professionalism**

The findings of this study indicate that the effect of employee engagement in increasing Work Professionalism is proven by the positive influence given to the value (beta) with a significance level indicating that the p-value is  $0.000 < 0.05$ . This illustrates that teacher involvement is a school effort to make teachers an important part in every work carried out by schools, so that it will create a high sense of belonging to each teacher in contributing to the school. The explanation above can be said that the higher the level of teacher involvement (employee engagement) in work, the higher the professionalism given to schools. This is in line with previous research (Handoyo & Setiawan, 2017); (Lewiuci & Mustamu, 2016); (Ardi et al., 2017) which says that with the involvement of every employee in taking part in every work process, it will have a positive and significant impact in contributing to improving performance.

### **Effect of Work Life Balance on Work Professionalism**

Research findings regarding work life balance from the results of the analysis of the data obtained can be seen in the value (beta) indicating a positive direction with a

significance level of  $0.000 < 0.05$ , which means that work life balance has a positive and significant effect on Work Professionalism. This shows that in the midst of this pandemic, teachers are still able to balance work and life, it can be said that with a balance of work, they will be able to encourage good contributions to schools. The explanation above can be said that the higher the work-life balance, the higher the professional work provided by the teacher in carrying out his work activities. This is in line with previous research submitted by (Saina et al., 2016); (Sarikit, 2017); and (Nurwahyuni, 2019) who revealed the results of his research that with a balance of work done by each employee by looking at homework and school, it will produce maximum results in achieving good company performance.

### **Effect of Employee Engagement and Work Life Balance on Work Professionalism.**

Research findings by simultaneously testing the variables of Employee Engagement and Work Life Balance on Work Professionalism, show a positive and significant influence, it can be said that with the involvement of teachers (employee engagement) and work balance (work life balance) can provide a strong impetus for every teacher in improving professional performance. The explanation above can be said that the higher the teacher's involvement (employee engagement) and work life balance provided by the teacher in carrying out work activities, the higher the performance that will be generated for each teacher. This is in line with



previous research by (Sarikit, 2017); and (Laksono & Wardoyo, 2019) where the research findings say that the presence of employee engagement and work life balance will have a positive and significant effect or have a real influence on improving work professionals.

## **CONCLUSION AND SUGGESTION**

### **Conclusion**

Based on the findings of this study, the researcher can conclude that there is a positive and significant effect of employee engagement on Work Professionalism, and the partial test of work life balance on Work Professionalism has a positive and significant effect, while simultaneous testing shows that employee engagement and work life balance has a positive and significant effect on the Work Professionalism of teachers at SMAN 5 Tasikmalaya. Therefore, the involvement of teachers (employee engagement) and work-life balance can provide a strong impetus for every teacher in improving work professionalism, especially for female teachers at SMAN 5 Tasikmalaya. Teachers can divide time between their personal lives and work so that personal or work matters do not affect or interfere with each other. One of the highest factors that causes a high level of employee engagement is that teachers feel that the work they do has meaning and purpose for them, besides the feeling that the work they do can inspire life is also one of the factors that make the level of employee engagement high. On professionalism, the teachers at SMAN 5 Tasikmalaya have a high level of professionalism. This can be

seen where in the teaching and learning process, teachers have competencies and learning strategies where these strategies are used so that what is given can be understood by students. In addition to the strategy of evaluating learning outcomes on a regular basis, it is also often carried out to monitor the results of student development, and good communication between students and fellow educators is a factor of high professionalism.

### **Suggestion**

The suggestions given by the researchers in this study are that they can continue to maintain and improve work-life balance and employee engagement with teachers, because employee engagement is an important thing which will improve one's professional attitude. As for this study, only 45 female teachers at SMAN 5 Tasikmalaya were used, so it cannot be generalized to career women who work in other fields and companies. Therefore, in future research, samples should be taken from a larger population.

### **REFERENCES**

- Ardi, V. T. P., Astuti, E. S., & Sulisty, M. C. W. (2017). Effect of Self-Efficacy on Employee Engagement and Employee Performance (Study on Employees of PT Telekomunikasi Indonesia Regional V Surabaya). *Journal of Business Administration (JAB)*.
- Central Bureau of Statistics. 2021. *Thematic Gender Statistics-Portrait of Gender Inequality in the Economy*, Ministry of

- Women's Empowerment and Child Protection
- Danim, Sudarwan. (2017). Professionalization and Professional Ethics of Teachers. Bandung. Alfabeta
- Gallup and the International Labor Organization (ILO). 2017. towards a better future for woman and work: Voices of woman and men. Published by International Labor Organization (ILO).
- Handoyo, A., & Setiawan, R. (2017). The Effect of Employee Engagement on Employee Performance At Pt. Tirta Fortune Dewata. *Agora*, 5(1), 1–8.
- Mani, Vijaya. 2013. Worklife Balance and Woman Professionals, *Global Journal of Management and Business Research*, Vol 13 Issue 5 Ver 1.0.
- Meenakshi S. Pattu, Venkata Subrahmanyam, and K. Ravichandran. 2013. The Importance of Work-Life-Balance, *IOSR Journal of Business and Management (IOSR-JBM)*, Vol 14, Issue 3 (Nov-Dec, 2013), PP 31-35.
- Nurwahuni, S. (2019). The Effect of Workload on Employee Performance through Work Life Balance (Case Study of PT. Telkom Indonesia Regional V). *Journal of Management Science (JIM)*.
- Laksono, B. F. W., & Wardoyo, P. (2019). Effect of work – life balance, job satisfaction and work engagement on turnover intentions with mentoring as a moderating variable for employees at DAFAM Hotel Semarang. *Journal of Economics and Business Research*
- Lewiuci, P. G., & Mustamu, R. H. (2016). The Effect of Employee Engagement on Employee Performance in a Family Company of Air Rifle Manufacturers. *Agora Journal*.
- Saina, I., Pio, R., & Rumawas, W. (2016). The Effect of Worklife Balance and Compensation on Employee Performance at Pt Pln (Persero) North Sulawesi Region Manado Area. *Journal of Business Administration UNSRAT*.
- Sarikit, M. (2017). Effect of Work Life Balance and Employee Engagement on Employee Performance of the Faculty of Social and Political Sciences, University of Indonesia. *Journal of Educational Management*.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2004). The Measurement of Work Engagement with a Short Questionnaire A Cross-National Study. *Journal of Educational and Psychological Measurement*, 66, 701-71
- Schiemann W.A. 2011. Alignments. Capabilities Engagement: A New Talent Management Approach to Boost Organizational Performance. Jakarta, PPM.

## The Effect of Leadership, Organizational Commitment and Work Motivation on Employee Performance at The Education Office of Labuhanbatu Utara Regency

<sup>1\*</sup>Amir Hasanuddin Siahaan, <sup>2</sup>Syaipul Bahri, <sup>3</sup>Muiz Fauzi Rambe

Master of Management University of Muhammadiyah Sumatra Utara

Email : <sup>1\*</sup>[amirhasanuddinsiahaan@gmail.com](mailto:amirhasanuddinsiahaan@gmail.com), <sup>2</sup>[syaipulbahri@umsu.ac.id](mailto:syaipulbahri@umsu.ac.id),  
<sup>3</sup>[muizfauzi@umsu.ac.id](mailto:muizfauzi@umsu.ac.id)

(Received: July 2022; Reviewed: August 2022; Accepted: August 2022;  
Available online: September 2022; Published: September 2022)

### ABSTRACT

*The success of an agency depends on the performance of employees. Employee performance is influenced by several factors, including leadership, organizational commitment, and motivation. The problem that will be studied in this research is whether there is an influence of leadership, organizational commitment and motivation on employee performance at the Education Office of Labuhanbatu Utara Regency either simultaneously or partially. The sampling technique used the census method (saturated sample), which took all members of the population into the research sample, amounting to 42 people. The analytical model used in this research is validity and reliability test, classical assumption test, multiple regression analysis, partial hypothesis testing. Simultaneous hypothesis testing and coefficient of determination with the help of the IBM SPSS for windows 23.0 program. The results of the research using SPSS 23, the multiple regression equation  $Y = 41.997 + 0.385X_1 + 0.213X_2 + 0.349X_3$ . Test the significance of the regression equation with the  $F$  test  $t_{count} = 5, 115$  with a significance value of  $0.000 < 0.05$ , which means that simultaneously there is a positive influence between leadership, organizational commitment and motivation on employee performance at the Education Office of Labuhanbatu Utara Regency either simultaneously or partially. The results of the partial test of the leadership variable obtained  $t_{count} = 5.550$  with a significance value of  $0.000 < 0.05$ , for the organizational commitment variable obtained  $t_{count} = 3.870$  with a significance value of  $0.002 < 0.05$  and the motivation variable obtained  $t_{count} = 4.310$  with a significance value of  $0.000 < 0.05$ . The magnitude of the coefficient of influence simultaneously between leadership, organizational commitment and motivation is 51.7%. Based on the results of the study, it can be concluded that leadership, organizational commitment and motivation have a positive influence on employee performance at the Education Office of Labuhanbatu Utara Regency.*

**Keywords: Leadership, Organizational Commitment, Motivation, Employee Performance**

## INTRODUCTION

The Education Office is the implementing element of government affairs in the education sector led by the Head of the Service who is under and responsible to the Regent. The Education Office has the task of assisting the Regent in carrying out government affairs and assistance tasks in the field of education based on the functions and provisions in their respective regions. The results of the work given cannot be separated from the elements of employees who are at the Labuhanbatu Utara Regency Education Office. Within the scope of the desired achievements in official institutions, it is necessary to look at various aspects within the service.

To create high performance in the education office of Labuhanbatu Utara Regency, it is necessary to increase optimal work and be able to utilize the potential of human resources possessed by employees to create organizational goals, so that it will make a positive contribution to organizational development. Therefore, the organization encourages employees to be able to excel and be able to create a conducive and conducive situation so that employees will not experience boredom, boredom, and lazy to work which results in slack spirit. In addition, organizations need to pay attention to various factors that can affect employee performance, in this case it is necessary to have an organizational role in improving effective and efficient performance, in order to encourage the creation of professional attitudes and actions in completing work in accordance with their respective fields and responsibilities (Kuddy, 2017).

Factors that affect employee performance include: motivation, job satisfaction, stress level, physical condition of the job, compensation system, job design, commitment to the organization and other economic, technical and behavioral aspects (Handoko 206:193).

If the employees of the Labuhanbatu Utara Regency Education Office are able to work well in producing an item if they have interest and enthusiasm in carrying out the work. Employee interest and enthusiasm will be formed if the leader understands his obligations to employees where the obligation here is to be able to foster, direct, and understand how to treat employees based on humanitarian principles and appreciate that employees are implementers in company activities (Meidizar, et al, 2016).

The purpose of the Labuhanbatu Utara Regency Education Office is not only achieved as planned, but also a good work enthusiasm must be realized from the employees, to create this atmosphere, the leader tries to influence the behavior of subordinates to work together to achieve organizational goals (Sutrisno, 2019: 216). Leadership organizational commitment is also important because Organizational Commitment is another term for organizational commitment. According to Mahadin Shaleh (2018: 50) organizational commitment is an important behavioral dimension that can be used to assess the tendency of employees to persist as members of the organization (Mahadin Shaleh, 2018: 50). In addition to organizational commitment, motivation can also

affect employee performance. According to Sudarmo in (Sutrisno 2019:111) which states that: "The motivation to work is very important for the high and low productivity of the company, without the motivation of employees to work together for the benefit of the company, the goals that have been set will not be achieved, on the contrary if there is high motivation of employees, then this is a guarantee for the success of the company in achieving its goals.

Based on the results of research conducted, there are problems in leadership where the leadership lacks attention to employees so that employees feel less cared for, and leaders are less trying to influence and encourage their employees. Therefore, leadership is very much needed if the Labuhanbatu Utara Education Office agency wants to achieve its goals. Then the problem of organizational commitment at the Labuhanbatu Utara Regency Education Office is that it does not provide what is actually the responsibility of employees. Furthermore, the problem of motivation for employees of the Labuhanbatu Utara Education office is the lack of motivation and direction given by the leadership, there are still employees who are less enthusiastic in carrying out the work they are doing because there is no more encouragement from superiors so that employees are less enthusiastic when working and do not like the work that has been done. given. From the problems that exist in the Labuhanbatu Utara Education office, it is related to employee performance because there are still employees who procrastinate on work. The existence

of conditions where employees cannot pay attention from existing leaders which results in decreased employee performance.

Based on the existing problems, the researcher wants to investigate further about the problems that occur in the Labuhanbatu Utara Regency Education Office. The research problems are: 1) Is there any influence of leadership on employee performance at the education office of Labuhanbatu Utara Regency. 2) Is there an effect of organizational commitment on employee performance on employee performance at the education office of Labuhanbatu Utara Regency. 3) Is there any influence of motivation on employee performance at the education office of Labuhanbatu Utara Regency. 4) Is there any influence of leadership, organizational commitment, and motivation on employee performance at the education office of Labuhanbatu Utara Regency. The objectives of this study are: 1) To determine the effect of leadership on employee performance at the education office of Labuhanbatu Utara Regency. 2) To determine the effect of organizational commitment on employee performance at the education office of Labuhanbatu Utara Regency. 3) To determine the effect of motivation on employee performance at the education office of Labuhanbatu Utara Regency. 4) To determine the effect of leadership, organizational commitment and motivation on employee performance on employee performance at the education office of Labuhanbatu Utara Regency. While the benefits of this research are 1) Theoretical

Benefits, namely this research is expected to provide an overview of the development of concepts, principles or theories of human resource management related to the influence of leadership, organizational commitment and motivation on performance at the education office of Labuhanbatu Utara Regency. 2) Practical Benefits, which is expected through this research to provide benefits for all parties, in general for the organizational environment, and in particular for employees at the education office of Labuhanbatu Utara Regency in terms of the influence of leadership and organizational commitment that can motivate and improve their performance.

## **LITERATURE REVIEW AND HYPOTHESES**

### **Leadership**

Leadership is the ability to influence a group to achieve a certain vision or set of goals. The source of this influence can be formal, such as that given by a managerial position in an organization. According to Mesiono (2016: 62) leadership is an activity/process, the art of persuading, influencing other people or groups to work together in achieving common goals which depends on the level of interaction between leaders, followers and the situation. Meanwhile, according to Sutrisno (2019: 213), leadership is a process of one's activities to move other people by leading, guiding, influencing others, to do something in order to achieve the expected results. Hasibuan (2016:13) argues that leadership is the style of a leader to influence his

subordinates, to want to work together and work effectively in accordance with his orders. From the definitions above, it can be concluded that leadership is an ability that exists within a person to lead, influence, and direct other people or members in an organization to carry out activities in achieving a certain goal.

According to Michael W. Grojean *et.al* in Busro (2018:237) argues that "Factors that affect leadership effectiveness are ethical values in leading organizations". Leaders must apply ethical values such as setting an example, motivating, supervising and encouraging their subordinates.

The researcher concludes that the factors that influence the leadership of a superior, namely the knowledge and skills possessed by the leader can be obtained from education, training, initiative and personal development as well as task experience. so being a good leader we can actually develop ourselves through self-development and positive associations.

To measure leadership, the researcher uses the following indicators: traits, habits, temperament, character and personality.

### **Organizational Commitment**

Organizational commitment is a condition in which an employee sided with a particular organization and its goals and desires to maintain membership in the organization. Samsuddin (2018:61) The notion of organizational commitment is a promise (agreement/contract) to do something. Promises to ourselves or to others that are reflected in our

actions. Commitment is a complete acknowledgment, as a true attitude that comes from the character that comes out from within a person. Utaminingsih (2014: 140) Definition of Organizational Commitment as the relative strength of individual identification related to their involvement as members of the organization, then this shows as a construct that affects individual behavior in the organization, which is interesting to study as the concepts of job satisfaction, job involvement, career development, current commitment, and intensity. entry and exit of employees in an organization. It can be concluded that organizational commitment is the attitude or authenticity of an employee's character or the sincerity of an employee towards an organization, and aims to be maintained in the organization.

Meanwhile, according to Steers in Sopiah (20-12) there are three factors that influence employee commitment to the organization, namely:

- a. Personal characteristics of workers, including their tenure in the organization, and the variations, needs and wants of each employee.
- b. Job characteristics, such as the identity of the task and the opportunity to interact with coworkers.
- c. Work experience, such as past reliability of the organization and the way other workers express and talk about their feelings about the organization.

Based on the description above, it can be concluded that the factors that influence commitment are

personal characteristics, such as age, years of service, achievement motivation which have a positive relationship with work commitment. It is also found that there is an influence of work and work experience of employees.

The indicators used to measure organizational commitment in this study are: employee willingness, employee loyalty and employee pride in the organization.

### **Motivation**

Motivation is a matter of how to direct the power and potential of subordinates, so that they want to work together productively and successfully achieve and realize the goals that have been determined. According to Usman in Mesiono (2015:126) motivation comes from the Latin " *Movere* " which means encouragement or driving force. Motivation is a process to activate motives into actions/behaviors to meet needs and achieve goals/states and readiness in individuals who encourage their behavior to do something in achieving goals. According to Umam (2018:159), he argues that motivation is something that gives rise to enthusiasm or work motivation. That is why, work motivation in work psychology is usually called work motivation. According to Afandi (2018:116) motivation is the encouragement of morale to employees in order to produce optimal performance. From the opinion above, it can be concluded that motivation is a concept that encourages individuals to direct their behavior towards the achievement of organizational goals where the

motivation is the desires and needs of the individual.

### **Performance**

Kasmir (2017: 182) argues that performance is the result of one's work and work behavior in a period, usually 1 year. Then performance can be measured from the ability to complete the tasks and responsibilities given. According to Pabundu (2014:121) performance is the results of the work function/activity of a person or group in an organization which is influenced by various factors to achieve organizational goals within a certain period of time. Various types of work carried out by employees, of course, require clear criteria, because each type of work has different standards regarding the achievement of the results. From the description according to the experts above, it can be concluded that performance is the result of work that can be achieved by a person or group of people in an organization in order to achieve organizational goals within a certain period of time.

### **Hypothesis**

The hypotheses in this study are as follows:

- H<sub>1</sub> : There is an influence of leadership on employee performance at the Labuhanbatu Utara Regency Education Office.
- H<sub>2</sub> : There is an effect of organizational commitment on employee performance at the Education Office of Labuhanbatu Utara Regency.
- H<sub>3</sub> : There is an influence of motivation on employee

performance at the Education Office of Labuhanbatu Utara Regency.

- H<sub>4</sub> : There is an influence of leadership, organizational commitment and motivation on employee performance at the Education Office of Labuhanbatu Utara Regency.

### **RESEARCH METHODS**

This study uses an associative research approach, namely research to determine the relationship between the two (or more) variables. Where the relationship between the variables in the study will be analyzed using statistical measures relevant to the data to test the hypothesis. Associative research according to Sugiyono (2016:36) is a study that aims to determine the relationship between two or more variables.

According to Sugiyono (2016:81) the sample is part of the number and characteristics possessed by the population. So the authors in the sampling technique using *nonprobability sampling* which includes saturated samples, namely the sampling technique when all members of the population are used as samples. So the number of samples and the permanent population are all employees at the Education Office of Labuhanbatu Utara Regency except for the leadership (Head of Service), as many as 42 employees of the Education Office.

The data collection technique in this study used a questionnaire that was distributed to employees at the Education Office of Labuhanbatu Utara Regency. The scale used in this study is the *Likert scale*. In this study the variables were measured by five



categories of degrees of agreement, namely "strongly agree" to "strongly disagree", normality test to test whether in the regression model the confounding or residual variables have a normal distribution. multicollinearity test is used to test whether the regression model found a strong and high correlation between the independent variables, the heteroscedasticity test aims to test whether in a regression there is an inequality of variance from the residuals of one observation to another observation.

**RESULTS AND DISCUSSION**

**Respondent Profile**

The following table presents 42 respondents from the Labuhanbatu Utara Education office who were sampled in this study based on age, gender, years of service, and education level.

Table 2. Profile of Respondents

Age Group	Amount	Percentage
< 25 years old	1	2.38%
25 – 35 years	4	9.52%
36 – 45 years	18	42.86%
> 45 years old	19	45.24%
Amount	42	100%
Gender	Amount	Percentage
Man	27	64.29%
Woman	15	35.71%
Amount	42	100%
Years of service	Amount	Percentage
0 – 5 Years	2	4.76%
6 – 10 Years	13	30.95%
11 – 20 Years	8	19.05%

21 – 30 Years	6	14.29%
> 30 Years	13	30.95%
Amount	42	100%
Education	Amount	Percentage
Postgraduate (S2)	11	26.2%
Bachelor degree)	26	61.9%
Diploma II (D3)	1	2.38%
High School/Equivalent	4	9.52%
Amount	42	100%

The table shows that based on age, some 45.24% of respondents are over 45 years old, and most of the respondents in this study are male, namely 64.29%. When viewed from the working period, there are two equal percentages, namely 6 to 10 years and above 30 years with 30.95% respondents and based on education, most of them are Bachelors, which is 61.9%.

**Multicollinearity Test Results**

Multicollinearity test aims to test whether the regression model found a correlation between the independent variables (independent). A good regression model should not have a correlation between variables (Ghozali, 2011: 91). To be able to determine whether there is multicollinearity in the regression model in this study, it is by looking at the VIF (*VarianceInflationFactor*) and *tolerance values* and analyzing the correlation matrix of the independent variables. The VIF value can be seen in table 4 below

Table 4. Multicollinearity Test Results

**Coefficients<sup>a</sup>**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Leadership	.520	1,923
Organizational Commitment	.985	1.015
Motivation	.516	1,939

a. Dependent Variable: Employee Performance

Source: Data Processed by IBM Statistics SPSS 23, 2021

From table 4. It can be seen that the results show that all VIF values of the independent variables have values less than 10. The test results of the regression model show that there are no multicollinear symptoms in the regression model. This means that all the independent variables are suitable to be used as *predictors*.

**Heteroscedasticity Test Results**

The heteroscedasticity test aims to test whether in the regression model there is an inequality of *variance* from the residual of one observation to another observation. If the residual *variance* from one

observation to another observation remains, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is homoscedasticity or there is no heteroscedasticity (Ghozali, 2011:94).

Detection of the presence or absence of heteroscedasticity can be done by looking at the presence or absence of a certain pattern on the *scatterplot graph* between the precision value of the dependent variable (ZPRED) and the residual value (SRESID). If there is a certain pattern that is regular, it indicates that heteroscedasticity has occurred. However, if there is no clear pattern and the points spread above and below the number 0 on the Y axis, then there is no heteroscedasticity.

**Multiple Linear Regression Test Results**

The results of this study there are three independent variables Leadership (X<sub>1</sub>), Commitment (X<sub>2</sub>) Work Motivation (X<sub>3</sub>) and has one dependent variable, namely Employee Performance (Y). The regression model used is:

$$Y = a + b_1 X + b_2 X + b_3 X + c$$

Table 5. Multiple Linear Regression Test Results

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	41,997	6,341		6.623	.000
Leadership	.385	.154	.321	5.550	.000
Organizational Commitment	.213	.129	.239	3.870	.002
Motivation	.349	.158	.368	4.310	.000

a. Dependent Variable: Employee Performance

Source: Data Processed by IBM Statistics SPSS23, 2021

Based on table 5 in the *Unstandardized Coefficients column* part B, it is obtained that the multiple linear regression equation can be seen as follows:

$$a = 41.997$$

$$b_1 = 0.385$$

$$b_2 = 0.213$$

$$b_3 = 0.349$$

$$e = 0.05$$

So that the multiple linear regression equation obtained is as follows:

$$\text{Employee Performance} = 41.997 + 0.385 \text{ Leadership} + 0.213$$

**Commitment + 0.349 Work Motivation**

**Hypothesis Test Results**

**t test results**

The t-test is a test to determine the significance of the effect of the independent variables (Leadership, organizational commitment and motivation) partially or individually explaining the dependent variable (employee performance). Partial t-test results can be seen in table 6, as follows:

Table 6. t test results

**Coefficientsa**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	41,997	6,341		6.623	.000
Leadership	.385	.154	.321	5.550	.000
Organizational Commitment	.213	.129	.239	3.870	.002
Motivation	.349	.158	.368	4.310	.000

a. Dependent Variable: Employee Performance

Based on table 6 which shows that:

- Leadership influence variable ( $X_1$ ) has  $t_{count} = 5.550$  and  $t_{table}$  value is 1.685 then the value of  $t_{arithmetic} > t_{table}$  ( $5.550 > 1.685$ ) with a significant value of  $0.000 < 0.05$ . So that the results obtained reject  $H_0$  and accept  $H_a$ , thus it can be concluded that the Leadership variable ( $X_1$ ) partially has a positive and significant effect on the performance of the employees of the Labuhanbatu Utara Education Office.
- Commitment influence variable ( $X_2$ ) has  $t_{count} = 3.870$  and  $t_{table}$  value is 1.685 then the value of  $t_{count} > t_{table}$  ( $3,870 > 1,685$ ) with a significant value of  $0.002 < 0.05$ .

So that the results obtained reject  $H_0$  and accept  $H_a$ , thus it can be concluded that the Leadership variable ( $X_1$ ) partially has a positive and significant effect on the performance of the employees of the Labuhanbatu Utara Education Office.

- Leadership influence variable ( $X_1$ ) has  $t_{count} = 4.310$  and  $t_{table}$  value is 1.685 then the value of  $t_{arithmetic} > t_{table}$  ( $4.310 > 1.685$ ) with a significant value of  $0.000 < 0.05$ . So that the results obtained reject  $H_0$  and accept  $H_a$ , thus it can be concluded that the Leadership variable ( $X_1$ ) partially has a positive and significant effect on the performance of the employees

of the Labuhanbatu Utara Education Office.

(leadership, organizational commitment and motivation) on the independent variable (employee performance) can be seen in the following table:

**F Test Results**

The results of the simultaneous test of the dependent variables

Table 7. Test Result F ANOVA <sup>a</sup>

Model	SumofSquares	df	MeanSquare	F	Sig.
1 Regression	8,577	3	22.859	5.115	.000 <sup>b</sup>
Residual	169,828	38	4.469		
Total	178,405	41			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Organizational Commitment, Leadership

Source: Data Processed by IBM Statistics SPSS23, 2021

Based on the results of the Ftest in Table 7, it was found that the  $F_{calculated}$  was 5.115 with a significance level of 0.000. Because  $F_{count} > F_{table}$  (5,115 greater than 2.85) and a significance level of  $0.000 < 0.05$ , it can be stated that the independent variables which include leadership ( $X_1$ ), organizational commitment ( $X_2$ ) and motivation ( $X_3$ ) are significantly simultaneous or jointly have a significant effect on the employee performance variable (Y) at the Education Office of Labuhanbatu Utara Regency.

**Coefficient of Determination Test Results (  $R^2$  )**

The coefficient of determination ( $R^2$ ) essentially measures how far the regression model's ability to explain the variation of the dependent variable is. The value of the coefficient of determination is between zero and one (Ghozali, 2011). The value of the coefficient of determination can be seen in table 8 below:

Table 8. Coefficient of Determination Test Results

Model Summary <sup>b</sup>

Model	R	RSquare	AdjustedRSquare	Std.ErroroftheEstimate
1	.719 <sup>a</sup>	.517	.427	2.114

a. Predictors: (Constant), Motivation, Organizational Commitment, Leadership

b. Dependent Variable: Employee Performance

Source: Data Processed by IBM Statistics SPSS 23, 2021

Based on Table 8, it can be seen that the SPSS 23 model *summary output display the* magnitude of R Square ( $R^2$ ) is 0.517. This means that the performance of employees (Y) at the Education Office of Labuhanbatu Utara Regency can be explained by

independent variables (leadership, organizational commitment and motivation) of 51.7%. While the rest of ( $100\% - 51.7\% = 48.3\%$ ) is explained by other reasons outside this research model

**Research Discussion****The Effect of Leadership on Employee Performance**

From the partial hypothesis test (t test) where the results obtained are: leadership ( $X_1$ ) has a positive influence on employee performance (Y) at the Labuhanbatu Utara Regency Education Office, the t test results (partially) the leadership variable ( $X_1$ ) has a value The  $t_{count}$  is 5.550 with the  $t_{table}$  value of 1.685, so it can be interpreted that the  $t_{count} > t_{table}$  and the significance level is  $0.000 < 0.05$ . It can be concluded that leadership ( $X_1$ ) has a positive and significant influence on employee performance (Y) at the Education Office of Labuhanbatu Utara Regency. So the hypothesis  $H_0$  is rejected because there is an influence of leadership on employee performance at the Labuhanbatu Utara Regency Education Office.

The results of this study are supported by research conducted by Isvandiary and Idris (2018) which shows that there is a positive and significant influence of leadership on employee performance. And previous research conducted by Putro (2019) showed that there was a positive and significant influence on leadership on employee performance.

Thus from the results of the study it can be concluded that there is an influence of leadership on employee performance at the Education Office of Labuhanbatu Utara Regency.

**The Effect of Organizational Commitment on Employee Performance**

From the partial hypothesis test (t test) where the results obtained are:

the commitment variable Organizational commitment ( $X_2$ ) has a positive and significant effect on employee performance (Y) at the Education Office of Labuhanbatu Utara Regency, where organizational commitment ( $X_2$ ) has a  $t_{count}$  value of 3.870 with a  $t_{table}$  value of 1.685 which means  $t_{count}$  is greater than  $t_{table}$  and the level of significance is  $0.002 < 0.05$ . So it can be concluded that organizational commitment ( $X_3$ ) has a positive and significant effect on employee performance (Y) at the Education Office of Labuhanbatu Utara Regency, so hypothesis  $H_0$  is rejected, meaning that there is an influence of organizational commitment on employee performance at the Education Office of Labuhanbatu Utara Regency.

The results of this study are supported by research conducted by Cahyani, Sundari and Donoran (2020) shows that there is a positive and significant effect of commitment organization on employee performance. And previous research conducted by Pane and Fatmawati (2017) shows that there is a positive and significant influence on commitment.

Thus from the results of the study it can be concluded that there is an influence of commitment organization on employee performance at the Labuhanbatu Utara District Education Office.

**The Effect of Motivation on Employee Performance**

From the partial hypothesis test ( $t_{test}$ ) where the results obtained are: the motivation variable ( $X_3$ ) has a positive and significant influence on employee performance (Y) at the

Labuhanbatu Utara Regency Education Office, where motivation ( $X_3$ ) has a  $t_{\text{count}}$  value of 3,410 with the value of  $t_{\text{table}}$  is 1.685, which means  $t_{\text{count}}$  is greater than  $t_{\text{table}}$  and the significance level is  $0.000 < 0.05$ . So it can be concluded that motivation ( $X_2$ ) has a positive and significant effect on employee performance (Y) at the Labuhanbatu Utara Regency Education Office, so Hypothesis  $H_0$  is rejected, meaning that there is an influence of motivation on employee performance at the Labuhanbatu Utara Regency Education Office.

The results of this study are supported by research conducted by Meidazar and Rustono (2016) which shows that there is an influence of motivation on employee performance and research conducted by Jufrizen (2017) shows that there is a significant influence of motivation on employee performance.

Thus from the results of the study it can be concluded that there is an influence of motivation on employee performance at the Education Office of Labuhanbatu Utara Regency.

### **The Influence of Leadership, Organizational Commitment and Motivation on Employee Performance**

Test the hypothesis simultaneously (together) leadership ( $X_1$ ), organizational commitment ( $X_2$ ) and motivation ( $X_3$ ) have a simultaneous influence on employee performance (Y) at the Education Office of Labuhanbatu Utara Regency, where leadership ( $X_1$ ), organizational commitment ( $X_2$ ) and motivation ( $X_3$ ) has a calculated F value of 5.115 with a significance

level of 0.000. Because  $F_{\text{count}} > F_{\text{table}}$  (5,115 greater than 2.85) and a significance level of  $0.000 < 0.05$ , it can be stated that the independent variables include leadership ( $X_1$ ), organizational commitment ( $X_2$ ) and motivation ( $X_3$ ) simultaneously or jointly affect the employee performance variable (Y). The results of this study are in accordance with the framework (theory) which states that there is an influence of leadership, organizational commitment and motivation on employee performance at the Education Office of Labuhanbatu Utara Regency.

From the results of the study it is known that the magnitude of the influence of leadership, organizational commitment and motivation on employee performance at the Education Office of Labuhanbatu Utara Regency is 0.517 or 51.7% (same as the coefficient of determination) with a significance probability value of 0.000 which means less than 0.05. So that it can be interpreted that employee job satisfaction at the Education Office of Labuhanbatu Utara Regency is influenced by the variables of leadership, organizational commitment and motivation and the remaining 48.3%, the performance of employees at the Education Office of Labuhanbatu Utara Regency is influenced by other factors outside the variables in this study.

Thus from the results of the study it can be concluded that there is an influence of leadership, organizational commitment, and motivation on employee performance at the Education Office of Labuhanbatu Utara Regency.

### Conclusion

Based on the results of the research and discussion that have been described, it can be concluded as follows:

1. testing (t test) concluded that leadership partially has a positive and significant effect on employee performance at the Labuhanbatu Utara Regency Education Office, where  $t_{\text{count}}$  is  $5.550 > t_{\text{table}}$  is  $1.685$  and significance is  $0.000 < 0.05$
2. testing (t test) concluded that organizational commitment partially has a positive and significant effect on employee performance at the Education Office of Labuhanbatu Utara Regency, where  $t_{\text{count}}$  is  $3.870 > t_{\text{table}}$  is  $1.685$  and significance is  $0.002 < 0.05$
3. testing ( $t_{\text{test}}$ ) concluded that motivation partially has a positive and significant effect on employee performance at the Labuhanbatu Utara Regency Education Office, where  $t_{\text{count}}$  is  $4.310 > t_{\text{table}}$  is  $1.685$  and significance is  $0.000 < 0.05$
4. testing (f test) concluded that leadership ( $X_1$ ), organizational commitment ( $X_2$ ) and motivation ( $X_3$ ) simultaneously or jointly have a significant effect on employee performance at the Education Office of Labuhanbatu Utara Regency, where  $t_{\text{count}}$  of  $5.115 > t_{\text{table}}$  of  $2.85$  and a significance of  $0.000 < 0.05$

### Suggestion

Based on the conclusions described above, the authors provide some suggestions as follows:

1. Leadership  
Leaders should attend communication education and

training or attend leadership training.

#### 2. Organizational Commitment

Take an approach so that employees want to work optimally by providing encouragement both morally and materially.

Involving all employees in organizational activities so that employees feel they have the organization.

#### 3. Motivation

Provide education and training so that employees are able to work effectively and efficiently.

4. For the next researcher, it is expected to add research variables which, of course, affect performance and is expected to increase the number of samples more many with more diverse characteristics and produce research that even better.

### REFERENCES

- Abbas. Teak. (2017). *The Principal's Magnet of Leadership on Teacher Performance*. Jakarta: PT. Alex Media Komputindo.
- Afandi, P. (2016). *Concept & indicator Human Resources Management for Management Research*. Yogyakarta: Depublish.
- Bastian. (2006). *Public Sector Accounting*. Yogyakarta: Erlangga.
- Bahrum, SP, & Sinaga, W. (2015). *The Influence of Leadership and Work Motivation on Employee Performance (Study on Employees of the Batam Bintan Karimun Free Port Free Trade Zone Council)*. *Journal of Accounting, Economics and*

- Business Management*, 3(5), 135-141.
- Cahyani, Riris Anggun, Ocky Sundari and Johnson Dongoran. (2020). *The Effect of Organizational Commitment and Job Satisfaction on Employee Performance (Study on Regional Drinking Water Company (PDAM) Salatiga City)*. *Dewantara Ekobis Journal Vol. 3 No. January 1, 2020*.
- Darmadi. (2018). *Principal Human Resource Management*. Yogyakarta: Depublish.
- cashmere. (2016). *Human Resource Management (Theory and Practice)*. Jakarta: Rajawali Press.
- Khumaedi, E. (2016). *The Influence of Discipline and Work Motivation on Employee Performance at the PT Angkasa Pura Terminal Operation Center Service*. *Scientific Journal of Management and Business*, 2(1), 66-77.
- Kusumah, RM (2017). *The Role of Leadership on Work Discipline for Employees in the Production Division of PT. Framasndonesia.ndonesia Building*, 16(2), 150-164.
- Meidizar, Gilang and Anton Rustono. (2016). *The Effect of Motivation on Employee Performance (Case Study at PT. Primarindo Asianfrastructure, Tbk)*. *e-Proceeding of Management : Vol.3, No.2 August 2016*.
- Efficacious. (2015). *The Future of Islamic Boarding Schools A Study on the Leadership and Management Model of Salaf Islamic Boarding Schools*. Yogyakarta: Lkis.
- Mustapa, Z., & Maryadi. (2017). *Service Leadership Indonesia: Celebes Media Perkasa*.
- Nata, JL (2017). *The Influence of Leadership on Employee Work Discipline at PT. Mandiri Syariah Bank*. *Islamic Economics and Business*, 2, 1-10.
- Putro, Sri Raharjo Saptono. (2019). *The Influence of Leadership, Organizational Culture and Communication on Employee Performance (Studies in High Schools Under the Bani Saleh Foundation)*. *Journal of the Gate, Volume 9 No. August 2, 2019*.
- Rivai, V., H. and Natshir, M. (2014). *The Economics Of Education*. Jakarta: Gramedia Pustaka Utama.
- Saripuddin, J., & Handayani. R. (2017). *The Effect of Discipline and Motivation on Employee Performance at PT. Kemasindo Fast Nusantara Medan*. *Journal of Lecturer at Muhammadiyah University of North Sumatra*, 8(10), 419-428.
- Setiawan, A. (2013). *The Influence of Work Discipline and Motivation on Employee Performance at the Kanjuruhan Regional General Hospital, Malang*. *Journal of Management*, 1(4), 1245-1253
- Sugiyono. 2011. *Business Research Methods*. Bandung: Alfabeta.



## **Roadmap Concept Increasing The Competence of TNI AL Surveyor Personnel With AHP and SWOT Methods**

*<sup>1\*</sup>Pompy Pratisna, <sup>2</sup>Iwan Indrawan, <sup>3</sup>Siswanto, <sup>4</sup>Eko Arie Kurniawan*

*Sekolah Staf dan Komando TNI Angkatan Laut, DKI Jakarta, Indonesia*

*Email : [1\\*pratisnapompy@gmail.com](mailto:pratisnapompy@gmail.com)*

(Received: July 2022; Reviewed: August 2022; Accepted: August 2022;

Available online: September 2022; Published: September 2022)

### **ABSTRACT**

*One of the defense equipment that determines the readiness of the Navy in maintaining the integrity of the Republic of Indonesia is the Republic of Indonesia Warship (KRI). The worthiness of the KRI is of course the main parameter that is always integrated with the condition that it is always ready to fight to maintain Indonesia's sovereignty at sea . The readiness of the KRI is assessed from the aspect of equipment feasibility as a benchmark to determine the level of readiness and capability of the warship. This research aims to analyze the concept of increasing the competence of the Navy surveyor personnel. The research method used is the AHP and SWOT methods. The results of the study indicate that the appropriate strategy to be applied by the Navy in order to achieve sustainable competitive advantage is by : a ) increasing the competence of the Navy with formal and informal course activities, b ) increasing cooperation with external institutions, c ) increasing standardization socialization. operational test equipment to increase the ability to operate test equipment owned by the Indonesian Navy's airworthiness personnel, d ) add equipment in accordance with the update on the development of defense equipment, and e ) improve the coaching program for both tour of duty and tour of area.*

**Keywords: KRI, Indonesian Navy, Strategy, Competence**

## PRELIMINARY

### Background

The readiness of the Alutsista (Main Equipment of the Indonesian National Armed Forces Weapon System) is the main key in the security and defense of the Unitary State of the Republic of Indonesia (NKRI). The strength of defense equipment that is on standby both operationally and administratively shows the level of responsibility of the Indonesian Navy (TNI AL) personnel in showing the capability of military equipment which is ready to fight at any time in any condition and situation. One of the defense equipment that determines the readiness of the Navy in maintaining the integrity of the Republic of Indonesia is the Republic of Indonesia Warship (KRI). The role of the KRI is to maintain the security and defense of Indonesia's maritime territory and to protect all of Indonesia's bloodshed from threats, disturbances and challenges from external parties, either directly or indirectly.

The worthiness of the KRI is of course the main parameter that is always integrated with the condition that it is always ready to fight to maintain Indonesian sovereignty at sea. Of course combat readiness The integrated KRI requires the role of a professional *surveyor*. At present, the competence of the TNI AL's technical corps personnel is not in accordance with the *standard class*, such as the ability to know about airworthiness, the expertise of aeronautical personnel, how to act in making decisions in measuring values and the competency standards of airworthiness personnel can not be standardized against *the Surveyor*

*class*. so that it is directly proportional to the readiness of defense equipment. The demand for the readiness of the KRI and its technical conditions must always be ready to support the implementation of these tasks. The readiness of the KRI is assessed from the aspect of equipment feasibility as a benchmark to determine the level of readiness and capability of the warship.

This research will raise combat readiness as a form of cumulative readiness of the *platform* and *Sewaco aspects (sensor, weapon and command)* with the level of competency of *Surveyor personnel* according to standards. The feasibility of the KRI is influenced by the condition of the material feasibility. The increasing number and age of KRIs that require the condition of the KRI's worthiness in accordance with their basic functions to carry out TNI AL operations, so that a professional TNI AL *Surveyor is needed* in determining the KRI's worthiness, both from the results of maintenance and repairs.

### Formulation of the problem

Based on the background that has been stated, the formulation of the research problem is as follows:

- a) How to determine the criteria that affect the selection of *Standard Class*?
- b) How to choose the priority *class* that will be used as input for improving the standards of the Indonesian Navy *Surveyor personnel*?
- c) How to formulate the competency of TNI AL *Surveyor personnel based on the selected class*?

- d) What is the strategy for increasing the competence of the Indonesian Navy *Surveyor* personnel that has been determined?

### Research purposes

The objectives to be generated by the authors in this study are as follows:

- a) Analyze determination of criteria in the selection of *Standard Class*.
- b) *class* priorities that will be used as input to the Indonesian Navy
- c) Analyzing the results of the formulation of the competence of the Indonesian Navy *Surveyor* personnel based on the selected *Standard Class*.
- d) Analyzing the strategy of increasing the competence of the Indonesian Navy personnel from the results of the determination of the use of the selected *Standard Class*.

## LITERATURE REVIEW

### Human Resources (HR)

This study raises the need for the use of human resources that can be optimized in increasing the competence of *surveyor* personnel within the Indonesian Navy. According to Priyono (2010) human resource development can be in the form of education, training and other HR development programs. Generally, HR development activities are directed at achieving mastery of *skills, knowledge* and *abilities*.

### Performance assessment

According to Alewine stating that performance appraisal is to make employees see themselves as they are, recognize the need for improving work performance and to participate

in making performance improvement plans.

- a. As a means of motivating achievement-oriented personnel.
- b. As a basis for providing rewards (salary increases), compensation, incentives, service gifts, vacations and promotions.
- c. As a basis for discipline (permanent employment status, demotion, dismissal).
- d. As a guideline for personnel training and development requirements.

### Surveyor

*Surveyor* is someone who conducts inspection or supervises and observes another job. In the world of work, the term *Surveyor* mostly refers to the field world which will later become the main object in terms of carrying out their duties.

Quoted from the Indonesian National Performance Competency Standards (SKKNI), the duties of the *Surveyor* include:

1. Analyze jobs.
2. Make decision
3. Carry out measurements.
4. Process / calculate data.
5. Performing the depiction / presentation of data.
6. Doing peg / pegging.

### Competence

According to Wibowo (2014), competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. According to George Klemp in Edison (2016) competence is a characteristic that underlies a person that results in

effective work and/or superior performance .

### **Competency Indicator**

Indicators are used to determine the level of achievement of knowledge competence, skills and influential parameters. According to Wibowo (2014) there are five competency indicators, including the following:

- a. A motive is something that people consistently think or want that causes an action.
- b. Traits are physical characteristics and consistent responses to situations or information.
- c. Self-concept is a person's attitudes, values, or self-image.
- d. Knowledge is information that people have in a specific field.
- e. Skills are the ability to perform certain physical or mental tasks.

According to Moehariono (2012) in detail there are five dimensions of competence that must be possessed by all individuals, namely as follows:

- a. *Task skills* , namely the skills to carry out tasks in accordance with standards in the workplace.
- b. *Task management skills* , namely the skills to manage a different set of tasks that arise in the job.
- c. *Contingency management skills* , namely the skills to take quick and appropriate action when a problem arises at work.
- d. *Job role environment skills* , namely the skills to work together and maintain a comfortable work environment.
- e. *Transfer skills* , namely skills to adapt to a new work environment

### **Analytical Hierarchy Process (AHP) Method**

method is a general theory of measurement. Four kinds of measurement scales that are usually used sequentially are nominal, ordinal, interval and ratio scales. A higher scale can be categorized into a lower scale, but not vice versa. Ratio-scale monthly income can be categorized into ordinal-scale income levels or categories (high, medium, low) on nominal scale. On the other hand, if at the time of measurement the data obtained were categorical or ordinal, data with a higher scale could not be obtained. AHP overcomes some of these problems ( Saaty *et al* , 2001 ) . AHP is used to derive the ratio scale from several discrete or continuous pairwise comparisons. Pairwise comparisons can be obtained through actual measurements or relative measurements of the degree of liking, or interests or feelings. Thus this method is very useful to help get the ratio scale of things that were originally difficult to measure such as opinions, feelings, behaviors and beliefs (saaty *et al* , 2001). The use of AHP begins with creating a hierarchical structure or network of the problems to be studied. In the hierarchy there are main objectives, criteria, sub-criteria and alternatives that will be discussed.

The AHP method was developed by Prof. Thomas Lorie Saaty from *Wharston Business school* to find a *ranking* or priority order of various alternatives in solving a problem. In everyday life, a person is always faced with making choices from various alternatives. Prioritization and consistency testing are needed for the choices that have

been made. In complex situations, decision-making is not influenced by one factor alone, but by multiple factors and includes various levels and interests.

Basically AHP is a general theory of measurement that is used to find the ratio scale of both discrete and continuous pairwise comparisons. These comparisons can be taken from actual measures or basic scales that reflect the strength of feelings and relative preferences.

The stages of decision making in the AHP method basically include:

- a. Define the problem and determine the desired solution
- b. Create a hierarchical structure that begins with general goals, followed by criteria, sub-criteria and alternative choices to be ranked
- c. Forming a pairwise comparison matrix that describes the relative contribution or influence of each element on each goal or criterion at the level above. Comparisons are made based on the choice or "judgment" of the decision maker by assessing the level of importance of an element compared to other elements
- d. Normalizing the data is by dividing the value of each element in the paired matrix by the total value of each column
- e. Calculate the *eigenvector value* and test its consistency, if it is not consistent, the data taker (*preference*) needs to be repeated. The *eigenvector value* in question is the *maximum eigenvector value* obtained using *matlab* (data programming language) or manual.

- f. Repeat steps 3,4, and 5 for the entire hierarchy level.
- g. Calculate the *eigenvector* of each pairwise comparison matrix. The *eigenvector value* is the weight of each element.
- h. This step synthesizes the choice and prioritization of elements at the lowest hierarchical level until the goal is achieved
- i. Test the hierarchical consistency. If it does not meet the  $CR < 0.100$  then the assessment must be repeated.

### ***Strength Weakness Opportunity and Threat Analysis (SWOT)***

SWOT analysis is identification as a factor to formulate an organization's strategy. This analysis is based on logic that can maximize strengths *and* opportunities, but collectively can minimize *weaknesses* and *threats*.

Organizational strategic decisions need to consider internal factors that include strengths and weaknesses as well as external factors that include opportunities and threats. Therefore, there are important considerations for SWOT analysis.

## **RESEARCH METHODS**

### **1. Types of research**

The qualitative research in question is to understand the phenomena of what is experienced by research subjects *holistically* by descriptive in the form of words and language in a context, especially natural ones by utilizing various natural methods (Sugiyono, 2013).

### **2. Research Object**

The object of this research is *the Indonesian Navy Surveyor*

personnel . In this study, the determination of the source of information or informants to the interviewees was carried out by *purposive sampling* , which was selected based on certain considerations and objectives.

### 3. Source and Type of Data

The data used in the study consists of primary and secondary data with the following explanation.

- a. Primary data is data obtained or collected by a researcher directly from his data source. Primary data is also referred to as original data or new data that has an up to date nature. To obtain the primary data, researchers collected them directly. In the context of this study, primary data were obtained from people who had information and knowledge related to the problem and focused research on the competence of Navy airworthiness personnel to the competence of Surveyor personnel of the class.
- b. Secondary Data is data obtained or collected by researchers from various existing sources (researchers as second hand). Secondary data can be obtained from various sources such as the Central Statistics Agency (BPS), books, reports, journals, and others. Meanwhile, secondary data that is macro in nature is mostly obtained through documents released by

the Navy's Material Eligibility Service (Dislaikmatal).

### 4. Research Instruments

In qualitative research, the research instrument or research tool is the researcher himself. In conducting research, researchers are assisted with interview guidelines, questionnaires, cameras to record the required images, and *audiovisual recording devices*

### 5. Data Collection and Processing Techniques

The data in this study consisted of primary data and secondary data. Primary data is data obtained directly by means of measurement, observation and interviews. Primary data collection was chosen because researchers need to obtain data directly. While secondary data is data obtained indirectly. This data is obtained from literature studies and supporting documents at the institutions that play a role.

### 6. Data analysis technique

The data analysis used is AHP to determine the selection of Surveyor class competencies that will be used as a reference for Surveyor competencies in the Indonesian Navy ( Lloyd's Register ( LR ) , Bureau Veritas ( BV ) , Det Norske Veritas-Germanisher Lloyd ( DNV-GL ) or PT Biro Classification Indonesia ( BKI ) ) as criteria. The data used is AHP to determine the selection of Surveyor class competencies that will be used as a reference for Surveyor competencies in the Indonesian Navy ( Lloyd's Register ( LR ) , Bureau Veritas ( BV ) , Det Norske Veritas-Germanisher

Lloyd (DNV-GL) or PT Biro Classification Indonesia (BKI) as criteria.

## RESEARCH RESULT

### 1. Hierarchy Process Analysis (AHP)

Based on the results of the Analytical Hierarchy Process (AHP) analysis above, it can be seen that the priority of the main criteria in determining the Surveyor Class is the Experience Criteria. Surveyor Class experience in conducting inspections of the technical requirements that must be met by a ship before sailing is the main reason for determining the Surveyor Class. While the criteria for Motivation and Intellectual Ability are the second and third priorities in determining the Surveyor Class.

In addition, it can be seen that the Surveyor Class Lloyd Register (LR) is the Surveyor Class the main priority in determining the Surveyor Class based on the criteria of Experience, Motivation and Intellectual Ability. This is because the Surveyor Class Lloyd Register (LR) has the largest coefficient value in each criterion. Meanwhile the Surveyor Class Bureau Veritas (BV), Det Norske Veritas-Germanischer Lloyd (DNV-GL) and the Indonesian Classification Bureau (BKI) are the second, third and fourth priorities in determining the Surveyor Class determination.

### 2. SWOT analysis

Based on the results of the SWOT analysis, it can be seen that there are 19 *Strengths* (Strengths),

21 *Weakness* factors (Weaknesses), 22 *Opportunities* (Opportunities) and 18 *Threats* (Threats) factors in the Competence of the Indonesian Navy *Surveyor Personnel*. The total weighting of the Strength and Weakness Factors is 0.483 for the Strength factor and 0.517 for the Weakness factor. While the total weighting of the Opportunity and Threat factors is 0.562 for the Opportunity factor and 0.438 for the Threat factor.

After the results of the weighting are multiplied by the rating value, the value of the *Internal Factors Evaluation* (IFE) matrix and the *External Factors Evaluation* (EFE) matrix will be obtained. The IFE matrix value in the form of Strength and Weakness factors shows a score of 2,435 for the Strength factor and a score of 1,608 for the Weakness factor, so that the difference between the Strength and Weakness Factors scores to 0.827. While the EFE Matrix Value in the form of Opportunity and Threat Factors shows a score of 2,056 for the Opportunity Factor and 1,998 for the Threat Factor, so the difference between the Opportunity and Threat Factors is 0.058. Based on this, the coordinates (0.827; 0.058) can be obtained.

In addition, from the results of the calculation of the IFE value, it is also known that the internal factor that has the main strength with the highest score of 0.129 is the factor "Superiority of coaching in the Navy based on linearity of abilities in each material feasibility test". Then followed by internal

factors with the lowest score of 0.077, namely the factor of "Strong regeneration and periodic training of fitness". As for the Internal factor which has a major weakness with the highest score of 0.125, namely the factor "Development of the TNI AL organization", which continues to grow". This is followed by the internal factor which has the lowest weakness with a score of 0.064, namely the "lack of training" factor. The total value of IFE on the strength factor has a total value of 2.122 and the weakness factor has a total value of 1.926. From these two values, it can be seen that the total score on the IFE matrix is  $2.122 > 1.926$ , which means that internal conditions have the strength to overcome existing situations and weaknesses.

From the results of the calculation of the EFE value, it is also known that the external factor that has the main opportunity with the highest score of 0.128 is the "Procurement of new testing equipment" factor. Then followed by external factors with the lowest chance of having a score of 0.073, namely the factor "The equipment owned is always strived to be updated". As for the external factor that has the main threat with the highest score of 0.123, namely the factor "Disagreement in how to make decisions by the Navy surveyors against the Surveyor class". Then followed by external factors that have the lowest threat with a score of 0.063, namely the "Budget" factor. The total value of EFE on the Opportunity factor has a total value of 2.121 and the

Threat factor has a total value of 1.599. From these two values, it can be seen that the total score on the IFE matrix is  $2.121 > 1.599$ , which means that external conditions have the opportunity to overcome existing threats.

By obtaining the results of the IFE-EFE matrix, the coordinates of the IFE matrix from the difference in scores between the Strengths and Weakness factors are 0.196, while the coordinates of the EFE matrix from the difference in scores between the Opportunities and Threats factors are 0.522. Based on this, the coordinates (0.196; 0.522) can be obtained.

In determining the strategy to increase the competence of the Indonesian Navy *Surveyor personnel that has been determined, there are several appropriate strategies to be applied by the Navy* in order to achieve sustainable competitive advantage, namely:

- a. Improving the competence of the Indonesian Navy with both formal and informal course activities.
- b. Increase cooperation with external institutions.
- c. Improving the socialization of operational standards of test equipment to increase the ability to operate test equipment owned by the Indonesian Navy's airworthiness personnel.
- d. Adding equipment in accordance with the update on the development of defense equipment.
- e. Improvement of coaching programs, both tour of duty and



tour of area

**Table 1. SWOT Matrix**

	Internal factors	Strength (S)	Weakness (W)
	External Factors	<ol style="list-style-type: none"> <li>1. Competencies possessed by Indonesian Navy personnel have legality</li> <li>2. Competence of Indonesian Navy surveyors by profession</li> <li>3. Accurate and precise assessment in every material suitability test</li> <li>4. The superiority of coaching in the Indonesian Navy is based on the linearity of capabilities in each material feasibility test</li> <li>5. The advantages of competence capabilities possessed by the Indonesian Navy Surveyor are skills, training and courses</li> <li>6. The test equipment is very complete in the Indonesian Navy, where the latest test equipment updates are in Machining performance testing</li> <li>7. Strong regeneration and periodic training of valiant</li> <li>8. Tour of Duty and Tour of Area precisely to strengthen the personnel's worthiness</li> <li>9. The advantages of the competence capabilities possessed by the Indonesian Navy Surveyor are experience, Intellectual and Personality</li> <li>10. The test equipment for testing Alutsista is complete for feasibility testing</li> <li>11. The advantages of coaching in the Indonesian Navy are structured (routinely) functionally clear</li> <li>12. The advantages of the Indonesian Navy Surveyor are able to cover all fields of defense equipment and non-defense equipment</li> <li>13. TNI AL surveyors only have internal materials in the Navy</li> <li>14. Indonesian Navy surveyors have experience both in various fields and in various placements (Professionalism in the Navy)</li> <li>15. The equipment owned by the Indonesian Navy has the latest and most updated test equipment</li> <li>16. Guidance in the Indonesian Navy surveyor environment is influenced by rank, not only having specialist inspection capabilities in one field but also in various fields of competence within the Indonesian Navy.</li> <li>17. Airworthiness of the Indonesian Navy has been able to carry out the Certification of Feasibility of Alutsista and Non-Alutsista Materials</li> <li>18. Standard ship platform test equipment</li> <li>19. Sewaco test kits, Navcom, Ranpur, Weapons, Limited special tools</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of training</li> <li>2. The development of the Navy Organization that continues to grow</li> <li>3. Alutsista and Non-Alutsista are increasing while surveyor personnel in the Indonesian Navy are not increasing</li> <li>4. Many test equipment that has not been accommodated (not fully owned)</li> <li>5. The need for improvement of the feasibility test equipment</li> <li>6. A partnership partner is needed by conducting an MoU with a feasibility agency outside the Indonesian Navy (Marine surveyor)</li> <li>7. Training is still limited due to budget</li> <li>8. In the future, validation technology and organizational developments continue to evolve</li> <li>9. Less budget</li> <li>10. No standardization and equipment updates</li> <li>11. No courses and training</li> <li>12. Lack of Tour of Duty coaching (Assignments elsewhere)</li> <li>13. There is no formal surveyor competency budget</li> <li>14. There is no intensive training in mastering the operation of test equipment</li> <li>15. Test equipment calibration is less of a concern</li> <li>16. Indonesian Navy surveyors lack the skills, intellectual abilities, and specification capabilities</li> <li>17. Lack of capacity building in the field of training and refresher of feasibility knowledge</li> <li>18. Lack of understanding in the operational field of test equipment</li> <li>19. Never update the equipment owned by the Indonesian Navy for defense and non-defense equipment</li> <li>20. The competence of the Indonesian Navy Surveyor lacks courses, training, and workshops</li> <li>21. Lack of test equipment for rentalco, Navcom, Combat Vehicles, Weapons and Special Tools</li> </ol>
Opportunity (O)	SO Strategy	WO Strategy	
1. Cooperation with outside	1. Improving the competence of the Navy	1. Create training programs	

<p>institutions</p> <ol style="list-style-type: none"> <li>2. Upgrade courses (informal) and Training (formal)</li> <li>3. Procurement of goods and services</li> <li>4. Implementation of calibration of test equipment equipment in Dislaikmatal and Satlaikmatbar or Satlaiakmattim</li> <li>5. Surveyor Class carries out based on class standards while TNI AL surveyors are multi-talented</li> <li>6. Socialization of standards and rules to be the same as class standards</li> <li>7. Cooperation with institutions outside the Navy (Class)</li> <li>8. New procurement in the field of non-defense equipment</li> <li>9. Calibration of test equipment in all agility satkers (Dislaik and Satlaik)</li> <li>10. Overall organizational setup (not Tour of Duty)</li> <li>11. Functional positions that do not move around</li> <li>12. Improving competence through formal and informal courses</li> <li>13. There is attention to the increasing need for defense equipment</li> <li>14. Procurement of new Testing equipment</li> <li>15. Improved equipment calibration</li> <li>16. There is software about surveyor standardization</li> <li>17. Good competence will be directly proportional to the quality being checked so that the valor that is acted on by the TNI AL surveyors will show professionalism as expected.</li> <li>18. The equipment you have is always trying to be updated</li> <li>19. Prepare calibrated and accredited test equipment</li> <li>20. The operation of the test equipment owned must be mastered by the surveyor crew in operating it</li> <li>21. Need courses, training and workshops with related institutions outside the Navy</li> <li>22. Strengthening competence encourages quality improvement from the professionalism of the Indonesian Navy Surveyor's ability</li> </ol>	<p>with both formal and informal course activities</p> <ol style="list-style-type: none"> <li>2. Increase collaboration with external institutions</li> <li>3. Carry out calibration of test equipment</li> <li>4. Improving the completeness of test equipment and equipment, both defense and non-defense equipment</li> <li>5. Improving professional certification for Indonesian Navy personnel</li> <li>6. Disseminate standard rules so that they are the same as class standards.</li> </ol>	<p>both formal and informal</p> <ol style="list-style-type: none"> <li>2. Improving the socialization of test equipment operational standards</li> <li>3. Adding equipment in accordance with the update on the development of defense equipment.</li> <li>4. Added test tools for Sewaco, Navcom and custom tools.</li> <li>5. Improving the competence of Navy surveyors with training programs/courses</li> <li>6. Carry out clearer coaching regarding assignments in other places</li> </ol>
<p style="text-align: center;">Threat (T)</p> <ol style="list-style-type: none"> <li>1. Disagreement in how to make decisions by the Indonesian Navy surveyor against the Surveyor class</li> <li>2. TNI AL test equipment is not inferior to surveyor class</li> <li>3. Tour of Duty and Tour of Area within the Indonesian Navy</li> </ol>	<p style="text-align: center;">ST strategy</p> <ol style="list-style-type: none"> <li>1. Improve the development of the Navy surveyors.</li> <li>2. Increase socialization to increase the ability to operate test equipment owned by the Indonesian Navy's airworthiness personnel</li> <li>3. Aligning the qualifications of the Indonesian Navy surveyors to suit their profession.</li> </ol>	<p style="text-align: center;">WT Strategy</p> <ol style="list-style-type: none"> <li>1. Aligning the capabilities of the Indonesian Navy surveyor with the surveyor class.</li> <li>2. Adding Indonesian Navy surveyor personnel</li> <li>3. Improvement of coaching programs, both tour of duty and tour of area</li> <li>4. Adding budget funds for</li> </ol>

<ol style="list-style-type: none"> <li>4. The budget for the development of the Indonesian Navy surveyor personnel is very limited</li> <li>5. The existence of Tour of Duty and Tour of Area</li> <li>6. A storied and continuous operation cannot be expected</li> <li>7. The competence of the Indonesian Navy surveyor has not been developed properly (not optimal)</li> <li>8. Test equipment technology operation is not optimal</li> <li>9. Personnel development (Tour of Duty and Tour of Area)</li> <li>10. Budget</li> <li>11. The qualifications of many Indonesian Navy surveyors are not linear in their profession</li> <li>12. There is a professional principle that a TNIAL is only a maximum of 2 years in the area where he works, so he must carry out the Tour of Duty and Tour of Area</li> <li>13. The low ability to operate test equipment owned by the Indonesian Navy's airworthiness personnel</li> <li>14. Duty and Tour of Area problems</li> <li>15. Level of confidence</li> <li>16. Recognition of the validity of survey results</li> <li>17. HR capabilities that must be equivalent to Surveyor class</li> <li>18. The quality of formal education, verification skills training and surveyor experience are not linear</li> </ol>	<ol style="list-style-type: none"> <li>4. Open a discussion room so that there are no misunderstandings in making decisions between TNI surveyors and Class surveyors.</li> <li>5. Improve the operation of test equipment technology for optimal</li> </ol>	<p>coaching and procurement of goods</p> <ol style="list-style-type: none"> <li>5. Improve equipment and maintenance of defense equipment</li> </ol>
--	--	--

### Conclusion

Based on the results of the research that has been done, several conclusions can be drawn, including:

1. The main criteria that influence the selection of *Standard Class* are the Experience criteria. While the motivation criteria are the second priority and the Intellectual Ability criteria are the third priority.
2. The main priority *class that will be used as input for improving the standards of TNI Al Surveyor personnel* is the *Class Lloyd Register (LR)*. While *Class BV* is the second priority, *Class DNV-GL* is the third priority and *Class*

3. *BKI* is the fourth priority.
3. The formulation of the competence of the *TNI AL Surveyor personnel based on the selected class*, namely the *TNI AL Personal Surveyor Competence*, is in quadrant I, namely the quadrant between *Strengths* and *Opportunities* (SO Quadrant).
4. Indonesian Navy Surveyor personnel that has been determined can use the strategy of increasing the competence of the Navy with both formal and informal course activities, Increasing cooperation with external institutions, Increasing the socialization of

operational standards for testing equipment to increase the ability to operate test equipment owned by Indonesian Navy personnel . , The addition of equipment in accordance with the update on the development of defense equipment and improvement of the coaching program for both the tour of duty and the tour of the area .

### Suggestion

Suggestions that can be given from this research include:

1. The need for recommendations for the selection of *Standard Class* based on Experience Criteria as the main consideration.
2. The need for a recommendation for the main priority *class* that will be used as input for improving the standards of the TNI Al *Surveyor personnel, namely the Class Lloyd Register (LR)*.
3. The need to formulate the competence of the Indonesian Navy *Surveyor based on the selected class* by increasing the items of strength ( *strengths* ) and making opportunities (opportunities ) into a force that supports the competence of personnel within the Navy.
4. necessary to implement a strategy to increase the competence of the Indonesian Navy *Surveyor personnel that has been determined by using the strategy of increasing* the competence of the Navy with formal and informal course activities, Increasing cooperation with external institutions, Increasing

socialization of operational standards of test equipment to increase the ability to operate test equipment owned by TNI airworthiness personnel A, The addition of equipment in accordance with the update on the development of defense equipment and improvement of the coaching program, both tour of duty and tour of area .

### REFERENCES

- Edison, E., Yohny A., and Imas K. 2016. *Human Resource Management* . Alphabeta , Bandung.
- Moeheriono. 2012. *Competency-Based Performance Measurement*. PT Raja Grafindo Persada, Jakarta.
- Moleong, LJ 2017. *Qualitative Research Methods* . PT. Rosdakarya Youth, Bandung.
- Priyono.2010. *Human Resource Management*. Zifatama Publisher, Surabaya.
- Saaty, TL and Vargas, LG 2001. *Models, Methods, Concepts and Applications of the Analytic Hierarchy Process* . Kluwer Academic Publishers, Norwell.
- Sugiyono. 2013. *Educational Research Methods Qualitative Approaches and R&D* , 222.
- Wibowo. 2010. *Performance Management* . Rajawali Press, Jakarta.
- Wibowo . 2014. *Behavior in Organizations i*. Rajawali Press , Jakarta

**PANDUAN SINGKAT BAGI PENULIS JURNAL SDM JENIUS**

Panduan penulisan ini dimaksudkan untuk menyeragamkan bentuk penulisan karya ilmiah yang dikirim penulis ke redaksi Jurnal Jenius, dengan panduan penulisan sebagai berikut:

1. Naskah ditulis dalam Bahasa Indonesia dengan Abstrak Bahasa Indonesia dalam bentuk Font 12" dengan ukuran 1 Spasi dengan intisari tidak lebih dari 250 kata disertai 3 atau 4 kata kunci (keyword).  
Naskah berupa Softcopy program MS Word maksimal 20 Halaman termasuk tabel dan gambar, spasi 1.
2. Sistematika penulisan disusun dengan urutan sebagai berikut:
  - a) Judul, nama dan alamat email penulis/peneliti tunggal.
  - b) Abstrak dan intisari, keyword dan kata kunci, dibuat dengan 1 kolom.
  - c) Batang Tubuh:
    - 1). Pendahuluan, termasuk didalamnya intisari permasalahan
    - 2). Perumusan Masalah
    - 3). Tujuan Penelitian
    - 4). Landasan teori termasuk didalamnya hipotesis dan kerangka Pemikiran
    - 5). Metode Penelitian
    - 6). Hasil dan Pembahasan
    - 7). Kesimpulan
    - 8). Daftar Pustaka
    - 9). Seluruh isi tersebut di buat dengan 2 kolom
3. Judul ditulis dalam bentuk font Times New Roman 12" dengan huruf besar kecil dicetak tebal dan ditempatkan ditengah halaman, serta tidak lebih dari 18 kata.
4. Tulisan karya ilmiah dalam bentuk font Times New Roman 12" dengan ukuran spasi 1,0 spasi dalam bentuk kolom.
5. Gambar diberi nomor dan keterangan, sedangkan tabel diberi nomor dan keterangan di atasnya.
6. Penulisan persamaan matematika yang terdapat pada halaman naskah hendaknya menggunakan *equation editor*.
7. Daftar pustaka hanya memuat literature yang dirujuk dalam keterangan dan dicantumkan pada bagian akhir naskah dilakukan dengan memberikan nomor.
8. Margin atas dan kiri 4cm, kanan dan bawah 3cm, dan ukuran kertas A4
9. Email Redaksi : [jurnal.jenius@unpam.ac.id](mailto:jurnal.jenius@unpam.ac.id) / [denoksunarsi@unpam.ac.id](mailto:denoksunarsi@unpam.ac.id)



JL. Surya Kencana No. 1, Pamulang Barat Tangerang Selatan 15417  
Banten, Telp./Fax: (021) 741 2566

Di Terbitkan Oleh :  
Program Studi Manajemen



**Human Resources**

macro-economics  
strategic  
economy  
organization  
culture  
micro-economics

modern  
creativity  
engaged  
people  
threat  
term  
production  
usage  
referred  
typically  
research

contribute  
firing  
traditional  
examples  
programs  
capital  
usage  
referred  
typically  
research

ethics  
diversity  
social  
function  
related  
contribute  
contribute  
individuals  
corporate