

The Effect of Digital Marketing on Increasing MSME Profits (Case Study: Ulubelu District)

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Abstract

This study aims to examine the effect of digital marketing on increasing MSME profits. The method used in this study using a questionnaire. The sample used in this study amounted to 35 respondents. The statistical test was carried out using PLS-based structural equalization modeling. the validity test uses a loading factor, while the reliability test uses Cronbach's alpha value, composite reliability and average variance extracted (AVE). All proposed hypotheses are supported and significant. The conclusion of this study is the effect of digital marketing on increasing MSME profits.

Keywords: digital marketing, MSME profit.

JEL Classification : M31

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I. Introduction

Business transactions via the internet is a new business phenomenon. One of the benefits of the internet as a means of introducing and marketing products or services. From a financial perspective, digital marketing is very promising for increasing operating profits. However, this has not been done by MSME actors in Indonesia, a small example is MSMEs in the Ulubelu District, Tanggamus Regency. Empowerment and development of Micro, Small and Medium Enterprises (MSMEs) is an effort taken by the Indonesian government to overcome the problems of unemployment and poverty.

Reality in the field shows that, most MSMEs in Indonesia, have some of the same problems, one of which is the lack of knowledge about marketing, caused by the limited information that can be reached by MSMEs about the market.

While the success of development is identical with the creation of a high rate of economic growth and absorption of labor, one of the real sectors that can reduce the unemployment rate is Micro, Small and Medium Enterprises (MSMEs), where the tools used as the driving force are people who work. in urban and rural areas within the scope of small and medium enterprises.

MSMEs have a strategic role in national economic development, as evidenced by when the Indonesian nation experienced a crisis that occurred some time ago, Micro, Small and Medium Enterprises (MSMEs) were more resilient in facing this reality, while large-scale businesses stagnated and even stopped their activities.

The Micro, Small and Medium Enterprises (MSME) sector is a formidable business in the midst of the economic crisis. Currently, around 99% of the majority of economic actors are MSMEs, which continue to grow significantly and become a business sector capable of supporting the stability of the national economy. MSMEs are becoming more resilient and remain optimistic in the midst of a crisis. When there is a global crisis, MSME actors keep moving. The government has provided empowerment efforts in the form of policies, programs and activities to further strengthen the MSME sector. But Technological Knowledge is Still Low. So it will be very difficult for MSME actors to develop if they are still using manual marketing while now everything is completely digital.

II. Literature Review

According to data from We are Social, which is a digital marketing agency in America, stated that the most frequently used social media platforms in Indonesia as of January 2017 were Youtube (49%) and Facebook (48%). The next position is occupied by Instagram (39%), Twitter (38%), Whatsapp (38%), and Google (36%). The rest are occupied sequentially by FB Messenger, Line, Linkedin, BBM, Pinterest, and Wechat (Kemp, 2017). The development of information technology is growing rapidly. Most of the activities of Micro, Small and Medium Enterprises (MSMEs) utilize information technology to run their business. The increasing number of competitors is a consideration for business actors to innovate in winning the competition. The right marketing communication strategy is used to be able to reach the target market share so that it can increase sales (Pradiani, 2017).

Digital marketing is one of the media that is often used by business actors Due to consumers' new ability to keep up with digitalization, some companies are gradually leaving the conventional marketing model/and switching to modern marketing. With digital marketing, communication and transactions can be done any time / real time and

can be accessed all over the world, one can also view various goods via the internet, most of the information about various products is already available on the internet, ease of ordering and the ability of consumers to compare one product. with other products (Kotler & Keller, 2008).

Hypothesis I: Digital marketing has a positive effect on increasing MSME profits.

III. Methodology

This research is a survey with the help of a questionnaire instrument. In this study, the individual is someone who has male and female Micro, Small and Medium Enterprises (MSMEs). This study amounted to 35 respondents. Test the validity of the research instrument using convergent validity by looking at the value of each factor loading indicator on the questionnaire item. Testing reliability by choosing Cronbach's alpha of at least 0.6 (Ghozali, 2005). Hypothesis testing was carried out with the help of Structural Equation Modeling (SEM) statistical tools based on Partial Least Square (PLS).

IV. Results and Discussion

Based on the results of the tests carried out, the results include, all questionnaire items meet the standard factor loading limits so that it can be said that all questionnaire items are valid. Furthermore, retesting the validity is carried out so that all indicator item values are above the standard factor loading above > 0.6 so that it can be said to be valid. The statement is said to be valid if the significance value is less than 0.05 and 0.01 (Ghozali, 2005), the following are the results of the validity test:

Table 1. Validity Test Result

ITEM	PD	PL
PD1	0.878	
PD2	0.870	
PD3	0.865	
PD4	0.894	
PD5	0.931	
PL1		0.829
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Table 2. Reliability Test Result

VAR	Cronbach's Alpha	Rh_P	Reabilitas Komposit	AVE
PD	0.933	0.937	0.949	0.788
PL	0.859	0.890	0.898	0.640

Based on the research that has been done, it is found that digital marketing has a positive and significant effect on increasing MSME profits with p-value ($0.884 < 0.05$), so the hypothesis is proven. This is in line with research conducted by (Ira Setiawati and Penta Widyartati) that digital marketing has a positive and significant effect on increasing MSME profits.

V. Conclusion

The results of this study answer the hypothesis statement. Which shows that digital marketing has a positive and significant effect on increasing the profits of Micro, Small and Medium Enterprises (MSMEs) in Tanggamus Regency.

Further research is suggested to be able to expand the analysis and improve the limitations that exist in this study, as well as increase the number of samples and data collection methods so as to obtain comprehensive results.

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The Effect of Roll Maintenance Costs on Kiln Machines on the Efficiency of Expenditure on PT. XYZ

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Abstract

PT. XYZ is a company engaged in the ceramics industry. One way maintenance is carried out on production machines is to use the cost of maintenance expenditure which aims to streamline and expedite the production process of both quality and quantity. In this study the cost pemeliharaan yang done is on a production machine roller kiln kiln mainly because if not maintained can quickly roll the kiln was dirty and broken so that it can directly increase the cost of expenditures (the smaller the efficiency of expenditures) for the purchase of a new kiln roll to replace the roll kiln dirty and broken. The method used in this study to determine the effect of roller kiln maintenance costs on the efficiency of spending is a statistic that is a quantitative method with simple linear regression (two variables). From the research results obtained regression equation $y = 0.379 + 1.110 X$ diliat coefficients table from SPSS, Efficiency of expenditure will be worth 0.379 if the company no roll maintenance costs. Each one-time increase in the cost of engine maintenance roll kiln then the efficiency corporate spending rose by 1.110. The cost of engine maintenance roll kilns have strong relationships with significant spending efficiency by 97.9% results from SPSS can diliat model summary table, the efficiency of spending can be influenced by other factors is the use of EUT. Average roll kiln is unplugged as much as 105.73 in round roll 106 at a price of Rp 300,000 a roll when not using the average maintenance cost per month can pay for purchases of new roll of $106 \times 300\,000 = 31.8$ million. If using the maintenance costs (usage Grinding stone) at a price of Grinding stones, Rp. 1.800.000 to clean up the dirty roll kiln as many as 100-150 stems roll is clearly more efficient in spending compared With no use of maintenance costs.

Keywords: engine maintenance costs, the efficiency of spending.

JEL Classification: L21, L78, M1, M2.

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I. Introduction

Production machines are one of the supporting tools to complete a job effectively and efficiently. A machine or equipment can be said to be damaged if the machine cannot perform its function properly, one of the causes of damage to a machine is human error that does everything outside the regulations that should be included in operating a machine. Damage to a machine will usually cause losses for the company due to the cessation of the production process to repair the machine. To avoid this, it is very important for the maintenance or maintenance department to design a maintenance schedule to minimize damage.

Machine maintenance is an activity carried out to maintain and maintain a machine or equipment by seeking repair or replacement of damaged components so that they remain in a condition ready to be operated properly so that production can run according to plan.

In PT. XYZ in kil engine components n roll parts is an item that is often damaged (broken) this is one of the wastes that must be overcome immediately so that the company can reduce the cost of paging, especially in the kiln engine, which has been carried out so far, the maintenance of the roll kiln that has been carried out has not been optimal, because the dirty roll in each month is still relatively high which can make the roll kiln damaged / broken.

Identify problems, namely:

1. Prevention methods so that the roll does not get dirty and damaged (broken) quickly
2. The importance of the role of kiln machine maintenance (roll kiln)

In this study, the author solved the problem so that the research did not deviate from the direction and purpose, and it can be known to what extent the research results can be utilized. These limitations include the following:

1. Maintenance is carried out to achieve efficiency in expenditure costs by means of roll maintenance on the kiln (grinda roll) machine.
2. Maintenance is carried out by grinding roll (the use of grinding stone) so that it can facilitate the activities of the production process.

Based on the above, the author formulates the problem as follows:

1. How to maintain a roll on a good kiln machine for efficiency of expenses costs
2. How much effect does roll maintenance have on kiln machines on the efficiency of expenditure costs

II. Material and Method

This research is a type of kuantitative research with causal associative research methods. Causal associative research is research that aims to analyze the relationship between one variable and a variable.

Operational Variables :

1. Room requirements are the existence of a room, equipment and room equipment that supports to increase work effectiveness.
2. Room facilities that include room facilities and equipment.
3. Room infrastructure includes several supporting factors including lighting, decoration, windows, air conditioning and color management. These factors are very important influence to increase the work efficiency of employees.
4. The effectiveness of work in a measure of time, that is, the officer will make good use of the time if at the time the officer will save and borrow medical records.
5. Work effectiveness in a measure of cost, namely, the costs needed for room purposes, especially medical record storage space, have very large benefits in order to support the smooth running of services while working.
6. The effectiveness of work in a measure of accuracy, namely, the medical record storage room has met all factors that include facilities and infrastructure, so that when the medical record officer who will store and borrow the medical record file can do it accurately and precisely.

To obtain the data needed for processing in answering the problems studied in the study, a population is needed as a reference in a study. Based on this explanation, the population in this study were employees or officers who were in the RSIA XYZ medical record room, starting from the medical records section, outpatient registration, inpatient registration and polyclinic nurses.

No.	Part	Sum
1	Medical Records	6
2	Outpatient registration officer	10
3	Inpatient registration officer	10
4	Polyclinic nurses	4
Sum		30

The technique in data collection used in this study is to use field *research (field research)*, which is a data collection technique by researching or looking directly at the object under study with the intention of obtaining primary data, through: Observation, Questionnaire (*questionnaire*), and *Literature research (Libary research)*.

The instruments that need to be made, namely:

1. Instruments for measuring Spatial Planning.
 - a. Layout:
 - Physical condition of the room
 - Outpatient/inpatient registration layout and medical record room.

- The distance of the storage cabinets of one and the other.
- The location of the arrangement of office tools.
- Arrangement of the workbench.
- Location of medical records room and polyclinic
- b. Air Conditioning :
 - Air condition in the room
 - Commonly used temperature.
 - Air circulation in the room.
 - Air humidity in the storage room
- c. Color Layout :
 - Air condition in the room
 - Color harmony of office tools.
 - The color of the floor of the room.
 - Color harmony of storage cabinets.
- d. Lighting System
 - Light layout.
 - Lighting that suits your needs.
- 2. Instruments for measuring the effectiveness of work.
 - a. Timeliness
 - The time it takes to prepare the file.
 - The time required when servicing patient admissions.
 - The time required when transporting the patient to the polyclinic
 - The time it takes to save the medical record file.
 - The time it takes to record new patients.
 - b. Operational Cost Efficiency
 - Costs for the maintenance of storage space.
 - Costs for office stationery.
 - The cost of patient service needs.
 - Operational costs for insurance coverage patients.
 - c. Accuracy/ Accuracy
 - Accuracy of data inputting system
 - The accuracy of the file storage system.
 - d. Job Targets :
 - Services that have been provided.
 - Smooth data service.
 - The storage system that has been run.
 - Smooth service in the medical record room.

Instrument trial results, tested through Data Validity and Data Reliability.

Data analysis techniques, through Descriptive Statistics, Analysis Requirements Test, Product Moment Correlation Analysis, Coefficient of Determination Analysis, Simple Linear Regression, and Statistical Hypothesis Test/"t" Test.

III. Results and Discussion

Validity tests are used to show the level of validity of research instruments meaning that instruments can be used to measure what should be measured. His decision on items/ items per realization can be considered valid where the result exceeds 0.30 ($r_s > 0.30$).

The results of the reliability test on the questionnaire for the implementation of spatial planning and work effectiveness obtained reliability coefficients (r_{11}) of 0.972 and 0.982, respectively. So that the entire questionnaire can be declared reliable.

The results of the normality test can be ascertained that the model used is normally distributed, since the curve above forms a bell whose two sides widen to infinity.

Analysis of the Effect of Spatial Implementation on Work Effectiveness obtained a pearson correlation value between spatial implementation and work effectiveness of 0.992. Thus it can be concluded that between the variables of spatial implementation and work effectiveness have a strong influence. And the magnitude of the influence of work effectiveness variables, can be influenced by the implementation of spatial planning by 98.41%.

The t-test between spatial implementation and work effectiveness can be known whether in fact the implementation of spatial planning has a positive influence on work effectiveness, and the calculation results obtained are $dk = n-2 = 30-2 = 28$, then a t_{table} of 1,701 is obtained. So the effect of spatial planning implementation (X) on the effectiveness of work (Y) in the t test, obtained the calculation results of $41.134 > t_{table}$ 1.701. Because the calculation of $> t_{table}$, $H_0 =$ rejected and $H_1 =$ accepted, with the implementation of spatial planning has a significant positive influence on work effectiveness

IV. Conclusion

The conclusions of the study on the influence of spatial implementation on the effect of work activities on RSIA XYZ are as follows; The implementation of spatial planning has a positive and very real effect on work effectiveness in the RSIA XYZ medical record room. Based on the results of the study described in the previous chapter, the results of the hypothesis obtained the regression equation : $Y = 7.686 + 1.142X$, which means that if the spatial implementation variable (X) is zero, then the value of the work effectiveness variable (Y) is 7.686. And every increase in the implementation of spatial planning by one unit, the effectiveness of work will increase by 1,142 units. And from the results of the analysis with the help of the SPSS 16.0 program, the value of the correlation coefficient of 0.992 was obtained and the result of calculating the coefficient of determination (R^2) = 0.984. From the calculation results of the coefficient of determination of 98.41%, which shows the magnitude of the employee work effectiveness rate of 98.41% influenced by spatial planning while 1.59% was influenced

by other factors that were not explained in this study. Based on the descriptive results of the percentage, it can be known that the variables of spatial implementation have a positive and significant effect on the effectiveness of employee work as evidenced by $t\text{-count} = 41.134$ and $t\text{-table} = 1.701$ which means that $t\text{-count} > t\text{-table}$ so that an increase in the implementation of spatial planning will increase employee work effectiveness

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Abstract

PT. XYZ is a company engaged in the ceramics industry. One way maintenance is carried out on production machines is to use the cost of maintenance expenditure which aims to streamline and expedite the production process of both quality and quantity. In this study the cost pemeliharaan yang done is on a production machine roller kiln kiln mainly because if not maintained can quickly roll the kiln was dirty and broken so that it can directly increase the cost of expenditures (the smaller the efficiency of expenditures) for the purchase of a new kiln roll to replace the roll kiln dirty and broken. The method used in this study to determine the effect of roller kiln maintenance costs on the efficiency of spending is a statistic that is a quantitative method with simple linear regression (two variables). From the research results obtained regression equation $y = 0.379 + 1.110 X$ diliat coefficients table from SPSS, Efficiency of expenditure will be worth 0.379 if the company no roll maintenance costs. Each one-time increase in the cost of engine maintenance roll kiln then the efficiency corporate spending rose by 1.110. The cost of engine maintenance roll kilns have strong relationships with significant spending efficiency by 97.9% results from SPSS can diliat model summary table, the efficiency of spending can be influenced by other factors is the use of EUT. Average roll kiln is unplugged as much as 105.73 in round roll 106 at a price of Rp 300,000 a roll when not using the average maintenance cost per month can pay for purchases of new roll of $106 \times 300\,000 = 31.8$ million. If using the maintenance costs (usage Grinding stone) at a price of Grinding stones, Rp. 1.800.000 to clean up the dirty roll kiln as many as 100-150 stems roll is clearly more efficient in spending compared With no use of maintenance costs.

Keywords: engine maintenance costs, the efficiency of spending.

JEL Classification: L21, L78, M1, M2.

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Chaerudin, A. R. . (2022). The Effect of Roll Maintenance Costs on Kiln Machines on the

I. Introduction

Production machines are one of the supporting tools to complete a job effectively and efficiently. A machine or equipment can be said to be damaged if the machine cannot perform its function properly, one of the causes of damage to a machine is human error that does everything outside the regulations that should be included in operating a machine. Damage to a machine will usually cause losses for the company due to the cessation of the production process to repair the machine. To avoid this, it is very important for the maintenance or maintenance department to design a maintenance schedule to minimize damage.

Machine maintenance is an activity carried out to maintain and maintain a machine or equipment by seeking repair or replacement of damaged components so that they remain in a condition ready to be operated properly so that production can run according to plan.

In PT. XYZ in kil engine components n roll parts is an item that is often damaged (broken) this is one of the wastes that must be overcome immediately so that the company can reduce the cost of paging, especially in the kiln engine, which has been carried out so far, the maintenance of the roll kiln that has been carried out has not been optimal, because the dirty roll in each month is still relatively high which can make the roll kiln damaged / broken.

Identify problems, namely:

1. Prevention methods so that the roll does not get dirty and damaged (broken) quickly
2. The importance of the role of kiln machine maintenance (roll kiln)

In this study, the author solved the problem so that the research did not deviate from the direction and purpose, and it can be known to what extent the research results can be utilized. These limitations include the following:

1. Maintenance is carried out to achieve efficiency in expenditure costs by means of roll maintenance on the kiln (grinda roll) machine.
2. Maintenance is carried out by grinding roll (the use of grinding stone) so that it can facilitate the activities of the production process.

Based on the above, the author formulates the problem as follows:

1. How to maintain a roll on a good kiln machine for efficiency of expenses costs
2. How much effect does roll maintenance have on kiln machines on the efficiency of expenditure costs

II. Material and Method

This research is a type of kuantitative research with causal associative research methods. Causal associative research is research that aims to analyze the relationship between one variable and a variable.

Operational Variables :

1. Room requirements are the existence of a room, equipment and room equipment that supports to increase work effectiveness.
2. Room facilities that include room facilities and equipment.
3. Room infrastructure includes several supporting factors including lighting, decoration, windows, air conditioning and color management. These factors are very important influence to increase the work efficiency of employees.
4. The effectiveness of work in a measure of time, that is, the officer will make good use of the time if at the time the officer will save and borrow medical records.
5. Work effectiveness in a measure of cost, namely, the costs needed for room purposes, especially medical record storage space, have very large benefits in order to support the smooth running of services while working.
6. The effectiveness of work in a measure of accuracy, namely, the medical record storage room has met all factors that include facilities and infrastructure, so that when the medical record officer who will store and borrow the medical record file can do it accurately and precisely.

To obtain the data needed for processing in answering the problems studied in the study, a population is needed as a reference in a study. Based on this explanation, the population in this study were employees or officers who were in the RSIA XYZ medical record room, starting from the medical records section, outpatient registration, inpatient registration and polyclinic nurses.

No.	Part	Sum
1	Medical Records	6
2	Outpatient registration officer	10
3	Inpatient registration officer	10
4	Polyclinic nurses	4
Sum		30

The technique in data collection used in this study is to use field *research (field research)*, which is a data collection technique by researching or looking directly at the object under study with the intention of obtaining primary data, through: Observation, Questionnaire (*questionnaire*), and *Literature research (Libary research)*.

The instruments that need to be made, namely:

1. Instruments for measuring Spatial Planning.
 - a. Layout:
 - Physical condition of the room
 - Outpatient/inpatient registration layout and medical record room.

- The distance of the storage cabinets of one and the other.
- The location of the arrangement of office tools.
- Arrangement of the workbench.
- Location of medical records room and polyclinic
- b. Air Conditioning :
 - Air condition in the room
 - Commonly used temperature.
 - Air circulation in the room.
 - Air humidity in the storage room
- c. Color Layout :
 - Air condition in the room
 - Color harmony of office tools.
 - The color of the floor of the room.
 - Color harmony of storage cabinets.
- d. Lighting System
 - Light layout.
 - Lighting that suits your needs.
- 2. Instruments for measuring the effectiveness of work.
 - a. Timeliness
 - The time it takes to prepare the file.
 - The time required when servicing patient admissions.
 - The time required when transporting the patient to the polyclinic
 - The time it takes to save the medical record file.
 - The time it takes to record new patients.
 - b. Operational Cost Efficiency
 - Costs for the maintenance of storage space.
 - Costs for office stationery.
 - The cost of patient service needs.
 - Operational costs for insurance coverage patients.
 - c. Accuracy/ Accuracy
 - Accuracy of data inputting system
 - The accuracy of the file storage system.
 - d. Job Targets :
 - Services that have been provided.
 - Smooth data service.
 - The storage system that has been run.
 - Smooth service in the medical record room.

Instrument trial results, tested through Data Validity and Data Reliability.

Data analysis techniques, through Descriptive Statistics, Analysis Requirements Test, Product Moment Correlation Analysis, Coefficient of Determination Analysis, Simple Linear Regression, and Statistical Hypothesis Test/"t" Test.

III. Results and Discussion

Validity tests are used to show the level of validity of research instruments meaning that instruments can be used to measure what should be measured. His decision on items/ items per realization can be considered valid where the result exceeds 0.30 ($r_s > 0.30$).

The results of the reliability test on the questionnaire for the implementation of spatial planning and work effectiveness obtained reliability coefficients (r_{11}) of 0.972 and 0.982, respectively. So that the entire questionnaire can be declared reliable.

The results of the normality test can be ascertained that the model used is normally distributed, since the curve above forms a bell whose two sides widen to infinity.

Analysis of the Effect of Spatial Implementation on Work Effectiveness obtained a pearson correlation value between spatial implementation and work effectiveness of 0.992. Thus it can be concluded that between the variables of spatial implementation and work effectiveness have a strong influence. And the magnitude of the influence of work effectiveness variables, can be influenced by the implementation of spatial planning by 98.41%.

The t-test between spatial implementation and work effectiveness can be known whether in fact the implementation of spatial planning has a positive influence on work effectiveness, and the calculation results obtained are $dk = n-2 = 30-2 = 28$, then a t_{table} of 1,701 is obtained. So the effect of spatial planning implementation (X) on the effectiveness of work (Y) in the t test, obtained the calculation results of $41.134 > t_{table}$ 1.701. Because the calculation of $> t_{table}$, $H_0 =$ rejected and $H_1 =$ accepted, with the implementation of spatial planning has a significant positive influence on work effectiveness

IV. Conclusion

The conclusions of the study on the influence of spatial implementation on the effect of work activities on RSIA XYZ are as follows; The implementation of spatial planning has a positive and very real effect on work effectiveness in the RSIA XYZ medical record room. Based on the results of the study described in the previous chapter, the results of the hypothesis obtained the regression equation : $Y = 7.686 + 1.142X$, which means that if the spatial implementation variable (X) is zero, then the value of the work effectiveness variable (Y) is 7.686. And every increase in the implementation of spatial planning by one unit, the effectiveness of work will increase by 1,142 units. And from the results of the analysis with the help of the SPSS 16.0 program, the value of the correlation coefficient of 0.992 was obtained and the result of calculating the coefficient of determination (R^2) = 0.984. From the calculation results of the coefficient of determination of 98.41%, which shows the magnitude of the employee work effectiveness rate of 98.41% influenced by spatial planning while 1.59% was influenced

by other factors that were not explained in this study. Based on the descriptive results of the percentage, it can be known that the variables of spatial implementation have a positive and significant effect on the effectiveness of employee work as evidenced by $t\text{-count} = 41.134$ and $t\text{-table} = 1.701$ which means that $t\text{-count} > t\text{-table}$ so that an increase in the implementation of spatial planning will increase employee work effectiveness

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THE INFLUENCE OF LEADERSHIP, WORKLOAD AND WORK ENVIRONMENT ON THE WORK MOTIVATION OF EMPLOYEES OF THE PERSONNEL AGENCY AND RESOURCE DEVELOPMENT HUMAN SOUTH COAST DISTRICT

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Abstract

This study aims to determine the effect of leadership, workload and work environment on work motivation employees of Agency For Personnel and Human Resources Development Agency (BKPSDM) Pesisir Selatan Regency. The method used in this research is quantitative research with survey and descriptive approach. The population in this study were employees of Agency For Personnel and Human Resources Development Agency (BKPSDM) Pesisir Selatan Regency. The sample used was 48 people using saturated sampling technique. The data analysis technique is multiple linear regression. The results showed that: (1) Leadership has a positive and significant effect on work motivation employees, (2) Workload has a negative and significant effect on work motivation, (3) Work environment has a positive and significant effect on work motivation employees.

Keywords: Leadership, Workload, Work Environment, Work Motivation.

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I. Introduction

Important assets in operational activities and the achievement of the vision and mission of the organization, one of which is in employees, so employee work motivation is considered to play a very important role in achieving organizational goals. Motivation in organizational management is aimed generally at HR and in particular to the community. However, the issue of motivation is more towards morale and the potential to work more productively in achieving organizational goals.

According to Darmawan (2013), motivation is the encouragement to be active and move so that a person acts in accordance with the achievement of the goal. Motivation is considered important because it is able to encourage and support employees to be willing to work hard and have enthusiasm to work optimally. Aldi & Susanti (2019) stated that the motivation given to employees is a foundation that is able to cause a sense of discipline for their work. Motivation is one of the ways to influence his subordinates in improving the quality of their work so that organizational goals can be achieved.

Leadership is the dominant thing in the organization because not only does it plan or implement the course of the organization, but the leader also organizes the pegawai. One of the critical management problems at this time is leadership, because there are still leaders who are not able to carry out their duties properly, as well as leaders who are underappreciated by their subordinates. In addition to leadership, workload is the second factor that affects employee motivation. Workload is the amount of work carried by employees or the result of multiplying the volume of work by the norm of time. A conducive work environment is the third factor that is suspected to affect and decrease employee work motivation. Heriati et al. (2016) in their research found that the work environment has a strong influence in creating optimal work motivation. A good leadership style is a leadership style that dapat gives work motivation to his subordinates. Widyatmini and Hakim. (Junaidi, Susanti, High, Eknomi, & Kbp, 2017)

The Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency is a regional apparatus organization with its main duties under the Regent who assists in the implementation of work in the field of personnel and management of apparatus resources in the South Coast Regency. The phenomenon related to the decrease in motivation observed by researchers, namely that there are still employees who do not understand work procedures so that the results of work are not optimal. Researchers also conducted a preliminary survey on employees where employee responses related to work motivation were dominated by the perception of respondents who gave "No" answers by 60% and "Yes" answers by 40%. This is known from the results of collecting survey data as follows:

Table 1.

Respondents' Perceptions of Work Motivation of BKPSDM Employees of the South CoastAI District in 2021

No	Indicators	Respondents' Responses		Percentage (%)	
		Yes	Not		
1	Compensation compliance with workloads	6	9	40	60
2	Availability of job security guarantees	5	10	33	67
3	Availability of a clear procedure	7	8	47	53
4	The existence of an impact on the results of the work	6	9	40	60
5	The existence of career development	7	8	47	53
Average				40	60

Source: Processed Data, 2021.

In addition, problems related to work motivation can be seen from the results of observations about work motivation in BKPSDM employees, namely: (1) there is still a discovery of completing routine tasks in service by employees who experience delays, (2) lack of sense of responsibility of employees at work, for example, many files are not found because of the employee's low certainty about its implementation, (3) low quality of service and seemingly unprofessional, and (4) the low attendance rate of the employees proved by the employee's delay, violating the rules of rest and returning which is not in accordance with the schedule specified. The problem also lies in the attendance rate of BKPSDM employees is still not in line with expectations, namely from the number of all employees only 88%, while the expected target is above 90%. This indicates that BKPSDM needs to evaluate employee work motivation so that organizational goals can be achieved optimally.

To make things easier in this study, researchers limited the variables of leadership, workload, and work environment. From the description of this background, researchers are interested in knowing the influence of leadership, workload and work environment on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency.

Hypothesis Development

Leaders play an important role in creating work motivation in employees, meaning that the application of leadership is important in work motivation because work motivation requires support from leaders, therefore leaders must know the needs of employees and organizations so that more effective cooperation can be established (Akadely, 2017). In line with the opinion of Ningsih (2017) states that one of the factors that influence motivation is the leadership of a leader. In accordance with the results of research by Alhudhori & Aldino (2017) that leadership affects work motivation.

H₁: It is suspected that leadership has a positive and significant effect on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of South Coast District.

Tarwaka (2011) explained that workload arises due to the interaction of demands for tasks in the work environment used as a workplace, work skills, and employee perceptions. The workload should be evenly distributed so that the division of labor becomes fairer. However, the fairness of the workload does not mean that every employee has the same workload in the organization. The provision of workload should be adjusted to the expertise and needs of the employee. Excess workload triggers a decrease in employee morale and motivation so that it becomes one of the causes of work fatigue. However, if the employee considers that every job charged to him is a responsibility, the workload is not felt when the employee completes his duties (Hariyono et al. in Azwar & Siswanto, 2015). This is supported by the latest research by Jawad & Iqbal (2018) showing that there is a significant influence between workload on work motivation.

H₂: It is suspected that the workload has a positive and significant effect on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of South P-District.

The work environment includes both the physical work environment and the non-physical environment. A good work environment such as adequate facilities, sufficient lighting, maintained cleanliness, tranquility, security guarantees and the presence of good work connections will make employees feel comfortable at work so that the motivation to complete work will also increase. Sutrisno (2013), stated that the work environment can increase employee work passion or work motivation. Research by Warouw et al. (2017) proved that the work environment has a significant effect on work motivation. Likewise in the research of Prakoso et al. (2014) found that the work environment has a significant effect on work motivation which means that a good work environment will motivate employees at work.

H₃: It is suspected that the work environment has a positive and significant effect on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency

II. Material and Method

Data and Samples

This research is of quantitative type. In this study, the population was the staff of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency based on the field of workers totaling 48 people. Researchers used a *nonprobability sampling* technique, namely saturated sampling as a sampling technique

where all employees in the population were taken into research samples. Therefore, the number of research samples was 48 respondents

Variable Operational Definition

Operational explanations and indicators of many studies are found in such tables as:

Table 2.
Variable Operations

Variable	Indicators	Source	Scale
Leadership	1. Autocratic type	Sutikno (2014)	<i>Likert</i> (1-5)
	2. Free control type		
	3. Democratic type		
Workload	1. Time <i>load</i>	Tarwaka (2011)	<i>Likert</i> (1-5)
	2. Mental <i>effort load</i>		
	3. Psychological <i>stress load</i>		
Working environment	1. Employee relations	Sunyoto (2015)	<i>Likert</i> (1-5)
	2. Noise level		
	3. Work regulations		
	4. Lighting		
	5. Air circulation		
	6. Security		
Work motivation	1. Physiological needs	Maslow in Priansa (2014)	<i>Likert</i> (1-5)
	2. The need for a sense of security		
	3. Social needs		
	4. The need for self-esteem or recognition		
	5. The need for self-actualization		

Data Analysis Techniques

The data analysis technique of this study consists of instrument validity and reliability tests, descriptive analysis of variables, classical assumption tests and multiple linear regression analysis. Testing the research hypothesis using the t test

III. Results and Discussion

Validity Test

Table 3.
Hasil Test Validity of Leadership Variables(X₁)

Items	Corrected Item-Total Correlation (r calculate)	Information
X1.1	0,641	Valid

X1.2	0,739	Valid
X1.3	0,742	Valid
X1.4	0,725	Valid
X1.5	0,738	Valid
X1.6	0,742	Valid
X1.7	0,688	Valid
X1.8	0,670	Valid
X1.9	0,676	Valid

Source: Processed primary data, 2021.

Based on Table 3 above, all statements of the leadership variable(X_1) are declared valid because the *corrected value of the item-total correlation*(r) is greater than the table r (0.284) so that it can be used for subsequent testing.

Table 4.
Workload Variable Validity Test Results(X_2)

Items	<i>Corrected Item-Total Correlation (r calculate)</i>	Information
X2.1	0,781	Valid
X2.2	0,773	Valid
X2.3	0,770	Valid
X2.4	0,819	Valid
X2.5	0,800	Valid
X2.6	0,627	Valid
X2.7	0,660	Valid
X2.8	0,625	Valid
X2.9	0,656	Valid

Source: Processed primary data, 2021.

Based on Table 4 above, all workload variable statements (X_2) are declared valid because the *corrected item-total correlation*(r) value is greater than the table r (0.284) so that it can be used for subsequent testing.

Table 5.
Work Environment Variable Validity Test Results(X₃)

Items	<i>Corrected Item-Total Correlation (r calculate)</i>	Information
X3.1	0,693	Valid
X3.2	0,594	Valid
X3.3	0,647	Valid
X3.4	0,611	Valid
X3.5	0,632	Valid
X3.6	0,675	Valid
X3.7	0,513	Valid
X3.8	0,660	Valid
X3.9	0,507	Valid
X3.10	0,455	Valid
X3.11	0,486	Valid
X3.12	0,383	Valid

Source: Processed primary data, 2021.

Based on Table 5 above, all statements of work environment variables (X₃) are declared valid because the *corrected value of the item-total correlation*(r) is greater than the r of the table (0.284) so that it can be used for subsequent testing.

Table 6.
Work Motivation Variable Validity Test Results(Y)

Items	<i>Corrected Item-Total Correlation (r calculate)</i>	Information
Y.1	0,750	Valid
Y.2	0,702	Valid
Y.3	0,709	Valid
Y.4	0,808	Valid
Y.5	0,343	Valid
Y.6	0,603	Valid
Y.7	0,677	Valid
Y.8	0,669	Valid
Y.9	0,498	Valid

Y.10	0,500	Valid
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Source: Processed primary data, 2021.

Based on Table 6 above, all statements of the work motivation variable (Y) are declared valid because the *corrected value of the item-total correlation*(r count) is greater than the table r (0.284) so that it can be used for subsequent testing.

Reliability Test

The reliability test according to Ghozali (2016), is a measure of the consistency of the research measuring instrument, the basis of the analysis is if the value of *cronbach alpha* > 0.7, then the measuring instrument is consistent or reliable. The reliability test can be seen in Table 7 below:

Table 7.
Reliability Test Results

Variable	Cronbach Alpha	Number of Items
Leadership (X ₁)	0,915	Reliable
Workload (X ₂)	0,922	Reliable
Working environment (X ₃)	0,879	Reliable
Work motivation (Y)	0,886	Reliable

Source: Processed primary data, 2021.

From the presentation of the table above, all research variables are declared reliable, where the results of the reliability test calculations, each variable of which shows that *Cronbach Alpha* is greater than 0.7. This means that the entire variable can be used for further data processing.

Descriptive Analysis

Table 8.
Descriptive Leadership (X₁)

No.	Alternative Answers										Mea n	TCR	Ket
	SS		S		N		TS		STS				
	Fi	%	Fi	%	Fi	%	F	%	Fi	%			
i													

Autocratic type

1	1	27,	2	50	6	12,5	5	10,	-	-	3,94	78,8	Good Enough
	3	1	4					4					
2	1	27,	2	41,	9	18,8	6	12,	-	-	3,83	76,6	Good Enough
	3	1	0	7				5					
3	3	6,3	3	70,	6	12,5	5	10,	-	-	3,73	74,6	Good Enough
			4	8				4					
											3,83	76,6	Good Enough
Free control type													
4	2	43,	1	39,	3	6,3	5	10,	-	-	4,17	83,4	Good
	1	8	9	6				4					
5	1	33,	2	43,	7	14,6	4	8,3	-	-	4,02	80,4	Good
	6	3	1	8									
6	1	39,	1	33,	6	12,5	7	14,	-	-	3,98	79,6	Good Enough
	9	6	6	3				6					
											4,06	81,2	Good
Democratic type													
7	1	37,	2										Good
	8	5	4	50	2	4,2	4	8,3	0	0	4,17	83,4	
8	1	37,	2	43,									Good
	8	5	1	8	9	18,8	0	0	0	0	4,19	83,8	
9	2	43,	1	31,									Good
	1	8	5	3	10	20,8	2	4,2	0	0	4,15	83	
											4,17	83,4	Good
											4,02	80,4	Good

Source: Processed primary data, 2021.

Based on Table 8, it can be seen that the average respondent's response to the leadership variable was at 4.02 with a Respondent Achievement Rate (TCR) of 80.4%, which means **it is good**. Based on table 8, information was also obtained that the lowest TCR was in the autocratic type indicator worth 76.6% with an average score of 3.83, the free control type indicator had a TCR of 81.2% with an average score of 4.06. Indicators of the democratic type have the highest TCR of 83.4% with an average score of 4.17.

Thus, the leadership in the BKPSDM of Pesisir Selatan Regency needs to be maintained so that work motivation increases.

Table 9.
Workload Descriptive (X₂)

No.	Alternative Answers										Mean	TCR	Ket
	SS		S		N		TS		STS				
	Fi	%	Fi	%	Fi	%	F	%	Fi	%			
<i>Time load</i>													
1	1	27,	2	54,	8	16,7	1	2,1	0	0	4,06	81,2	Good
	3	1	6	2									
2	1	37,	1	39,	9	18,8	2	4,2	0	0	4,1	82	Good
	8	5	9	6									
3	1	37,	2	54,	4	8,3	0	0	0	0	4,29	85,8	Good
	8	5	6	2									
											4,15	83	Good
<i>Mental effort load</i>													
4	1	37,	2	41,									Good
	8	5	0	7	10	20,8	0	0	0	0	4,17	83,4	
5	1	33,	1	37,									Good
	6	3	8	5	14	29,2	0	0	0	0	4,04	80,8	
6	1	29,	2										Good
	4	2	4	50	9	18,8	1	2,1	0	0	4,06	81,2	
											4,09	81,8	Good
<i>Psychological stress load</i>													
7	1	27,	2	60,	6	12,5	0	0	0	0	4,15	83	Good
	3	1	9	4									
8	1	20,	2	56,	11	22,9	0	0	0	0	3,98	79,6	Good
	0	8	7	3									Enough

9	8	16,	3	66,	7	14,6	1	2,1	0	0	3,98	79,6	Good Enough
		7	2	7							4,04	80,7	Good
											4,09	81,8	Good

Source: Processed primary data, 2021.

Table 9 shows information about workloads in the South Coast District BKPSDM. The descriptive test results explained that the workload variable TCR of 81.8% with an average score of 4.09 was in the good category. Indikator time *load* has the highest TCR of 83.3% with an average score of 4.15. The lowest TCR is in the psychological *stress load* indicator of 80.7% with an average score of 4.04. Thus, BKPSDM employees of Pesisir Selatan Regency need to better adjust their workload so that work motivation increases.

Table 10.

Descriptive Work Environment (X_3)

No.	Alternative Answers										Mean	TCR	Ket
	SS		S		N		TS		STS				
	Fi	%	Fi	%	Fi	%	Fi	%	Fi	%			
Employee relations													
1	10	20,8	17	35,4	18	37,5	3	6,3	0	0	3,71	74,2	Good Enough
2	9	18,8	21	43,8	15	31,3	3	6,3	0	0	3,75	75	Good Enough
											3,73	74,6	Good Enough
Noise level													
3	14	29,3	23	47,9	7	14,6	4	8,3	0	0	3,98	79,6	Good Enough
4	7	14,6	30	62,5	9	18,8	2	4,2	0	0	3,88	77,6	Good Enough
											3,93	78,6	Good Enough

Work regulations													
5	6	12,5	27	56,3	12	25	3	6,3	0	0	3,75	75	Good Enough
6	10	20,8	19	39,6	16	33,3	3	6,3	0	0	3,75	75	Good Enough
											3,75	75	Good Enough
Lighting													
7	13	27,1	18	37,5	16	33,3	1	2,1	0	0	3,90	78	Good Enough
8	13	27,1	26	54,2	8	16,7	1	2,1	0	0	4,06	81,2	Good
											3,98	79,6	Good Enough
Air circulation													
9	7	14,6	28	58,3	13	27,1	0	0	0	0	3,88	77,6	Good Enough
10	5	10,4	26	54,2	17	35,4	0	0	0	0	3,75	75	Good Enough
											3,82	76,3	Good Enough
Security													
11	3	6,3	32	66,7	13	27,1	0	0	0	0	3,79	75,8	Good Enough
12	2	4,2	35	72,9	11	22,9	0	0	0	0	3,81	76,2	Good Enough
											3,80	76	Good Enough
											3,83	76,6	Good Enough

Source: Processed primary data, 2021.

Table 10 shows information about the work environment in the BKPSDM of Pesisir Selatan District. The results of the descriptive test explained that the TCR of the work environment variable of 76.6% with an average score of 4.09 was in the fairly good category. The h ubungan employee indicator has the lowest TCR of 74.6% with an average score of 3.73. The lighting indicator has the highest TCR of 79.6% with an average score of 3.98. Thus, BKPSDM employees of Pesisir Selatan Regency still need to create conducive environmental conditions so that work motivation is increased.

Table 11.
Descriptive Work Motivation (Y)

No.	Alternative Answers										Mean	TCR	Ket
	SS		S		N		TS		STS				
	Fi	%	Fi	%	Fi	%	F	%	Fi	%			
Physiological needs													
1	14	29,2	20	41,7	10	20,8	4	8,3	0	0	3,92	78,4	Good Enough
2	20	41,7	17	35,4	6	12,5	5	10,4	0	0	4,08	81,6	Good
											4,04	80,0	Good
The need for a sense of security													
3	14	29,2	26	54,2	6	12,5	2	4,2	0	0	3,98	79,6	Good Enough
4	11	22,9	28	58,3	6	12,5	3	6,3	0	0	3,83	76,6	Good Enough
											3,91	78,1	Good Enough
Social needs													
5	12	25	20	41,7	12	25	4	8,3	0	0	3,83	76,6	Good Enough
6	12	25	25	52,1	10	20,8	1	2,1	0	0	4,00	80	Good

											3,92	78,3	Good Enough
The need for self-esteem or recognition													
7	17	35,4	24	50	6	12,5	1	2,1	0	0	4,19	83,8	Good
8	17	35,4	20	41,7	8	16,7	3	6,3	0	0	4,06	81,2	Good
											4,13	82,5	Good
The need for self-actualization													
9	10	20,8	30	62,5	8	16,7	0	0	0	0	4,04	80,8	Good
10	6	12,5	33	68,8	8	16,7	1	2,1	0	0	3,92	78,4	Good Enough
											3,98	79,6	Good Enough
											4,01	80,2	Good

Source: Processed primary data, 2021.

Table 11 shows information on work motivation in the BKPSDM of Pesisir Selatan District. The results of the descriptive test explained that the TCR of the work motivation variable of 80.2% with an average score of 4.01 was in the good category. The indicator of security needs has the lowest TCR of 78.1% with an average score of 3.9. The indicator of the need for self-esteem or recognition has the highest TCR of 82.5% with an average score of 4.13. Thus, BKPSDM employees of Pesisir Selatan Regency need to maintain and even increase employee work motivation.

Test of Classical Assumptions

Normality Test

Table 12.

One-Sample Kolmogorov-Smirnov Test

Kolmogorov-Smirnov Z test	Unstandarize Residual
Kolmogorov-Smirnov Z	0,514
Asymp. Sig. (2-tailed)	0,955

Source: Processed primary data, 2021.

From Table 12 above, it can be clearly seen, from the results of this normality, the variabof leadership, workload, and work environment has an *asympt.sig (2 tailed)* value of $0.955 > 0.05$. Then it can be concluded that all variables in this study are normally distributed, thus the classical assumptions about normally distributed data have been met.

Multicholnearity Test

Table 13.
Multicholnearity Test

Variable	Collinearity Statistics	
	Tolerance	VIF
Leadership	0,439	2,280
Workload	0,925	1,081
Working environment	0,463	2,162

Source: Processed primary data, 2021.

In Table 13, it can be seen that each independent variable used has a *Tolerance* value above 0.10. Meanwhile, *the variance inflation factor (VIF)* value is below 10 so that it can be concluded that leadership, workload, and work environment have been free from the symptoms of multicollinearity so that further data processing stages can be carried out immediately.

Heterochemedasticity Test

Table 14.
Glejser Test

Variable	Sig.
Leadership	0,870
Workload	0,206
Working environment	0,224

Source: Processed primary data, 2021.

From Table 14 above, it can be seen that leadership, work ethics, and work environment have significance values above 0.05 so it can be concluded that all variables do not occur heteroskedasticity.

Multiple Linear Regression Analysis

Table 15.

Multiple Linear Regression Results

Constants and Free Variables	Regression Coefficient	Significant	Information
(Constant)	25,291	0,000	-
Leadership	0,411	0,000	Influential
Workload	-0,377	0,011	Influential

Source: Processed primary data, 2021.

Based on the regression results from Table 15 above, the multiple linear regression equations can be determined in this study as follows:

$$Y = 25.291 + 0.411 X_1 - 0.377 X_2 + 0.300 X_3$$

The interplay over the regression equation obtained is as follows:

1. The constant of 25,291 states that if the leadership variables (X_1), workload (X_2) and work environment (X_3) are considered constant or ignored, then work motivation (Y) is as much as 25,291.
2. The leadership regression coefficient (X_1) is 0.411 meaning that if another independent variable has a fixed value and leadership increases by 1 unit of weight, then work motivation will increase by 0.411, and vice versa. A positive coefficient means that leadership has a positive impact on the motivation of the staffing of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency.
3. The workload regression coefficient (X_2) is -0.377 meaning that if another independent variable has a fixed value and the workload increases by 1 unit of weight, then work motivation will decrease by 0.377, and vice versa. The negative coefficient means that the workload negatively affects the work motivation of the staffing of the Civil Service and Human Resources Development Agency (BKPSDM) of The South Coast District.
4. The regression coefficient of the work environment (X_3) is 0.300 meaning that if other independent variables have a fixed value and the work environment has an increase of 1 unit of weight, then work motivation will increase by 0.300, and vice versa. A positive coefficient means that the work environment has a positive effect

on the work motivation of the staff of the Personnel and Human Resources Development Agency (BKPSDM) of Pesisir Sela tan Regency.

Hypothesis Test

T-test (Partially)

Table 16.

T test

Free Variables	t_{count}	t_{table}	Sig.	Conclusion
Leadership	3,798	2.015	0,870	H1 accepted
Workload	-4,109	2.015	0,206	H2 accepted
Working environment	2,666	2.015	0,224	H3 accepted

Source: Processed primary data, 2021.

Based on the results of the partial t-test table above, the analysis can be carried out as follows:

1. The Influence of Leadership on Work Motivation

Based on Table 4.19, a leadership regression coefficient of 0.411 and a calculated t value $> t_{of\ the\ table}$ ($3.798 > 2.015$) with a significance of $0.000 < \alpha < 0.05$, then H₁ is accepted. It can be concluded that leadership has a positive and significant effect on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency. That is, the better the leadership, the more work motivation increases. On the contrary, the less good the leadership, the more work motivation decreases.

2. The Effect of Workload on Work Motivation

Table 4.19 shows the value of the workload regression coefficient of -0.377 and the calculated t value $> t_{of\ the\ table}$ ($-4.109 > 2.015$) with a significance of $0.000 < \alpha < 0.05$, then H₂ is accepted. It can be concluded that workload has a negative and significant effect on the work motivation of employees of the Employee Development and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency. That is, the higher the workload, the more work motivation decreases. Conversely, the lower the workload, the more work motivation increases.

3. The Effect of the Work Environment on Work Motivation

From Table 4.19 obtained the value of the regression coefficient of the working environment of -0.300 and the calculated t value $> t_{of\ the\ table}$ ($2.666 > 2.015$) with a significance of $0.011 < 0.05\alpha$, then H₃ is accepted. It can be concluded that the work

environment has a positive and significant impact on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency. That is, the better the work environment, the more work motivation will increase. Conversely, the lower the work environment, the lower the work motivation

The Influence of Leadership on Work Motivation

Based on the results of data analysis, it is further in accordance with the hypothesis proposed that leadership affects the work motivation of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency. This suggests that the motivation of the work can be influenced by leadership.

The results of multiple regression analysis by conducting a t test obtained a *variable sig* value $X_1 = 0.000 < 0.05$ so that H_1 was accepted, which means that partial leadership has a positive and significant effect on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pantai Selatan Regency. That is, the better the leadership, the more work motivation increases. On the contrary, the less good the leadership, the more work motivation decreases.

Descriptive analysis shows that the leadership indicators that have the lowest TCR are autocratic types. This means that employees still feel the type of autocrats that are applied such as having to obey every command without discussing with employees, praise and criticism that are only based on employee considerations and never providing detailed information to employees make employees low work motivation. For this reason, it is necessary to make improvements and concerns towards autocratic type leadership so that employee work motivation can be increased.

This research is in line with research conducted by Akadely (2017) states that leadership has a positive effect on employee work motivation. Other research Uherman et al. (2017) shows that leadership is partially and simultaneously significantly significant to work motivation. In line with the research of Alhudhori & Aldino (2017) that leadership has a positive and significant effect on work motivation. In line with research conducted by Tueno (2016) states that leadership has a significant effect on work motivation.

The Effect of Workload on Work Motivation

Based on the results of data analysis, it is further in accordance with the hypothesis proposed that workload affects the work motivation of employees of the Civil Service and Development Agency (BKPSDM) of South Coast District. This shows that work motivation can be influenced by workload.

From the results of multiple regression analysis by conducting a t test, a *variable sig* value $X_2 = 0.000 < 0.05$ so that H_2 is accepted, yang means that partially the workload has a negative and significant effect on the work motivation of employees of the Civil

Service and Human Resources Development Agency (BKPSDM) of Pantai Selatan Regency. That is, the higher the workload, the more motivation to work sedecreases. Conversely, the lower the workload, the more work motivation increases.

The results of the descriptive analysis of the workload variable showed that the achievement of the lowest TCR value was *the psychological stress load*. This means that employees feel the high *psychological stress load* so that it needs to be adjusted so that the work motivation of employees of the South Coast Regency Personnel and Human Resources Development Agency (BKPSDM) is increasing.

In linewith the opinion of Hariyono et al in Azwar & Siswanto (2015) excessive workload can lead to a decrease in morale and motivation of nurses so that this becomes one of the reasons forwork fatigue. However, if the employee considers that all the work charged is a responsibility at work, then the burden is not felt when the employee completes his duties. This is supported by previous research conducted by Jawad & Iqbal (2018) showing that there is a significant influence between the influence of workload on work motivation. In line with the research of Hardono et al. (2019) stated that workload has a positive and significant effect on work motivation.

The Effect of the Work Environment on Work Motivation

The results of the analysis of the data results and in accordance with the hypothesis proposed, namely the work environment affects the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency. This shows that work motivation can be influenced by the work environment.

Based on the results of multiple regression analysis by conducting a t test, *a variable sig* value $X_3 = 0.011 < 0.05$ so that H_3 was received, which means that partially the work environment has a positive and significant effect on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pantai Selatan Regency. That is, the better the work environment, the more work motivation will increase. Conversely, the less good the work environment, the more work motivation decreases.

From the results of the descriptive analysis, it was found that the indicator that has the lowest TCR value of the work environment variable is employee relations. This means that employees feel thatthe relationship between colleagues, employees and leaders needs to be improved in order to create harmony in work and have an impact on increasing the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency.

This study is in line with the research of Warouw et al. (2017)proved that the work environment has a significant effect on work motivation. Likewise in the research of Prakoso et al. (2014)found that the work environment has a significant effect on work

motivation which means that a good work environment will motivate the pegawai at work.

IV. Conclusion

In the results of the research that has been carried out, the conclusion in this study is that the leadership has a positive and significant effect on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency. That is, the better the leadership, the more work motivation increases.

Workload has a negative and significant effect on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency, South Ir. That is, the higher the workload, the more work motivation decreases.

The work environment has a positive and significant effect on the work motivation of employees of the Personnel and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency. That is, the better the work environment, the more work motivation will increase.

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THE INFLUENCE OF LEADERSHIP, WORKLOAD AND WORK ENVIRONMENT ON THE WORK MOTIVATION OF EMPLOYEES OF THE PERSONNEL AGENCY AND RESOURCE DEVELOPMENT HUMAN SOUTH COAST DISTRICT

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Abstract

This study aims to determine the effect of leadership, workload and work environment on work motivation employees of Agency For Personnel and Human Resources Development Agency (BKPSDM) Pesisir Selatan Regency. The method used in this research is quantitative research with survey and descriptive approach. The population in this study were employees of Agency For Personnel and Human Resources Development Agency (BKPSDM) Pesisir Selatan Regency. The sample used was 48 people using saturated sampling technique. The data analysis technique is multiple linear regression. The results showed that: (1) Leadership has a positive and significant effect on work motivation employees, (2) Workload has a negative and significant effect on work motivation, (3) Work environment has a positive and significant effect on work motivation employees.

Keywords: Leadership, Workload, Work Environment, Work Motivation.

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I. Introduction

Important assets in operational activities and the achievement of the vision and mission of the organization, one of which is in employees, so employee work motivation is considered to play a very important role in achieving organizational goals. Motivation in organizational management is aimed generally at HR and in particular to the community. However, the issue of motivation is more towards morale and the potential to work more productively in achieving organizational goals.

According to Darmawan (2013), motivation is the encouragement to be active and move so that a person acts in accordance with the achievement of the goal. Motivation is considered important because it is able to encourage and support employees to be willing to work hard and have enthusiasm to work optimally. Aldi & Susanti (2019) stated that the motivation given to employees is a foundation that is able to cause a sense of discipline for their work. Motivation is one of the ways to influence his subordinates in improving the quality of their work so that organizational goals can be achieved.

Leadership is the dominant thing in the organization because not only does it plan or implement the course of the organization, but the leader also organizes the pegawai. One of the critical management problems at this time is leadership, because there are still leaders who are not able to carry out their duties properly, as well as leaders who are underappreciated by their subordinates. In addition to leadership, workload is the second factor that affects employee motivation. Workload is the amount of work carried by employees or the result of multiplying the volume of work by the norm of time. A conducive work environment is the third factor that is suspected to affect and decrease employee work motivation. Heriati et al. (2016) in their research found that the work environment has a strong influence in creating optimal work motivation. A good leadership style is a leadership style that dapat gives work motivation to his subordinates. Widyatmini and Hakim. (Junaidi, Susanti, High, Eknomi, & Kbp, 2017)

The Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency is a regional apparatus organization with its main duties under the Regent who assists in the implementation of work in the field of personnel and management of apparatus resources in the South Coast Regency. The phenomenon related to the decrease in motivation observed by researchers, namely that there are still employees who do not understand work procedures so that the results of work are not optimal. Researchers also conducted a preliminary survey on employees where employee responses related to work motivation were dominated by the perception of respondents who gave "No" answers by 60% and "Yes" answers by 40%. This is known from the results of collecting survey data as follows:

Table 1.

Respondents' Perceptions of Work Motivation of BKPSDM Employees of the South Coast District in 2021

No	Indicators	Respondents' Responses		Percentage (%)	
		Yes	Not		
1	Compensation compliance with workloads	6	9	40	60
2	Availability of job security guarantees	5	10	33	67
3	Availability of a clear procedure	7	8	47	53
4	The existence of an impact on the results of the work	6	9	40	60
5	The existence of career development	7	8	47	53
Average				40	60

Source: Processed Data, 2021.

In addition, problems related to work motivation can be seen from the results of observations about work motivation in BKPSDM employees, namely: (1) there is still a discovery of completing routine tasks in service by employees who experience delays, (2) lack of sense of responsibility of employees at work, for example, many files are not found because of the employee's low certainty about its implementation, (3) low quality of service and seemingly unprofessional, and (4) the low attendance rate of the employees proved by the employee's delay, violating the rules of rest and returning which is not in accordance with the schedule specified. The problem also lies in the attendance rate of BKPSDM employees is still not in line with expectations, namely from the number of all employees only 88%, while the expected target is above 90%. This indicates that BKPSDM needs to evaluate employee work motivation so that organizational goals can be achieved optimally.

To make things easier in this study, researchers limited the variables of leadership, workload, and work environment. From the description of this background, researchers are interested in knowing the influence of leadership, workload and work environment on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency.

Hypothesis Development

Leaders play an important role in creating work motivation in employees, meaning that the application of leadership is important in work motivation because work motivation requires support from leaders, therefore leaders must know the needs of employees and organizations so that more effective cooperation can be established (Akadely, 2017). In line with the opinion of Ningsih (2017) states that one of the factors that influence motivation is the leadership of a leader. In accordance with the results of research by Alhudhori & Aldino (2017) that leadership affects work motivation.

H₁: It is suspected that leadership has a positive and significant effect on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of South Coast District.

Tarwaka (2011) explained that workload arises due to the interaction of demands for tasks in the work environment used as a workplace, work skills, and employee perceptions. The workload should be evenly distributed so that the division of labor becomes fairer. However, the fairness of the workload does not mean that every employee has the same workload in the organization. The provision of workload should be adjusted to the expertise and needs of the employee. Excess workload triggers a decrease in employee morale and motivation so that it becomes one of the causes of work fatigue. However, if the employee considers that every job charged to him is a responsibility, the workload is not felt when the employee completes his duties (Hariyono et al. in Azwar & Siswanto, 2015). This is supported by the latest research by Jawad & Iqbal (2018) showing that there is a significant influence between workload on work motivation.

H₂: It is suspected that the workload has a positive and significant effect on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of South P-District.

The work environment includes both the physical work environment and the non-physical environment. A good work environment such as adequate facilities, sufficient lighting, maintained cleanliness, tranquility, security guarantees and the presence of good work connections will make employees feel comfortable at work so that the motivation to complete work will also increase. Sutrisno (2013), stated that the work environment can increase employee work passion or work motivation. Research by Warouw et al. (2017) proved that the work environment has a significant effect on work motivation. Likewise in the research of Prakoso et al. (2014) found that the work environment has a significant effect on work motivation which means that a good work environment will motivate employees at work.

H₃: It is suspected that the work environment has a positive and significant effect on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency

II. Material and Method

Data and Samples

This research is of quantitative type. In this study, the population was the staff of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency based on the field of workers totaling 48 people. Researchers used a *nonprobability sampling* technique, namely saturated sampling as a sampling technique

where all employees in the population were taken into research samples. Therefore, the number of research samples was 48 respondents

Variable Operational Definition

Operational explanations and indicators of many studies are found in such tables as:

Table 2.
Variable Operations

Variable	Indicators	Source	Scale
Leadership	1. Autocratic type	Sutikno (2014)	Likert (1-5)
	2. Free control type		
	3. Democratic type		
Workload	1. Time <i>load</i>	Tarwaka (2011)	Likert (1-5)
	2. Mental <i>effort load</i>		
	3. Psychological <i>stress load</i>		
Working environment	1. Employee relations	Sunyoto (2015)	Likert (1-5)
	2. Noise level		
	3. Work regulations		
	4. Lighting		
	5. Air circulation		
	6. Security		
Work motivation	1. Physiological needs	Maslow in Priansa (2014)	Likert (1-5)
	2. The need for a sense of security		
	3. Social needs		
	4. The need for self-esteem or recognition		
	5. The need for self-actualization		

Data Analysis Techniques

The data analysis technique of this study consists of instrument validity and reliability tests, descriptive analysis of variables, classical assumption tests and multiple linear regression analysis. Testing the research hypothesis using the t test

III. Results and Discussion

Validity Test

Table 3.
Hasil Test Validity of Leadership Variables(X₁)

Items	Corrected Item-Total Correlation (r calculate)	Information
X1.1	0,641	Valid

X1.2	0,739	Valid
X1.3	0,742	Valid
X1.4	0,725	Valid
X1.5	0,738	Valid
X1.6	0,742	Valid
X1.7	0,688	Valid
X1.8	0,670	Valid
X1.9	0,676	Valid

Source: Processed primary data, 2021.

Based on Table 3 above, all statements of the leadership variable(X_1) are declared valid because the *corrected value of the item-total correlation*(r) is greater than the table r (0.284) so that it can be used for subsequent testing.

Table 4.
Workload Variable Validity Test Results(X_2)

Items	<i>Corrected Item-Total Correlation (r calculate)</i>	Information
X2.1	0,781	Valid
X2.2	0,773	Valid
X2.3	0,770	Valid
X2.4	0,819	Valid
X2.5	0,800	Valid
X2.6	0,627	Valid
X2.7	0,660	Valid
X2.8	0,625	Valid
X2.9	0,656	Valid

Source: Processed primary data, 2021.

Based on Table 4 above, all workload variable statements (X_2) are declared valid because the *corrected item-total correlation*(r) value is greater than the table r (0.284) so that it can be used for subsequent testing.

Table 5.
Work Environment Variable Validity Test Results(X₃)

Items	<i>Corrected Item-Total Correlation (r calculate)</i>	Information
X3.1	0,693	Valid
X3.2	0,594	Valid
X3.3	0,647	Valid
X3.4	0,611	Valid
X3.5	0,632	Valid
X3.6	0,675	Valid
X3.7	0,513	Valid
X3.8	0,660	Valid
X3.9	0,507	Valid
X3.10	0,455	Valid
X3.11	0,486	Valid
X3.12	0,383	Valid

Source: Processed primary data, 2021.

Based on Table 5 above, all statements of work environment variables (X₃) are declared valid because the *corrected value of the item-total correlation*(r) is greater than the r of the table (0.284) so that it can be used for subsequent testing.

Table 6.
Work Motivation Variable Validity Test Results(Y)

Items	<i>Corrected Item-Total Correlation (r calculate)</i>	Information
Y.1	0,750	Valid
Y.2	0,702	Valid
Y.3	0,709	Valid
Y.4	0,808	Valid
Y.5	0,343	Valid
Y.6	0,603	Valid
Y.7	0,677	Valid
Y.8	0,669	Valid
Y.9	0,498	Valid

Y.10	0,500	Valid
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Source: Processed primary data, 2021.

Based on Table 6 above, all statements of the work motivation variable (Y) are declared valid because the *corrected value of the item-total correlation*(r count) is greater than the table r (0.284) so that it can be used for subsequent testing.

Reliability Test

The reliability test according to Ghozali (2016), is a measure of the consistency of the research measuring instrument, the basis of the analysis is if the value of *cronbach alpha* > 0.7, then the measuring instrument is consistent or reliable. The reliability test can be seen in Table 7 below:

Table 7.
Reliability Test Results

Variable	Cronbach Alpha	Number of Items
Leadership (X ₁)	0,915	Reliable
Workload (X ₂)	0,922	Reliable
Working environment (X ₃)	0,879	Reliable
Work motivation (Y)	0,886	Reliable

Source: Processed primary data, 2021.

From the presentation of the table above, all research variables are declared reliable, where the results of the reliability test calculations, each variable of which shows that *Cronbach Alpha* is greater than 0.7. This means that the entire variable can be used for further data processing.

Descriptive Analysis

Table 8.
Descriptive Leadership (X₁)

No.	Alternative Answers										Mea n	TCR	Ket
	SS		S		N		TS		STS				
	Fi	%	Fi	%	Fi	%	F	%	Fi	%			
i													

Autocratic type

1	1	27,	2	50	6	12,5	5	10,	-	-	3,94	78,8	Good Enough
	3	1	4					4					
2	1	27,	2	41,	9	18,8	6	12,	-	-	3,83	76,6	Good Enough
	3	1	0	7				5					
3	3	6,3	3	70,	6	12,5	5	10,	-	-	3,73	74,6	Good Enough
			4	8				4					
											3,83	76,6	Good Enough
Free control type													
4	2	43,	1	39,	3	6,3	5	10,	-	-	4,17	83,4	Good
	1	8	9	6				4					
5	1	33,	2	43,	7	14,6	4	8,3	-	-	4,02	80,4	Good
	6	3	1	8									
6	1	39,	1	33,	6	12,5	7	14,	-	-	3,98	79,6	Good Enough
	9	6	6	3				6					
											4,06	81,2	Good
Democratic type													
7	1	37,	2										Good
	8	5	4	50	2	4,2	4	8,3	0	0	4,17	83,4	
8	1	37,	2	43,									Good
	8	5	1	8	9	18,8	0	0	0	0	4,19	83,8	
9	2	43,	1	31,									Good
	1	8	5	3	10	20,8	2	4,2	0	0	4,15	83	
											4,17	83,4	Good
											4,02	80,4	Good

Source: Processed primary data, 2021.

Based on Table 8, it can be seen that the average respondent's response to the leadership variable was at 4.02 with a Respondent Achievement Rate (TCR) of 80.4%, which means **it is good**. Based on table 8, information was also obtained that the lowest TCR was in the autocratic type indicator worth 76.6% with an average score of 3.83, the free control type indicator had a TCR of 81.2% with an average score of 4.06. Indicators of the democratic type have the highest TCR of 83.4% with an average score of 4.17.

Thus, the leadership in the BKPSDM of Pesisir Selatan Regency needs to be maintained so that work motivation increases.

Table 9.
Workload Descriptive (X₂)

No.	Alternative Answers										Mean	TCR	Ket
	SS		S		N		TS		STS				
	Fi	%	Fi	%	Fi	%	F	%	Fi	%			
<i>Time load</i>													
1	1	27,	2	54,	8	16,7	1	2,1	0	0	4,06	81,2	Good
	3	1	6	2									
2	1	37,	1	39,	9	18,8	2	4,2	0	0	4,1	82	Good
	8	5	9	6									
3	1	37,	2	54,	4	8,3	0	0	0	0	4,29	85,8	Good
	8	5	6	2									
											4,15	83	Good
<i>Mental effort load</i>													
4	1	37,	2	41,									Good
	8	5	0	7	10	20,8	0	0	0	0	4,17	83,4	
5	1	33,	1	37,									Good
	6	3	8	5	14	29,2	0	0	0	0	4,04	80,8	
6	1	29,	2										Good
	4	2	4	50	9	18,8	1	2,1	0	0	4,06	81,2	
											4,09	81,8	Good
<i>Psychological stress load</i>													
7	1	27,	2	60,	6	12,5	0	0	0	0	4,15	83	Good
	3	1	9	4									
8	1	20,	2	56,	11	22,9	0	0	0	0	3,98	79,6	Good
	0	8	7	3									Enough

9	8	16,	3	66,	7	14,6	1	2,1	0	0	3,98	79,6	Good Enough
		7	2	7							4,04	80,7	Good
											4,09	81,8	Good

Source: Processed primary data, 2021.

Table 9 shows information about workloads in the South Coast District BKPSDM. The descriptive test results explained that the workload variable TCR of 81.8% with an average score of 4.09 was in the good category. Indikator time *load* has the highest TCR of 83.3% with an average score of 4.15. The lowest TCR is in the psychological *stress load* indicator of 80.7% with an average score of 4.04. Thus, BKPSDM employees of Pesisir Selatan Regency need to better adjust their workload so that work motivation increases.

Table 10.

Descriptive Work Environment (X₃)

No.	Alternative Answers										Mean	TCR	Ket
	SS		S		N		TS		STS				
	Fi	%	Fi	%	Fi	%	Fi	%	Fi	%			
Employee relations													
1	10	20,8	17	35,4	18	37,5	3	6,3	0	0	3,71	74,2	Good Enough
2	9	18,8	21	43,8	15	31,3	3	6,3	0	0	3,75	75	Good Enough
											3,73	74,6	Good Enough
Noise level													
3	14	29,3	23	47,9	7	14,6	4	8,3	0	0	3,98	79,6	Good Enough
4	7	14,6	30	62,5	9	18,8	2	4,2	0	0	3,88	77,6	Good Enough
											3,93	78,6	Good Enough

Work regulations													
5	6	12,5	27	56,3	12	25	3	6,3	0	0	3,75	75	Good Enough
6	10	20,8	19	39,6	16	33,3	3	6,3	0	0	3,75	75	Good Enough
											3,75	75	Good Enough
Lighting													
7	13	27,1	18	37,5	16	33,3	1	2,1	0	0	3,90	78	Good Enough
8	13	27,1	26	54,2	8	16,7	1	2,1	0	0	4,06	81,2	Good
											3,98	79,6	Good Enough
Air circulation													
9	7	14,6	28	58,3	13	27,1	0	0	0	0	3,88	77,6	Good Enough
10	5	10,4	26	54,2	17	35,4	0	0	0	0	3,75	75	Good Enough
											3,82	76,3	Good Enough
Security													
11	3	6,3	32	66,7	13	27,1	0	0	0	0	3,79	75,8	Good Enough
12	2	4,2	35	72,9	11	22,9	0	0	0	0	3,81	76,2	Good Enough
											3,80	76	Good Enough
											3,83	76,6	Good Enough

Source: Processed primary data, 2021.

Table 10 shows information about the work environment in the BKPSDM of Pesisir Selatan District. The results of the descriptive test explained that the TCR of the work environment variable of 76.6% with an average score of 4.09 was in the fairly good category. The h ubungan employee indicator has the lowest TCR of 74.6% with an average score of 3.73. The lighting indicator has the highest TCR of 79.6% with an average score of 3.98. Thus, BKPSDM employees of Pesisir Selatan Regency still need to create conducive environmental conditions so that work motivation is increased.

Table 11.
Descriptive Work Motivation (Y)

No.	Alternative Answers										Mean	TCR	Ket
	SS		S		N		TS		STS				
	Fi	%	Fi	%	Fi	%	F	%	Fi	%			
Physiological needs													
1	14	29,2	20	41,7	10	20,8	4	8,3	0	0	3,92	78,4	Good Enough
2	20	41,7	17	35,4	6	12,5	5	10,4	0	0	4,08	81,6	Good
											4,04	80,0	Good
The need for a sense of security													
3	14	29,2	26	54,2	6	12,5	2	4,2	0	0	3,98	79,6	Good Enough
4	11	22,9	28	58,3	6	12,5	3	6,3	0	0	3,83	76,6	Good Enough
											3,91	78,1	Good Enough
Social needs													
5	12	25	20	41,7	12	25	4	8,3	0	0	3,83	76,6	Good Enough
6	12	25	25	52,1	10	20,8	1	2,1	0	0	4,00	80	Good

											3,92	78,3	Good Enough
The need for self-esteem or recognition													
7	17	35,4	24	50	6	12,5	1	2,1	0	0	4,19	83,8	Good
8	17	35,4	20	41,7	8	16,7	3	6,3	0	0	4,06	81,2	Good
											4,13	82,5	Good
The need for self-actualization													
9	10	20,8	30	62,5	8	16,7	0	0	0	0	4,04	80,8	Good
10	6	12,5	33	68,8	8	16,7	1	2,1	0	0	3,92	78,4	Good Enough
											3,98	79,6	Good Enough
											4,01	80,2	Good

Source: Processed primary data, 2021.

Table 11 shows information on work motivation in the BKPSDM of Pesisir Selatan District. The results of the descriptive test explained that the TCR of the work motivation variable of 80.2% with an average score of 4.01 was in the good category. The indicator of security needs has the lowest TCR of 78.1% with an average score of 3.9. The indicator of the need for self-esteem or recognition has the highest TCR of 82.5% with an average score of 4.13. Thus, BKPSDM employees of Pesisir Selatan Regency need to maintain and even increase employee work motivation.

Test of Classical Assumptions

Normality Test

Table 12.

One-Sample Kolmogorov-Smirnov Test

Kolmogorov-Smirnov Z test	Unstandarize Residual
Kolmogorov-Smirnov Z	0,514
Asymp. Sig. (2-tailed)	0,955

Source: Processed primary data, 2021.

From Table 12 above, it can be clearly seen, from the results of this normality, the variabof leadership, workload, and work environment has an *asympt.sig (2 tailed)* value of $0.955 > 0.05$. Then it can be concluded that all variables in this study are normally distributed, thus the classical assumptions about normally distributed data have been met.

Multicholnearity Test

Table 13.
Multicholnearity Test

Variable	Collinearity Statistics	
	Tolerance	VIF
Leadership	0,439	2,280
Workload	0,925	1,081
Working environment	0,463	2,162

Source: Processed primary data, 2021.

In Table 13, it can be seen that each independent variable used has a *Tolerance* value above 0.10. Meanwhile, *the variance inflation factor (VIF)* value is below 10 so that it can be concluded that leadership, workload, and work environment have been free from the symptoms of multicollinearity so that further data processing stages can be carried out immediately.

Heterochedasticity Test

Table 14.
Glejser Test

Variable	Sig.
Leadership	0,870
Workload	0,206
Working environment	0,224

Source: Processed primary data, 2021.

From Table 14 above, it can be seen that leadership, work ethics, and work environment have significance values above 0.05 so it can be concluded that all variables do not occur heteroskedasticity.

Multiple Linear Regression Analysis

Table 15.

Multiple Linear Regression Results

Constants and Free Variables	Regression Coefficient	Significant	Information
(Constant)	25,291	0,000	-
Leadership	0,411	0,000	Influential
Workload	-0,377	0,011	Influential

Source: Processed primary data, 2021.

Based on the regression results from Table 15 above, the multiple linear regression equations can be determined in this study as follows:

$$Y = 25.291 + 0.411 X_1 - 0.377 X_2 + 0.300 X_3$$

The interplay over the regression equation obtained is as follows:

1. The constant of 25,291 states that if the leadership variables (X_1), workload (X_2) and work environment (X_3) are considered constant or ignored, then work motivation (Y) is as much as 25,291.
2. The leadership regression coefficient (X_1) is 0.411 meaning that if another independent variable has a fixed value and leadership increases by 1 unit of weight, then work motivation will increase by 0.411, and vice versa. A positive coefficient means that leadership has a positive impact on the motivation of the staffing of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency.
3. The workload regression coefficient (X_2) is -0.377 meaning that if another independent variable has a fixed value and the workload increases by 1 unit of weight, then work motivation will decrease by 0.377, and vice versa. The negative coefficient means that the workload negatively affects the work motivation of the staffing of the Civil Service and Human Resources Development Agency (BKPSDM) of The South Coast District.
4. The regression coefficient of the work environment (X_3) is 0.300 meaning that if other independent variables have a fixed value and the work environment has an increase of 1 unit of weight, then work motivation will increase by 0.300, and vice versa. A positive coefficient means that the work environment has a positive effect

on the work motivation of the staff of the Personnel and Human Resources Development Agency (BKPSDM) of Pesisir Sela tan Regency.

Hypothesis Test

T-test (Partially)

Table 16.

T test

Free Variables	t_{count}	t_{table}	Sig.	Conclusion
Leadership	3,798	2.015	0,870	H1 accepted
Workload	-4,109	2.015	0,206	H2 accepted
Working environment	2,666	2.015	0,224	H3 accepted

Source: Processed primary data, 2021.

Based on the results of the partial t-test table above, the analysis can be carried out as follows:

1. The Influence of Leadership on Work Motivation

Based on Table 4.19, a leadership regression coefficient of 0.411 and a calculated t value $> t_{of\ the\ table}$ ($3.798 > 2.015$) with a significance of $0.000 < \alpha < 0.05$, then H₁ is accepted. It can be concluded that leadership has a positive and significant effect on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency. That is, the better the leadership, the more work motivation increases. On the contrary, the less good the leadership, the more work motivation decreases.

2. The Effect of Workload on Work Motivation

Table 4.19 shows the value of the workload regression coefficient of -0.377 and the calculated t value $> t_{of\ the\ table}$ ($-4.109 > 2.015$) with a significance of $0.000 < \alpha < 0.05$, then H₂ is accepted. It can be concluded that workload has a negative and significant effect on the work motivation of employees of the Employee Development and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency. That is, the higher the workload, the more work motivation decreases. Conversely, the lower the workload, the more work motivation increases.

3. The Effect of the Work Environment on Work Motivation

From Table 4.19 obtained the value of the regression coefficient of the working environment of -0.300 and the calculated t value $> t_{of\ the\ table}$ ($2.666 > 2.015$) with a significance of $0.011 < 0.05\alpha$, then H₃ is accepted. It can be concluded that the work

environment has a positive and significant impact on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency. That is, the better the work environment, the more work motivation will increase. Conversely, the lower the work environment, the lower the work motivation

The Influence of Leadership on Work Motivation

Based on the results of data analysis, it is further in accordance with the hypothesis proposed that leadership affects the work motivation of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency. This suggests that the motivation of the work can be influenced by leadership.

The results of multiple regression analysis by conducting a t test obtained a *variable sig* value $X_1 = 0.000 < 0.05$ so that H_1 was accepted, which means that partial leadership has a positive and significant effect on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pantai Selatan Regency. That is, the better the leadership, the more work motivation increases. On the contrary, the less good the leadership, the more work motivation decreases.

Descriptive analysis shows that the leadership indicators that have the lowest TCR are autocratic types. This means that employees still feel the type of autocrats that are applied such as having to obey every command without discussing with employees, praise and criticism that are only based on employee considerations and never providing detailed information to employees make employees low work motivation. For this reason, it is necessary to make improvements and concerns towards autocratic type leadership so that employee work motivation can be increased.

This research is in line with research conducted by Akadely (2017) states that leadership has a positive effect on employee work motivation. Other research Uherman et al. (2017) shows that leadership is partially and simultaneously significantly significant to work motivation. In line with the research of Alhudhori & Aldino (2017) that leadership has a positive and significant effect on work motivation. In line with research conducted by Tueno (2016) states that leadership has a significant effect on work motivation.

The Effect of Workload on Work Motivation

Based on the results of data analysis, it is further in accordance with the hypothesis proposed that workload affects the work motivation of employees of the Civil Service and Development Agency (BKPSDM) of South Coast District. This shows that work motivation can be influenced by workload.

From the results of multiple regression analysis by conducting a t test, a *variable sig* value $X_2 = 0.000 < 0.05$ so that H_2 is accepted, yang means that partially the workload has a negative and significant effect on the work motivation of employees of the Civil

Service and Human Resources Development Agency (BKPSDM) of Pantai Selatan Regency. That is, the higher the workload, the more motivation to work sedecreases. Conversely, the lower the workload, the more work motivation increases.

The results of the descriptive analysis of the workload variable showed that the achievement of the lowest TCR value was *the psychological stress load*. This means that employees feel the high *psychological stress load* so that it needs to be adjusted so that the work motivation of employees of the South Coast Regency Personnel and Human Resources Development Agency (BKPSDM) is increasing.

In linewith the opinion of Hariyono et al in Azwar & Siswanto (2015) excessive workload can lead to a decrease in morale and motivation of nurses so that this becomes one of the reasons forwork fatigue. However, if the employee considers that all the work charged is a responsibility at work, then the burden is not felt when the employee completes his duties. This is supported by previous research conducted by Jawad & Iqbal (2018) showing that there is a significant influence between the influence of workload on work motivation. In line with the research of Hardono et al. (2019) stated that workload has a positive and significant effect on work motivation.

The Effect of the Work Environment on Work Motivation

The results of the analysis of the data results and in accordance with the hypothesis proposed, namely the work environment affects the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency. This shows that work motivation can be influenced by the work environment.

Based on the results of multiple regression analysis by conducting a t test, *a variable sig* value $X_3 = 0.011 < 0.05$ so that H_3 was received, which means that partially the work environment has a positive and significant effect on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pantai Selatan Regency. That is, the better the work environment, the more work motivation will increase. Conversely, the less good the work environment, the more work motivation decreases.

From the results of the descriptive analysis, it was found that the indicator that has the lowest TCR value of the work environment variable is employee relations. This means that employees feel thatthe relationship between colleagues, employees and leaders needs to be improved in order to create harmony in work and have an impact on increasing the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency.

This study is in line with the research of Warouw et al. (2017)proved that the work environment has a significant effect on work motivation. Likewise in the research of Prakoso et al. (2014)found that the work environment has a significant effect on work

motivation which means that a good work environment will motivate the pegawai at work.

IV. Conclusion

In the results of the research that has been carried out, the conclusion in this study is that the leadership has a positive and significant effect on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency. That is, the better the leadership, the more work motivation increases.

Workload has a negative and significant effect on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency, South Ir. That is, the higher the workload, the more work motivation decreases.

The work environment has a positive and significant effect on the work motivation of employees of the Personnel and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency. That is, the better the work environment, the more work motivation will increase.

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THE EFFECT OF SERVICE QUALITY, PRODUCT AND BRAND IMAGE ON CUSTOMER SATISFACTION BANK BNI LUBUK ALUNG

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Abstract

Competition in banking companies is increasing to dominate market share created through customer satisfaction. Customers are the main factor for banks to gain trust from customers to continue using their services. This study aims to determine and analyze whether tangible, reliability, responsiveness, assurance, empathy, product and brand image affect customer satisfaction of Bank BNI Lubuk Alung, using a data collection method in the form of a questionnaire. The sample in this study were 99 respondents. In analyzing the data using validity, reliability, and classical assumption tests, namely normality, multicollinearity and heteroscedasticity. The analytical method used is multiple linear regression analysis, while for hypothesis testing, namely t-test with the help of SPSS. The results of the tests conducted found that: 1) Tangible has a positive and significant effect on customer satisfaction; 2) Reliability has a positive and significant effect on customer satisfaction; 3) Responsiveness has a positive and significant effect on customer satisfaction; 4) Assurance has a positive and significant effect on customer satisfaction; 5) Empathy has no significant effect on customer satisfaction; 6) Products has a significant effect on customer satisfaction; and 7) Brand image has a significant effect on customer satisfaction.

Keywords: Tangible, Reliability, Responsiveness, Assurance, Empathy, Product, Brand Image, Customer Satisfaction.

JEL Classification: L21, L78, M1, M2.

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I. Introduction

The banking industry plays an important role in supporting economic development, where the position of the banking industry is in terms of providing and distributing funds to the public. Banking Law No. 10 of 1998, defines a bank as a commercial organization that collects money from the public in the form of deposits and disburses it back in the form of credit or in the form of others to improve people's living standards. So, the role of banks affects the performance of a country's economy. In developed countries, banks play an important role in regulating the country's economy.

Banking Services is one of the national banking activities to make it easier for customers to carry out financial transactions. Banking services are provided as a means to facilitate the collection and distribution of funds to the general public. Banking services, on the other hand, are a source of income for banks (*fee-based income*). Banks that want to develop must be able to provide quality to services and provide a sense of comfort to the community because it is a determining aspect of the success of a bank. Banks that want to develop can provide quality services and share convenience with customers, because this is a key factor in the success of the bank, thus giving rise to a satisfaction for client and the opposite. The quality of services must start from customer needs and end with customer satisfaction and a positive perception of service quality. (Handika and Susanti 2019)

One of the banks that has a high competitive level is Bank Negara Indonesia (BNI). BNI is ranked fourth out of 16 other banks based on total assets as of Q3 of 2021 (kinerjabank.com). Bank BNI's achievement as one of the largest state-owned banks in Indonesia can be seen by the number of customers who join BNI bank to save and credit for people who are about to start a business. and also became the 1st Best KUR Dealer in 2019. In addition, BNI bank is also one of the banks that often offers a variety of attractive and innovative waiters that aim to satisfy and help the needs of customers will be his financial affairs.

BNI Lubuk Alung is a sub-branch office located on Jl. Raya Padang-Bukittinggi No. 95, Lubuk Alung. In carrying out theperasional oasional Bank BNI Lubuk Alung collects and distributes funds to meet the needs of the community by: (1) collecting funds in the form of savings, both debtor savings and universal savings, (2) collecting funds inthe form of deposits, (3) distributing capital loans to customers who need it with the stipulated provisions bank. The strategic location makes it very easy for customers who want to interact with BNI Lubuk Alung. However, Bank BNI Lubuk Alung still has problems in terms of fast service and queues with long waiting times, causing losses to customers. Some customers choose to cancel the transaction because of the length of the queue time and choose to make transactions on other Bank in the hope of obtaining a more satisfactory service. The problems faced by Bank BNI Lubuk Alung are one of the causes of the decline in the number of customers for the period 2016 to 2020. Itis known that the number of customers for the period 2016 to 2020 experienced a fluktuasi but tended to decrease. In 2016 the number of customers was 3,551, an increase in 2017 of 14,252. In 2018 the number of customers decreased by 13,378 people, decreasing again in 2019 and 2020 to 12,678 people and 11,679 orang. The decrease in the number of customers is suspected to be due to indications of a decrease in customer satisfaction with Bank BNI Lubuk Alung.

Tjiptono (2012) stated that in principle quality services focus on the needs and will of customers and the accuracy of their delivery in offsetting the expectations of these customers. By providing high-quality services, there is an encouragement for customers to establish a strong need with the Bank. If quality service continues to be good with indicators of reliability, has a good responsiveness, there is a guarantee of service and a sense of attention for customers, then that customer satisfaction will increase.

Not only is the quality of service high, product factors are suspected to affect customer satisfaction. Product selection by customers does not only choose physical attributes because customers choose something that can satisfy their desires. The industry's offerings are not limited to products alone, but customers also use products that improve their image, they need to provide benefits over the so-called products.

Competition between banks does not concern financial markers such as *transaction banking* alone, profits and credit and so on, but is related to many aspects such as racing in obtaining brands or the value of the brand in the mind of the consumer. Brands are very meaningful and need to be observed because brands can distinguish one company's products from other products, making it easier for consumers to choose the products they want. Kotler & Keller (2012), stated that *brand image* is a consumer perception and confidence that is reflected in associations and is related to consumer memory.

The American Society for Quality in Heizer & Barry (2017) expresses quality as the overall feature and characteristic of goods or services that satisfy the needs of visible or implied customers. Likewise, Tjiptono & Chandra's (2016) understanding of the quality of service, namely dynamic conditions related to goods or services, human resources, processes and environments that are able to meet and exceed customer expectations. Based on the opinion of Nasfi et al. (2020), service quality is the action of offering products and services by producers to consumers based on their capabilities and obstacles encountered by making it easier for consumers in terms of product and service characteristics.

Whereas Cronin et al in Octavia (2019), service quality is defined as a comparison of expectations for service with that received by customers. Another definition of service quality according to Mu'ah & Masram (2021) is a form of company activity to meet customer expectations. In conclusion, the service here as a service delivered by the service owner is in the form of convenience, quick response, relationship, ability and hospitality. All of them are shown from the attitude and sifat when providing services for customer satisfaction.

Kotler & Keller (2016) defines a product as something offered to pasar that can finally satisfy desires and needs, as well as the opinion of Sudaryono (2016), a product is a which is offered to the market that can be owned, used and consumed by consumers, the purpose is to satisfy the desires and needs of these consumers.

Hamdun & Romadhani (2016), defines a product as an offering of goods and services to a company in order to meet consumer needs, where other opinions are expressed (Kotler & Armstrong, 2014) which referred to as a product is something

offered to a market whose purpose is to attract attention, takeover, use, or consumption in order to create satisfaction with desires and customer needs.

Based on the opinion of Kotler & Keller (2016), a *brand* is not just a name and symbol, a brand means a key element in the correlation of the company and the customer. Similarly, another opinion by Manorek (2016) states that the brand is the name, term, sign, symbol, as well as a combination of those whose purpose is distinguishing one product from another. While *the image* based on Tjiptono, (2015) is an association and trust in the brand by customers, sementara association is the nature of the brand and has a level of strength certain.

Tangible is a dimension of service quality. A good *tangible* can affect customer perception because the service cannot be seen, kissed or palpable. Therefore, the *tangible* aspect becomes an important part as a measuring tool of service and at the same time affects customer expectations because jika *tangible* is good then expectations the customer will be higher.

According to Khaliq (2019) shows that there is a significant positive influence between *tangibles* and customer satisfaction. This means that the appearance of physical facilities, equipment, personnel, and communication tools owned by the Bank has proven to have a significant influence on customer satisfaction.

H₁: Diduga *tangible* has a positive and significant effect on customer satisfaction of Bank BNI Lubuk Alung.

Reliability is the fulfillment of the company's immediate and satisfactory service promises. Reliability performance must be in accordance with customer expectations. If the customer maintains good reliability performance, he will provide a good perception of the service. The reliability factor needs to be considered because the more reliable the bank which includes the accuracy of the service as promised and the ability to provide services can make customers feel satisfied and will make the customer a loyal customer.

According to Mustofa & Siyamto (2015) there is a significant influence between *reliability* and customer satisfaction. This shows that the services provided by the bank have been felt the best thing from customers, namely by helping to solve problems, on time, services according to those that promised and stored the data accurately so that nasabah feel satisfaction with the bank's services.

H₂: It is suspected that *reliability* has a positive and significant effect on customer satisfaction of Bank BNI Lubuk Alung.

Responsiveness is a dimension of the most dynamic service quality. The expectations that nasabah has for the speed of service will almost certainly change with an upward trend over time .

According to Mustofa & Siyamto (2015) there is an effect of *responsiveness* on the satisfaction of nasabah bank. This shows that the bank has felt the best thing for customers, namely with the availability of helping customers, clarity of information, and agility in responding to requests. and customer complaints can be felt by customers. In other words, the higher the *responsiveness*, the higher the customer satisfaction.

H₃: It is suspected that *responsiveness* has a positive and significant effect on customer satisfaction of Bank BNI Lubuk Alung.

Assurance is the competence, courtesy of compensation, and ability of bank employees to foster customer trust and security in the bank. Every customer wants to be properly trained by the bank. There is a guarantee that the customer who comes will be well served by the bank, will provide a sense of security and trust to the customer, so that the customer's personal stability will be increase. Thus, mereka's trust in the bank will also increase.

According to Juniawan (2014) that the guarantee variable has a positive effect on customer satisfaction. The better the customer's perception of the guarantee, the higher the customer's sensitivity will be. And if the customer's perception of the guarantee is bad, then customer satisfaction is also lower.

H₄: It is suspected that *assurance* has a positive and significant effect on customer satisfaction of Bank BNI Lubuk Alung.

Empathy is a sincere and individual or personal care given to the client by seeking to understand the client's wishes. Banks are expected to have an understanding and knowledge of customers, understand customer needs in a specific manner, and have a comfortable operating time for customers.

Khaliq (2019) shows that there is a significant positive influence between *assurance* on customer satisfaction. The existence of sympathy on the part of the bank manager is the main tool in fulfilling the expectations of customers to be treated preferentially. Thus, the sense of attention from the bank manager in serving customers is a more value for customers. This will increase their satisfaction with the quality of bank services.

H₅: It is suspected that *empathy* has a positive and significant effect on customer satisfaction of Bank BNI Lubuk Alung.

Marzuki et al. (2021) found that the quality of banking products and services plays an important role in customer satisfaction, but is also closely related to the acquisition of bank profits. The higher the quality of products and services offered by the bank, the higher customer satisfaction. Judging from the Rumastari & Sunindyo survey (2019) that products affect customer satisfaction significantly and positively. Research of Wardani et al. (2016) states that there is a positive and significant influence of the product on customer satisfaction. Based on these statements, research can suggest that the impact of the product is suspected to be a factor in customer satisfaction.

H₆: It is suspected that the product has a positive and significant effect on customer satisfaction of Bank BNI Lubuk Alung.

A good brand image guarantees customer satisfaction. This means that the better the brand image of the company, the more satisfied customers feel. On the contrary, the lower the brand image of the company, the more dissatisfied customers will be (Asean in 2020). From this statement, the company needs to develop the right brand strategy. This strategy can start by creating positive brand images in the minds of customers. Judging from the survey of Sandjaya et al. (2020) that brands have a significant and positive impact on customer satisfaction. According to the survey of Sriandani et al. (2018) states brand image has a significant influence on customer

satisfaction. Based on this explanation, it is concluded that *brand image* is considered as a determining factor in satisfaction.

H₇: It is suspected that the brand image has a positive and significant effect on customer satisfaction of Bank BNI Lubuk Alung

II. Material and Method

This type of research is quantitative research, with data obtained based on respondents' answers to the questionnaire. The population is customers of Bank BNI Lubuk Alung in 2020 as many as 11,679 respondents. The number of samples is determined based on the Slovin formula where the error rate of determination used is 10%. The sample technique is *simple random sampling* which takes a random sample of members of a population, regardless of class (Sugiyono 2017). Thus, the total sample was 99 respondents.

Operational explanations and indicators of many studies are found in such tables as:

Table 1.
Variable Operational Definition

No.	Variable	Indicators	Source
1	<i>Tangibles</i> (X ₁)	1. Magnificent office building 2. Strategic location 3. Employee appearance	Mulyaningsih & Atmosphere (2016)
2	<i>Reliability</i> (X ₂)	1. Speed of service 2. Accuracy of service 3. <i>Online system</i>	Mulyaningsih & Atmosphere (2016)
3	<i>Responsiveness</i> (X ₃)	1. Quickly handle complaints 2. Knowing customer needs 3. Providing solutions	Mulyaningsih & Atmosphere (2016)
4	<i>Assurance</i> (X ₄)	1. Trustworthy banks 2. Customers feel safe when transacting 3. Parking security	Mulyaningsih & Atmosphere (2016)
5	<i>Empathy</i> (X ₅)	1. Employee friendliness 2. Employee patience 3. Employees pay close attention	Mulyaningsih & Atmosphere (2016)
6	Products (X ₆)	1. Product quality 2. Product features 3. Product style and design	Kotler & Armstrong (2012)
7	<i>Brand image</i> (X ₇)	1. Creator image 2. User image 3. Product image	Sutisna (2011)
8	Customer satisfaction	1. Conformity of expectations 2. Interest in revisiting	Hawkins and Lonney in Tjiptono (2015)

3. Willingness to recommend

The data analysis technique of this study consists of instrument validity and reliability tests, descriptive analysis of variables, classical assumption tests and multiple linear regression analysis. Testing the research hypothesis using the t test

III. Results and Discussion

Validity Test

Ghozali (2016) revealed that the validity test is the determinant of the validity or validity of the research questionnaire, on the basis of its analysis: a) if the r hitung value > r tabel, then the statement item is valid, and b) if the r hitung value < r tabel, then the statement item is fall. The table r value for n = 99 is 0.1975. The following are the results of testing the validity of each research variable.

Tangibles Validity Test (X₁)

Table 2.
Tangibles Variable Validity Test Results (X₁)

Items	Corrected Item-Total Correlation (r calculate)	r table	Information
X1.1	0,761	0,1975	Valid
X1.2	0,710	0,1975	Valid
X1.3	0,821	0,1975	Valid

Source: Processed primary data, 2022

Based on Table 2 above all statements of the *variable Tangibles* (X₁) are declared valid because the corrected value of the item-total correlation (r) > r of the table is 0.1975, so that it can be used for further testing.

Reliability Validity Test (X₂)

Table 3.
Reliability Variable Validity Test Results (X₂)

Items	Corrected Item-Total Correlation (r calculate)	r table	Information
X2.1	0,840	0,1975	Valid
X2.2	0,859	0,1975	Valid
X2.3	0,890	0,1975	Valid

Source: Processed primary data, 2022

Based on Table 3 above all statements of the *Reliability* variable (X₂) are declared valid because the corrected value of the item-total correlation (r count) > r of the table is 0.1975, so it can be used for further testing.

Responsiveness Validity Test (X₃)

Table 4.
Responsiveness Variable Validity Test Results (X₃)

Items	Corrected Item-Total Correlation (r calculate)	r table	Information
X3.1	0,780	0,1975	Valid
X3.2	0,816	0,1975	Valid
X3.3	0,774	0,1975	Valid

Source: Processed primary data, 2022

Based on Table 4 above all statements of the Responsiveness variable (X₃) are declared valid because the corrected value of the item-total correlation(r) > r of the table is 0.1975, so it can be used for further testing.

Assurance Validity Test (X₄)

Table 5.
Assurance Variable Validity Test Results (X₄)

Items	Corrected Item-Total Correlation (r calculate)	r table	Information
X4.1	0,678	0,1975	Valid
X4.2	0,678	0,1975	Valid
X4.3	0,747	0,1975	Valid

Source: Processed primary data, 2022

Based on Table 5 above all statements of the Assurance variable (X₄) are declared valid because the corrected value of the item-total correlation(r) > r of the table is 0.1975, so that it can be used for further testing.

Empathy Validity Test (X₅)

Table 6.
Empathy Variable Validity Test Results (X₅)

Items	Corrected Item-Total Correlation (r calculate)	r table	Information
X5.1	0,837	0,1975	Valid
X5.2	0,840	0,1975	Valid
X5.3	0,796	0,1975	Valid

Source: Processed primary data, 2022

Based on Table 6 above all statements of the Empathy variable (X₅) are declared valid because the corrected value of the item-total correlation(r) > r of the table is 0.1975, so that it can be used for further testing.

Product Validity Test (X₆)

Table 7.

Product Variable Validity Test Results (X₆)

Items	Corrected Item-Total Correlation (r calculate)	r table	Information
X6.1	0,706	0,1975	Valid
X6.2	0,786	0,1975	Valid
X6.3	0,771	0,1975	Valid
X6.4	0,846	0,1975	Valid
X6.5	0,790	0,1975	Valid
X6.6	0,693	0,1975	Valid
X6.7	0,801	0,1975	Valid
X6.8	0,739	0,1975	Valid
X6.9	0,743	0,1975	Valid

Source: Processed primary data, 2022

Based on Table 7 above all statements of the Product variable (X₆) are declared valid because the corrected *value of the item-total correlation*(r) > r of the table is 0.1975, so that it can be used for further testing.

Brand Image Validity Test (X₇)

Table 8.
Brand Image Variable Validity Test Results(X₇)

Items	Corrected Item-Total Correlation (r calculate)	r table	Information
X7.1	0,773	0,1975	Valid
X7.2	0,740	0,1975	Valid
X7.3	0,761	0,1975	Valid
X7.4	0,747	0,1975	Valid
X7.5	0,659	0,1975	Valid
X7.6	0,764	0,1975	Valid
X7.7	0,759	0,1975	Valid
X7.8	0,510	0,1975	Valid
X7.9	0,677	0,1975	Valid

Source: Processed primary data, 2022

Based on Table 8 above, all statements of the Variable *Brand Image*(X₇) are declared valid because the corrected *value of the item-total correlation*(r) > r of the table is 0.1975, so that it can be used for further testing.

Customer Satisfaction Validity Test (Y)

Table 9.
Validity Test Results of Customer Satisfaction Variables (Y)

Items	Corrected Item-Total Correlation (r calculate)	r table	Information
Y.1	0,422	0,1975	Valid

Y.2	0,516	0,1975	Valid
Y.3	0,629	0,1975	Valid
Y.4	0,610	0,1975	Valid
Y.5	0,604	0,1975	Valid
Y.6	0,603	0,1975	Valid
Y.7	0,663	0,1975	Valid
Y.8	0,658	0,1975	Valid
Y.9	0,736	0,1975	Valid

Source: Processed primary data, 2022

Based on Table 9 above, all statements of the Customer Satisfaction variable (Y) are declared valid because the corrected *value of the item-total correlation*(r calculate) > r of the table is 0.1975, so that it can be used for further testing.

Reliability Test

The reliability test according to Ghozali (2016), is a measure of the consistency of the research measuring instrument, the basis of the analysis is if the *cronbach alpha* value > 0.7, then the measuring instrument is consistent or reliable. The results of the reliability test can be seen in Table 10 below :

Table 10.
Reliability Test Results

Variable	Cronbach Alpha	Number of Items
Tangibles (X ₁)	0,875	Reliable
Reliability (X ₂)	0,931	Reliable
Responsiveness (X ₃)	0,888	Reliable
Assurance (X ₄)	0,838	Reliable
Empathy (X ₅)	0,908	Reliable
Products (X ₆)	0,937	Reliable
Brand Image (X ₇)	0,916	Reliable
Customer Satisfaction (Y)	0,864	Reliable

Source: Processed primary data, 2022

From the presentation of table 10 above, all research variables are declared reliable, where the results of the reliability test calculations of each variable show that *the Cronbach Alpha* is greater than 0.7. This means that the entire variable can be used for further data processing.

Test of Classical Assumptions

Normality Test

Table 4.11
Normality Test Results

Kolmogorov-Smirnov Z test	Unstandarize Residual
Kolmogorov-Smirnov Z	0.682
Asymp. Sig. (2-tailed)	0.741

Source: Processed primary data, 2022

From Table 11 above, the *Kolmogorov-Smirnov Z* value is 0.682 with an *asymp.sig (2 tailed)* of 0.741 > 0.05. Therefore, the results of the normality of all variables of this study are normally distributed or the classical assumptions about the normality of the data are met.

Multicholnearity Test

Table 12.
Multicholnearity Test Results

Variable	Collinearity Statistics	
	Tolerance	VIF
Tangibles (X ₁)	0,184	5,429
Reliability (X ₂)	0,228	4,378
Responsiveness (X ₃)	0,192	5,221
Assurance (X ₄)	0,379	2,641
Empathy (X ₅)	0,179	5,575
Products (X ₆)	0,342	2,922
Brand Image (X ₇)	0,427	2,342

Source: Processed primary data, 2022

Based on Table 12, it can be seen that each independent variable used has a *Tolerance* value above 0.10. Meanwhile, the *variance inflation factor (VIF)* value is below 10 so that it can be concluded that all independent variables are free from the symptoms of multikolinierity so that the stages of data processing are further can be implemented immediately.

Heterochedasticity Test

Table 13.
Heterochedasticity Test Results

Variable	Sig.
Tangibles (X ₁)	0,054
Reliability (X ₂)	0,971
Responsiveness (X ₃)	0,358
Assurance (X ₄)	0,690
Empathy (X ₅)	0,992

Products (X ₆)	0,561
Brand Image (X ₇)	0,281

Source: Processed primary data, 2022

From Table 13 above, it can be seen that *tangibles*, *reliability*, *responsiveness*, *assurance*, *empathy*, *products*, and *brand images* have significance values above 0.05 so it can be concluded that all variables do not occur heteroskedasticity.

Multiple Linear Regression Analysis

Multiple regression analysis is useful for looking at the equations of *Tangibles* (X₁), *Reliability* (X₂), *Responsiveness* (X₃), *Assurance* (X₄), *Empathy* (X₅), *Product* (X₆) and *Brand Image* (X₇) to Customer Satisfaction (Y), which is carried out using the SPSS Version 23 program as in the following table:

Table 14.
Multiple Linear Regression Analysis Results

Constants and Variables Bebas	Regression Coefficient	Significant	Information
(Constant)	17,022	0,000	-
Tangibles (X ₁)	0.299	0.029	Influential
Reliability (X ₂)	0.287	0.012	Influential
Responsiveness (X ₃)	0.254	0.044	Influential
Assurance (X ₄)	0.292	0.012	Influential
Empathy (X ₅)	0.025	0.848	No Effect
Products (X ₆)	0.145	0,000	Influential
Brand image (X ₇)	0.087	0.027	Influential

Source: Processed primary data, 2022

Based on the regression results from Table 14 above, it can be determined that the multiple linear regression equation in this study is as follows:

$$Y = 17.022 + 0.299X_1 + 0.287X_2 + 0.254X_3 + 0.292X_4 + 0.025X_5 + 0.145X_6 + 0.087X_7 + e$$

The interplay over the regression equation obtained is as follows:

1. The constant of 17.022 states that if the variable *tangibles* (X₁), *reliability* (X₂), *responsiveness* (X₃), *assurance* (X₄), *empathy* (X₅), *product* (X₆) and *brand image* (X₇) is considered constant or ignored, then customer satisfaction (Y) is 17,022.
2. The regression coefficient of *tangibles* (X₁) is 0.299 meaning that if other independent variables are fixed in value and *tangibles* (X₁) experience an increase of 1 unit of weight, then customer satisfaction will experienced an increase of 0.299, as did the opposite state. A positive coefficient means that *tangibles* (X₁) have a positive effect on customer satisfaction.

3. The reliability regression coefficient (X_2) is 0.287 meaning that if other independent variables have a fixed value and *reliability* (X_2) increases by 1 unit of weight, then customer satisfaction will experienced an increase of 0.287, similarly in the opposite circumstances. A positive coefficient means that *reliability* (X_2) has a positive effect on customer satisfaction.
4. The responsiveness regression coefficient (X_3) is 0.254 meaning that if other independent variables have a fixed value and *responsiveness* (X_3) experiences an increase of 1 unit of weight, then customer satisfaction will experience an increase of 0.254, as well as in the opposite circumstances. Positiveefficient co-operation means *responsiveness* (X_3) has a positive effect on customer satisfaction.
5. The assurance regression coefficient (X_4) is 0.292 meaning that if another independent variable is of fixed value and *assurance* (X_4) increases by 1 unit of weight, then thecustomer's sensitivity will experience an increase of 0.292, as well as in the opposite circumstances. A positive coefficient means *that assurance* (X_4) has a positive effect on customer satisfaction.
6. The empathy regression coefficient (X_5) is 0.025 meaning that if another endent indep variable is of fixed value and *empathy* (X_5) increases by 1 unit of weight, then customer satisfaction will experienced an increase of 0.025, similarly in the opposite circumstances. A positive coefficient means empathy (X_5) has a positive effect on customer satisfaction.
7. The product regression coefficient (X_6) is 0.145 meaning that if another independent variable has a fixed value and the product (X_6) experiences an increase of 1 unit of weight, then customer satisfaction will be experienced an increase of 0.145, as well as in the opposite. A positive coefficient means that the product (X_6) has a positive effect on customer satisfaction.
8. The regression coefficient of *brand image* (X_7) is 0.087 meaning that if other independent variables have a fixed value and *the brand image* (X_7) has an increase of 1 unit of weight, then customer satisfaction will experienced an increase of 0.087, similarly in the opposite circumstances. A positive coefficient means that *the brand image* (X_7) has a positive effect on customer satisfaction.

T-test (Partially)

Based on the t-test carried out, it can be seen in Table 15 below:

Table 15.
Test Results t

Type	t	Sig.	Information
<i>Tangibles</i> (X_1)	2,213	0,029	Influential
<i>Reliability</i> (X_2)	2,573	0,012	Influential
<i>Responsiveness</i> (X_3)	2,040	0,044	Influential
<i>Assurance</i> (X_4)	2,560	0,012	Influential
<i>Empathy</i> (X_5)	0,192	0,848	No Effect

Products (X ₆)	3,642	0,000	Influential
Brand Image (X ₇)	2,243	0,027	Influential

Source: Processed primary data, 2022

From the results of the study obtained a regression coefficient of 0.299, and the calculated t value $> t_{table}$ ($2.213 > 1.986$) with a significance of $0.029 < \alpha 0.05$, then H_1 was accepted. It can be concluded that *tangibles* have a positive and significant effect on customer satisfaction. This means that the better *the tangibles*, the more customer satisfaction will increase. Inturn, the less good *the tangibles*, the lower the customer satisfaction.

The results showed a regression coefficient of 0.287, and a calculated t value $> t_{table}$ ($2.573 > 1.986$) with a significance of $0.012 < 0.05$, α then H_2 was accepted. It can be concluded that *reliability* has a positive and significant effect on customer satisfaction. This means that the better *the reliability*, the more customer satisfaction will increase. Conversely, the less good *reliability*, the more customer satisfaction decreases.

Based on the results of the study showed a regression coefficient of 0.254, and the calculated t value $> t_{of\ the\ table}$ ($2.040 > 1.986$) with a significance of $0.044 < \alpha 0.05$, then H_3 was accepted. It can be concluded that *responsiveness* has a positive and significant effect on customer satisfaction. This means that the better the *responsiveness*, the more customer satisfaction will increase. Conversely, the less good *responsiveness*, the lower customer satisfaction.

From the results of the study, the regression coefficient was 0.292, and the calculated t value $> t_{table}$ ($2.560 > 1.986$) with a significance of $0.012 < 0.05$, α then H_4 was accepted. It can be concluded that *assurance* has a positive and significant effect on customer satisfaction. This means that the higher *the assurance*, the more customer satisfaction will increase. Conversely, the lower *the assurance*, the lower the customer satisfaction.

From the results of the study showed a regression coefficient of 0.025, and the calculated t value $< t_{of\ the\ table}$ ($0.192 < 1.986$) with a significance of $0.848 > \alpha 0.05$, then H_5 was rejected. It can be concluded that *empathy* has no positive and significant effect on customer satisfaction. In other words, the low or high dimensions of *empathy* do not affect customer satisfaction.

Based on the results of the study, it showed a regression coefficient of 0.145, and the calculated t value $> t_{of\ the\ table}$ ($3.642 > 1.987$) with a significance of $0.000 < \alpha 0.05$, then H_6 was accepted. It can be concluded that the product has a positive and significant effect on customer satisfaction. This means that the better the product, the more customer satisfaction will increase. Conversely, the less good the product, the more customer satisfaction decreases.

Based on the results of the study showed a regression coefficient of 0.087, and the calculated t value $> t_{of\ the\ table}$ ($2.243 > 1.986$) with a significance of $0.027 < \alpha 0.05$, then H_7 was accepted. It can be concluded that *brand image* has a positive and significant effect on customer satisfaction. This means that the better *the brand image*, the more customer satisfaction will increase. On the other hand, the less good the *brand image*, the lower customer satisfaction.

The Effect of *Tangibles* on Customer Satisfaction

The results showed that the regression coefficient was 0.229 and the sig. value of $0.029 < 0.05$, so it can be concluded that the *tangible* variable has a positive and significant impact on customer satisfaction of BNI Lubuk bank Alung. The positive influence shows that the better the *tangible*, the customer satisfaction of BNI Lubuk Alung bank will increase. On the other hand, if the *tangible* is not good, then the satisfaction of BNI Lubuk Alung bank customers decreases.

Tangible is the emergence of physical facilities, equipment, employees, and communication materials, therefore it is very important. The effect of *tangible* on customer satisfaction of BNI Lubuk ALung bank, proven based on the answers of respondents, the majority of whom answered quite agreed with *the tangible* indicators that stated the condition of the building which is magnificent and attractive, the location is strategic and easy to reach, and the appearance of the bank staff is clean and tidy.

The results of this study are in line with Khaliq's research (2019) showing a significant positive influence between *tangibles* and customer satisfaction. In line with research conducted by Sholehuddin & Rahman (2020) proved that physical evidence variables (*Tangibles*) have a positive and significant effect on consumer satisfaction. Research by Mustofa & Siyamto (2015) shows that there is a significant influence between *tangibility* on customer satisfaction.

The Effect of *Reliability* on Customer Satisfaction

From the results of the study, it shows that the regression coefficient is 0.287 and the value of sig. $0.012 < 0.05$, it can be concluded that the *reliability* variable has a positive and significant effect on customer satisfaction of BNI bank Lubuk Alung. The positive influence shows that the better *the reliability*, the customer satisfaction of BNI Lubuk Alung bank will increase. On the other hand, if the reliability is not good, then the customer satisfaction of BNI Lubuk Alung bank decreases.

Reliability is the ability to provide services as promised by fish immediately, accurately and satisfactorily. The effect of *reliability* on customer satisfaction of BNI Lubuk ALung bank, proven based on the answers of respondents, the majority of whom answered quite agreed with the *reliability* indicator which stated speed staff in responding to customer complaints, the right service according to customer needs, and the *online system* used at the bank speed up the transaction time.

The results of this study are in line with Khaliq's research (2019) stating that there is a significant influence between *reliability* on customer satisfaction. This means that accurate service in accordance with the promise provided is able to add a sense of customer satisfaction. Also supported by research conducted by Sholehuddin & Rahman (2020) proves that the reliability variable (*reliability*) has a positive and significant effect on consumer satisfaction. Research by Mustofa & Siyamto (2015) shows that there is a significant influence between *reliability* and customer satisfaction.

The Effect of *Responsiveness* on Customer Satisfaction

Based on the results of the study showing that the regression coefficient is 0.254 and the sig. value of $0.044 < 0.05$, it can be concluded that the *responsiveness* variable has a positive and significant effect on bni bank customer satisfaction Lubuk Alung. The influence of positif shows that the better *the responsiveness*, the customer satisfaction of BNI Lubuk Alung bank will increase. On the other hand, if the responsiveness is not good, the customer satisfaction of BNI Lubuk Alung bank decreases.

Responsiveness is the ability of staff to meet customer requests and is also related to the speed of response in providing services while capturing the aspirations that arise from customers. The effect of *responsiveness* on customer satisfaction of BNI Lubuk Alung bank, in evidence based on the answers of respondents, the majority of which answered quite agreed with the *responsiveness* indicator which stated the speed with which staff respond to customer complaints, staff know customer needs and the knowledge that bank staff have to answer questions and provide solutions to customer problems.

The results of this study are supported by research by Khaliq (2019) states that there is a significant positive influence between *responsiveness* and customer satisfaction. Also supported by research conducted by Mustofa & Siyamto (2015) shows the influence of *responsiveness* on the satisfaction of nasabah.

The Effect of Assurance on Customer Satisfaction

The results showed that the regression coefficient was 0.292 and the sig. value of $0.012 < 0.05$, so it can be concluded that the *assurance* variable has a positive and significant effect on customer satisfaction bank BNI Lubuk Alung. The positive influence shows that the better *the assurance*, the customer satisfaction of BNI Lubuk Alung bank will increase. On the other hand, if the more unkind *the assurance*, the customer satisfaction of BNI Lubuk Alung bank decreases.

Assurance is a guarantee that the services provided provide guarantees of security, ability (competence) of human resources in providing services in accordance with standards and others that its nature provides assurance that all elements of the service provider are in accordance with what is expected. The effect of *assurance* on customer satisfaction of BNI Lubuk Alung bank, proven based on the answers of respondents, the majority of whom answered in agreement with *the assurance* indicator which stated the bank's ability to instill trust in customers, ensure customer security in transactions, and ensure the security of parking lots for customers.

The results of this study are supported by research by Mustofa & Siyamto (2015) showing that *assurance* has a positive and significant effect on consumer satisfaction. It is also supported by juniawan's research (2014) that the guarantee variable has a positive effect on customer satisfaction.

The Effect of Empathy on Customer Satisfaction

The results showed that the regression coefficient was 0.025 and the sig. value was $0.848 > 0.05$, so it can be concluded that the *empathy* variable has no significant effect on customer satisfaction of BNI Lubuk Alung bank. This happens because BNI Lubuk Alung bank customers already feel given individual attention, BNI Lubuk Alung bank provides the best attention for customers, customers already feel that the bank staff gives full attention to the customer's problems.

The results of this study supported by Nitjano's research (2020) showed that the *empathy* variable had no significant effect. However, contrary to research conducted by Khaliq (2019) which states that there is a significant positive influence between *assurance* on customer satisfaction.

The Effect of Products on Customer Satisfaction

The results of the study show that the regression coefficient is 0.145 and the value of sig. $0.000 < 0.05$, it can be concluded that the product variable has a significant effect on customer satisfaction of BNI Lubuk Alung bank. The positive influence shows that the better the product, the customer satisfaction of BNI Lubuk Alung bank will increase. On the other hand, if the product is not good, the customer satisfaction of BNI Lubuk Alung bank decreases.

Quality products are one of the important policies in improving the day of competitiveness of products that must provide satisfaction to customers who exceed or at least equal to the quality products from competitors. The effect of the product on customer satisfaction of BNI Lubuk ALung bank, proven based on the answers of respondents, the majority of whom answered in agreement with product indicators that stated about quality product, product features and product style and design.

The results of this study are supported by research by Rumastari & Sunindyo (2019) shows that products affect customer satisfaction significantly and positively. It is also supported by the research of Wardani et al. (2016) states ada positive and significant influence of the product on customer satisfaction.

The Effect of *Brand Image* on Customer Satisfaction

From the results of the study, it shows that the regression coefficient is 0.087 and the sig. value is $0.027 < 0.05$, it can be concluded that the *brand image* variable has a significant effect on customer satisfaction of BNI Lubuk Alung bank. The positive influence shows that the better the *brand image*, the customer satisfaction of BNI Lubuk Alung bank will increase. On the other hand, if the more unkind *the ima ge brand*, the customer satisfaction of BNI Lubuk Alung bank decreases.

Brand image can be considered as a type of association that appears in the mind of customers when remembering a certain *brand*. The effect of *brand image* on customer satisfaction of BNI Lubuk ALung bank, proven based on the answers of respondents, the majority of whom answered agreeing with the *brand image* indicators that stated about the image maker, wearer image, and product image.

The results of this study are supported by oleh research Sandjaya et al. (2020) that brands have a significant and positive impact on customer satisfaction. In line with the research of Sriandani et al. (2018) states the brand image has a significant influence on customer satisfaction.

IV. Conclusion

In the results of the research that has been carried out, the conclusions in this study are: *First, tangible* has a positive and significant effect on customer satisfaction of BNI Lubuk Alung bank. *Positivengaruh* shows that if the better *the tangible*, the customer satisfaction of BNI Lubuk Alung bank will increase. *Second, reliability* has a positive and significant effect on customer satisfaction of BNI Lubuk Alung bank. This means that if the better *the reliability*, the customer satisfaction of BNI Lubuk Alung bank will increase. *Third, responsiveness* has a positive and significant effect on customer satisfaction of BNI Lubuk Alung bank. This means that if the better *the responsiveness*, then the satisfaction of the BNI Lubuk Alung bank nasabah will increase.

The results of *the fourth study, assurance* had a positive and significant effect on customer satisfaction of BNI Lubuk Alung bank. This means that if the better *the assurance*, the customer satisfaction of BNI Lubuk Alung bank will increase. *Sixth, empathy* does not have a significant effect on customer satisfaction of BNI Lubuk Alung bank. *Seventh, produk* has a significant effect on customer satisfaction of BNI Lubuk Alung bank. The positive influence shows that if the better the product, the satisfaction of BNI Lubuk Alung bank customers will increase. And *eighth, brand image* has a significant effect on customer satisfaction of BNI Lubuk Alung bank. That is, if the better the *brand image*, the customer satisfaction of BNI Lubuk Alung bank is getting better

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THE EFFECT OF SERVICE QUALITY, PRODUCT AND BRAND IMAGE ON CUSTOMER SATISFACTION BANK BNI LUBUK ALUNG

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Abstract

Competition in banking companies is increasing to dominate market share created through customer satisfaction. Customers are the main factor for banks to gain trust from customers to continue using their services. This study aims to determine and analyze whether tangible, reliability, responsiveness, assurance, empathy, product and brand image affect customer satisfaction of Bank BNI Lubuk Alung, using a data collection method in the form of a questionnaire. The sample in this study were 99 respondents. In analyzing the data using validity, reliability, and classical assumption tests, namely normality, multicollinearity and heteroscedasticity. The analytical method used is multiple linear regression analysis, while for hypothesis testing, namely t-test with the help of SPSS. The results of the tests conducted found that: 1) Tangible has a positive and significant effect on customer satisfaction; 2) Reliability has a positive and significant effect on customer satisfaction; 3) Responsiveness has a positive and significant effect on customer satisfaction; 4) Assurance has a positive and significant effect on customer satisfaction; 5) Empathy has no significant effect on customer satisfaction; 6) Products has a significant effect on customer satisfaction; and 7) Brand image has a significant effect on customer satisfaction.

Keywords: Tangible, Reliability, Responsiveness, Assurance, Empathy, Product, Brand Image, Customer Satisfaction.

JEL Classification: L21, L78, M1, M2.

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I. Introduction

The banking industry plays an important role in supporting economic development, where the position of the banking industry is in terms of providing and distributing funds to the public. Banking Law No. 10 of 1998, defines a bank as a commercial organization that collects money from the public in the form of deposits and disburses it back in the form of credit or in the form of others to improve people's living standards. So, the role of banks affects the performance of a country's economy. In developed countries, banks play an important role in regulating the country's economy.

Banking Services is one of the national banking activities to make it easier for customers to carry out financial transactions. Banking services are provided as a means to facilitate the collection and distribution of funds to the general public. Banking services, on the other hand, are a source of income for banks (*fee-based income*). Banks that want to develop must be able to provide quality to services and provide a sense of comfort to the community because it is a determining aspect of the success of a bank. Banks that want to develop can provide quality services and share convenience with customers, because this is a key factor in the success of the bank, thus giving rise to a satisfaction for client and the opposite. The quality of services must start from customer needs and end with customer satisfaction and a positive perception of service quality. (Handika and Susanti 2019)

One of the banks that has a high competitive level is Bank Negara Indonesia (BNI). BNI is ranked fourth out of 16 other banks based on total assets as of Q3 of 2021 (kinerjabank.com). Bank BNI's achievement as one of the largest state-owned banks in Indonesia can be seen by the number of customers who join BNI bank to save and credit for people who are about to start a business. and also became the 1st Best KUR Dealer in 2019. In addition, BNI bank is also one of the banks that often offers a variety of attractive and innovative waiters that aim to satisfy and help the needs of customers will be his financial affairs.

BNI Lubuk Alung is a sub-branch office located on Jl. Raya Padang-Bukittinggi No. 95, Lubuk Alung. In carrying out theperasional oasional Bank BNI Lubuk Alung collects and distributes funds to meet the needs of the community by: (1) collecting funds in the form of savings, both debtor savings and universal savings, (2) collecting funds inthe form of deposits, (3) distributing capital loans to customers who need it with the stipulated provisions bank. The strategic location makes it very easy for customers who want to interact with BNI Lubuk Alung. However, Bank BNI Lubuk Alung still has problems in terms of fast service and queues with long waiting times, causing losses to customers. Some customers choose to cancel the transaction because of the length of the queue time and choose to make transactions on other Bank in the hope of obtaining a more satisfactory service. The problems faced by Bank BNI Lubuk Alung are one of the causes of the decline in the number of customers for the period 2016 to 2020. Itis known that the number of customers for the period 2016 to 2020 experienced a fluktuasi but tended to decrease. In 2016 the number of customers was 3,551, an increase in 2017 of 14,252. In 2018 the number of customers decreased by 13,378 people, decreasing again in 2019 and 2020 to 12,678 people and 11,679 orang. The decrease in the number of customers is suspected to be due to indications of a decrease in customer satisfaction with Bank BNI Lubuk Alung.

Tjiptono (2012) stated that in principle quality services focus on the needs and will of customers and the accuracy of their delivery in offsetting the expectations of these customers. By providing high-quality services, there is an encouragement for customers to establish a strong need with the Bank. If quality service continues to be good with indicators of reliability, has a good responsiveness, there is a guarantee of service and a sense of attention for customers, then that customer satisfaction will increase.

Not only is the quality of service high, product factors are suspected to affect customer satisfaction. Product selection by customers does not only choose physical attributes because customers choose something that can satisfy their desires. The industry's offerings are not limited to products alone, but customers also use products that improve their image, they need to provide benefits over the so-called products.

Competition between banks does not concern financial markers such as *transaction banking* alone, profits and credit and so on, but is related to many aspects such as racing in obtaining brands or the value of the brand in the mind of the consumer. Brands are very meaningful and need to be observed because brands can distinguish one company's products from other products, making it easier for consumers to choose the products they want. Kotler & Keller (2012), stated that *brand image* is a consumer perception and confidence that is reflected in associations and is related to consumer memory.

The American Society for Quality in Heizer & Barry (2017) expresses quality as the overall feature and characteristic of goods or services that satisfy the needs of visible or implied customers. Likewise, Tjiptono & Chandra's (2016) understanding of the quality of service, namely dynamic conditions related to goods or services, human resources, processes and environments that are able to meet and exceed customer expectations. Based on the opinion of Nasfi et al. (2020), service quality is the action of offering products and services by producers to consumers based on their capabilities and obstacles encountered by making it easier for consumers in terms of product and service characteristics.

Whereas Cronin et al in Octavia (2019), service quality is defined as a comparison of expectations for service with that received by customers. Another definition of service quality according to Mu'ah & Masram (2021) is a form of company activity to meet customer expectations. In conclusion, the service here as a service delivered by the service owner is in the form of convenience, quick response, relationship, ability and hospitality. All of them are shown from the attitude and sifat when providing services for customer satisfaction.

Kotler & Keller (2016) defines a product as something offered to pasar that can finally satisfy desires and needs, as well as the opinion of Sudaryono (2016), a product is a which is offered to the market that can be owned, used and consumed by consumers, the purpose is to satisfy the desires and needs of these consumers.

Hamdun & Romadhani (2016), defines a product as an offering of goods and services to a company in order to meet consumer needs, where other opinions are expressed (Kotler & Armstrong, 2014) which referred to as a product is something

offered to a market whose purpose is to attract attention, takeover, use, or consumption in order to create satisfaction with desires and customer needs.

Based on the opinion of Kotler & Keller (2016), a *brand* is not just a name and symbol, a brand means a key element in the correlation of the company and the customer. Similarly, another opinion by Manorek (2016) states that the brand is the name, term, sign, symbol, as well as a combination of those whose purpose is distinguishing one product from another. While *the image* based on Tjiptono, (2015) is an association and trust in the brand by customers, sementara association is the nature of the brand and has a level of strength certain.

Tangible is a dimension of service quality. A good *tangible* can affect customer perception because the service cannot be seen, kissed or palpable. Therefore, the *tangible* aspect becomes an important part as a measuring tool of service and at the same time affects customer expectations because jika *tangible* is good then expectations the customer will be higher.

According to Khaliq (2019) shows that there is a significant positive influence between *tangibles* and customer satisfaction. This means that the appearance of physical facilities, equipment, personnel, and communication tools owned by the Bank has proven to have a significant influence on customer satisfaction.

H₁: Diduga *tangible* has a positive and significant effect on customer satisfaction of Bank BNI Lubuk Alung.

Reliability is the fulfillment of the company's immediate and satisfactory service promises. Reliability performance must be in accordance with customer expectations. If the customer maintains good reliability performance, he will provide a good perception of the service. The reliability factor needs to be considered because the more reliable the bank which includes the accuracy of the service as promised and the ability to provide services can make customers feel satisfied and will make the customer a loyal customer.

According to Mustofa & Siyamto (2015) there is a significant influence between *reliability* and customer satisfaction. This shows that the services provided by the bank have been felt the best thing from customers, namely by helping to solve problems, on time, services according to those that promised and stored the data accurately so that nasabah feel satisfaction with the bank's services.

H₂: It is suspected that *reliability* has a positive and significant effect on customer satisfaction of Bank BNI Lubuk Alung.

Responsiveness is a dimension of the most dynamic service quality. The expectations that nasabah has for the speed of service will almost certainly change with an upward trend over time .

According to Mustofa & Siyamto (2015) there is an effect of *responsiveness* on the satisfaction of nasabah bank. This shows that the bank has felt the best thing for customers, namely with the availability of helping customers, clarity of information, and agility in responding to requests. and customer complaints can be felt by customers. In other words, the higher the *responsiveness*, the higher the customer satisfaction.

H₃: It is suspected that *responsiveness* has a positive and significant effect on customer satisfaction of Bank BNI Lubuk Alung.

Assurance is the competence, courtesy of compensation, and ability of bank employees to foster customer trust and security in the bank. Every customer wants to be properly trained by the bank. There is a guarantee that the customer who comes will be well served by the bank, will provide a sense of security and trust to the customer, so that the customer's personal stability will be increase. Thus, mereka's trust in the bank will also increase.

According to Juniawan (2014) that the guarantee variable has a positive effect on customer satisfaction. The better the customer's perception of the guarantee, the higher the customer's sensitivity will be. And if the customer's perception of the guarantee is bad, then customer satisfaction is also lower.

H₄: It is suspected that *assurance* has a positive and significant effect on customer satisfaction of Bank BNI Lubuk Alung.

Empathy is a sincere and individual or personal care given to the client by seeking to understand the client's wishes. Banks are expected to have an understanding and knowledge of customers, understand customer needs in a specific manner, and have a comfortable operating time for customers.

Khaliq (2019) shows that there is a significant positive influence between *assurance* on customer satisfaction. The existence of sympathy on the part of the bank manager is the main tool in fulfilling the expectations of customers to be treated preferentially. Thus, the sense of attention from the bank manager in serving customers is a more value for customers. This will increase their satisfaction with the quality of bank services.

H₅: It is suspected that *empathy* has a positive and significant effect on customer satisfaction of Bank BNI Lubuk Alung.

Marzuki et al. (2021) found that the quality of banking products and services plays an important role in customer satisfaction, but is also closely related to the acquisition of bank profits. The higher the quality of products and services offered by the bank, the higher customer satisfaction. Judging from the Rumastari & Sunindyo survey (2019) that products affect customer satisfaction significantly and positively. Research of Wardani et al. (2016) states that there is a positive and significant influence of the product on customer satisfaction. Based on these statements, research can suggest that the impact of the product is suspected to be a factor in customer satisfaction.

H₆: It is suspected that the product has a positive and significant effect on customer satisfaction of Bank BNI Lubuk Alung.

A good brand image guarantees customer satisfaction. This means that the better the brand image of the company, the more satisfied customers feel. On the contrary, the lower the brand image of the company, the more dissatisfied customers will be (Asean in 2020). From this statement, the company needs to develop the right brand strategy. This strategy can start by creating positive brand images in the minds of customers. Judging from the survey of Sandjaya et al. (2020) that brands have a significant and positive impact on customer satisfaction. According to the survey of Sriandani et al. (2018) states brand image has a significant influence on customer

satisfaction. Based on this explanation, it is concluded that *brand image* is considered as a determining factor in satisfaction.

H₇: It is suspected that the brand image has a positive and significant effect on customer satisfaction of Bank BNI Lubuk Alung

II. Material and Method

This type of research is quantitative research, with data obtained based on respondents' answers to the questionnaire. The population is customers of Bank BNI Lubuk Alung in 2020 as many as 11,679 respondents. The number of samples is determined based on the Slovin formula where the error rate of determination used is 10%. The sample technique is *simple random sampling* which takes a random sample of members of a population, regardless of class (Sugiyono 2017). Thus, the total sample was 99 respondents.

Operational explanations and indicators of many studies are found in such tables as:

Table 1.
Variable Operational Definition

No.	Variable	Indicators	Source
1	<i>Tangibles</i> (X ₁)	1. Magnificent office building 2. Strategic location 3. Employee appearance	Mulyaningsih & Atmosphere (2016)
2	<i>Reliability</i> (X ₂)	1. Speed of service 2. Accuracy of service 3. <i>Online system</i>	Mulyaningsih & Atmosphere (2016)
3	<i>Responsiveness</i> (X ₃)	1. Quickly handle complaints 2. Knowing customer needs 3. Providing solutions	Mulyaningsih & Atmosphere (2016)
4	<i>Assurance</i> (X ₄)	1. Trustworthy banks 2. Customers feel safe when transacting 3. Parking security	Mulyaningsih & Atmosphere (2016)
5	<i>Empathy</i> (X ₅)	1. Employee friendliness 2. Employee patience 3. Employees pay close attention	Mulyaningsih & Atmosphere (2016)
6	Products (X ₆)	1. Product quality 2. Product features 3. Product style and design	Kotler & Armstrong (2012)
7	<i>Brand image</i> (X ₇)	1. Creator image 2. User image 3. Product image	Sutisna (2011)
8	Customer satisfaction	1. Conformity of expectations 2. Interest in revisiting	Hawkins and Lonney in Tjiptono (2015)

3. Willingness to recommend

The data analysis technique of this study consists of instrument validity and reliability tests, descriptive analysis of variables, classical assumption tests and multiple linear regression analysis. Testing the research hypothesis using the t test

III. Results and Discussion

Validity Test

Ghozali (2016) revealed that the validity test is the determinant of the validity or validity of the research questionnaire, on the basis of its analysis: a) if the r hitung value > r tabel, then the statement item is valid, and b) if the r hitung value < r tabel, then the statement item is fall. The table r value for n = 99 is 0.1975. The following are the results of testing the validity of each research variable.

Tangibles Validity Test (X₁)

Table 2.
Tangibles Variable Validity Test Results (X₁)

Items	Corrected Item-Total Correlation (r calculate)	r table	Information
X1.1	0,761	0,1975	Valid
X1.2	0,710	0,1975	Valid
X1.3	0,821	0,1975	Valid

Source: Processed primary data, 2022

Based on Table 2 above all statements of the *variable Tangibles* (X₁) are declared valid because the corrected value of the item-total correlation (r) > r of the table is 0.1975, so that it can be used for further testing.

Reliability Validity Test (X₂)

Table 3.
Reliability Variable Validity Test Results (X₂)

Items	Corrected Item-Total Correlation (r calculate)	r table	Information
X2.1	0,840	0,1975	Valid
X2.2	0,859	0,1975	Valid
X2.3	0,890	0,1975	Valid

Source: Processed primary data, 2022

Based on Table 3 above all statements of the *Reliability* variable (X₂) are declared valid because the corrected value of the item-total correlation (r count) > r of the table is 0.1975, so it can be used for further testing.

Responsiveness Validity Test (X₃)

Table 4.
Responsiveness Variable Validity Test Results (X₃)

Items	Corrected Item-Total Correlation (r calculate)	r table	Information
X3.1	0,780	0,1975	Valid
X3.2	0,816	0,1975	Valid
X3.3	0,774	0,1975	Valid

Source: Processed primary data, 2022

Based on Table 4 above all statements of the Responsiveness variable (X₃) are declared valid because the corrected value of the item-total correlation(r) > r of the table is 0.1975, so it can be used for further testing.

Assurance Validity Test (X₄)

Table 5.
Assurance Variable Validity Test Results (X₄)

Items	Corrected Item-Total Correlation (r calculate)	r table	Information
X4.1	0,678	0,1975	Valid
X4.2	0,678	0,1975	Valid
X4.3	0,747	0,1975	Valid

Source: Processed primary data, 2022

Based on Table 5 above all statements of the Assurance variable (X₄) are declared valid because the corrected value of the item-total correlation(r) > r of the table is 0.1975, so that it can be used for further testing.

Empathy Validity Test (X₅)

Table 6.
Empathy Variable Validity Test Results (X₅)

Items	Corrected Item-Total Correlation (r calculate)	r table	Information
X5.1	0,837	0,1975	Valid
X5.2	0,840	0,1975	Valid
X5.3	0,796	0,1975	Valid

Source: Processed primary data, 2022

Based on Table 6 above all statements of the Empathy variable (X₅) are declared valid because the corrected value of the item-total correlation(r) > r of the table is 0.1975, so that it can be used for further testing.

Product Validity Test (X₆)

Table 7.

Product Variable Validity Test Results (X₆)

Items	Corrected Item-Total Correlation (r calculate)	r table	Information
X6.1	0,706	0,1975	Valid
X6.2	0,786	0,1975	Valid
X6.3	0,771	0,1975	Valid
X6.4	0,846	0,1975	Valid
X6.5	0,790	0,1975	Valid
X6.6	0,693	0,1975	Valid
X6.7	0,801	0,1975	Valid
X6.8	0,739	0,1975	Valid
X6.9	0,743	0,1975	Valid

Source: Processed primary data, 2022

Based on Table 7 above all statements of the Product variable (X₆) are declared valid because the corrected *value of the item-total correlation*(r) > r of the table is 0.1975, so that it can be used for further testing.

Brand Image Validity Test (X₇)

Table 8.

Brand Image Variable Validity Test Results(X₇)

Items	Corrected Item-Total Correlation (r calculate)	r table	Information
X7.1	0,773	0,1975	Valid
X7.2	0,740	0,1975	Valid
X7.3	0,761	0,1975	Valid
X7.4	0,747	0,1975	Valid
X7.5	0,659	0,1975	Valid
X7.6	0,764	0,1975	Valid
X7.7	0,759	0,1975	Valid
X7.8	0,510	0,1975	Valid
X7.9	0,677	0,1975	Valid

Source: Processed primary data, 2022

Based on Table 8 above, all statements of the Variable *Brand Image*(X₇) are declared valid because the corrected *value of the item-total correlation*(r) > r of the table is 0.1975, so that it can be used for further testing.

Customer Satisfaction Validity Test (Y)

Table 9.

Validity Test Results of Customer Satisfaction Variables (Y)

Items	Corrected Item-Total Correlation (r calculate)	r table	Information
Y.1	0,422	0,1975	Valid

Y.2	0,516	0,1975	Valid
Y.3	0,629	0,1975	Valid
Y.4	0,610	0,1975	Valid
Y.5	0,604	0,1975	Valid
Y.6	0,603	0,1975	Valid
Y.7	0,663	0,1975	Valid
Y.8	0,658	0,1975	Valid
Y.9	0,736	0,1975	Valid

Source: Processed primary data, 2022

Based on Table 9 above, all statements of the Customer Satisfaction variable (Y) are declared valid because the corrected *value of the item-total correlation*(r calculate) > r of the table is 0.1975, so that it can be used for further testing.

Reliability Test

The reliability test according to Ghozali (2016), is a measure of the consistency of the research measuring instrument, the basis of the analysis is if the *cronbach alpha* value > 0.7, then the measuring instrument is consistent or reliable. The results of the reliability test can be seen in Table 10 below :

Table 10.
Reliability Test Results

Variable	Cronbach Alpha	Number of Items
Tangibles (X ₁)	0,875	Reliable
Reliability (X ₂)	0,931	Reliable
Responsiveness (X ₃)	0,888	Reliable
Assurance (X ₄)	0,838	Reliable
Empathy (X ₅)	0,908	Reliable
Products (X ₆)	0,937	Reliable
Brand Image (X ₇)	0,916	Reliable
Customer Satisfaction (Y)	0,864	Reliable

Source: Processed primary data, 2022

From the presentation of table 10 above, all research variables are declared reliable, where the results of the reliability test calculations of each variable show that *the Cronbach Alpha* is greater than 0.7. This means that the entire variable can be used for further data processing.

Test of Classical Assumptions

Normality Test

Table 4.11
Normality Test Results

Kolmogorov-Smirnov Z test	Unstandarize Residual
Kolmogorov-Smirnov Z	0.682
Asymp. Sig. (2-tailed)	0.741

Source: Processed primary data, 2022

From Table 11 above, the *Kolmogorov-Smirnov Z* value is 0.682 with an *asymp.sig (2 tailed)* of 0.741 > 0.05. Therefore, the results of the normality of all variables of this study are normally distributed or the classical assumptions about the normality of the data are met.

Multicholnearity Test

Table 12.
Multicholnearity Test Results

Variable	Collinearity Statistics	
	Tolerance	VIF
Tangibles (X ₁)	0,184	5,429
Reliability (X ₂)	0,228	4,378
Responsiveness (X ₃)	0,192	5,221
Assurance (X ₄)	0,379	2,641
Empathy (X ₅)	0,179	5,575
Products (X ₆)	0,342	2,922
Brand Image (X ₇)	0,427	2,342

Source: Processed primary data, 2022

Based on Table 12, it can be seen that each independent variable used has a *Tolerance* value above 0.10. Meanwhile, the *variance inflation factor (VIF)* value is below 10 so that it can be concluded that all independent variables are free from the symptoms of multikolinierity so that the stages of data processing are further can be implemented immediately.

Heterochedasticity Test

Table 13.
Heterochedasticity Test Results

Variable	Sig.
Tangibles (X ₁)	0,054
Reliability (X ₂)	0,971
Responsiveness (X ₃)	0,358
Assurance (X ₄)	0,690
Empathy (X ₅)	0,992

Products (X ₆)	0,561
Brand Image (X ₇)	0,281

Source: Processed primary data, 2022

From Table 13 above, it can be seen that *tangibles*, *reliability*, *responsiveness*, *assurance*, *empathy*, *products*, and *brand images* have significance values above 0.05 so it can be concluded that all variables do not occur heteroskedasticity.

Multiple Linear Regression Analysis

Multiple regression analysis is useful for looking at the equations of *Tangibles* (X₁), *Reliability* (X₂), *Responsiveness* (X₃), *Assurance* (X₄), *Empathy* (X₅), *Product* (X₆) and *Brand Image* (X₇) to Customer Satisfaction (Y), which is carried out using the SPSS Version 23 program as in the following table:

Table 14.
Multiple Linear Regression Analysis Results

Constants and Variables Bebas	Regression Coefficient	Significant	Information
(Constant)	17,022	0,000	-
Tangibles (X ₁)	0.299	0.029	Influential
Reliability (X ₂)	0.287	0.012	Influential
Responsiveness (X ₃)	0.254	0.044	Influential
Assurance (X ₄)	0.292	0.012	Influential
Empathy (X ₅)	0.025	0.848	No Effect
Products (X ₆)	0.145	0,000	Influential
Brand image (X ₇)	0.087	0.027	Influential

Source: Processed primary data, 2022

Based on the regression results from Table 14 above, it can be determined that the multiple linear regression equation in this study is as follows:

$$Y = 17.022 + 0.299X_1 + 0.287X_2 + 0.254X_3 + 0.292X_4 + 0.025X_5 + 0.145X_6 + 0.087X_7 + e$$

The interplay over the regression equation obtained is as follows:

1. The constant of 17.022 states that if the variable *tangibles* (X₁), *reliability* (X₂), *responsiveness* (X₃), *assurance* (X₄), *empathy* (X₅), *product* (X₆) and *brand image* (X₇) is considered constant or ignored, then customer satisfaction (Y) is 17,022.
2. The regression coefficient of *tangibles* (X₁) is 0.299 meaning that if other independent variables are fixed in value and *tangibles* (X₁) experience an increase of 1 unit of weight, then customer satisfaction will experienced an increase of 0.299, as did the opposite state. A positive coefficient means that *tangibles* (X₁) have a positive effect on customer satisfaction.

3. The reliability regression coefficient (X_2) is 0.287 meaning that if other independent variables have a fixed value and *reliability* (X_2) increases by 1 unit of weight, then customer satisfaction will experienced an increase of 0.287, similarly in the opposite circumstances. A positive coefficient means that *reliability* (X_2) has a positive effect on customer satisfaction.
4. The responsiveness regression coefficient (X_3) is 0.254 meaning that if other independent variables have a fixed value and *responsiveness* (X_3) experiences an increase of 1 unit of weight, then customer satisfaction will experience an increase of 0.254, as well as in the opposite circumstances. Positiveefficient co-operation means *responsiveness* (X_3) has a positive effect on customer satisfaction.
5. The assurance regression coefficient (X_4) is 0.292 meaning that if another independent variable is of fixed value and *assurance* (X_4) increases by 1 unit of weight, then thecustomer's sensitivity will experience an increase of 0.292, as well as in the opposite circumstances. A positive coefficient means *that assurance* (X_4) has a positive effect on customer satisfaction.
6. The empathy regression coefficient (X_5) is 0.025 meaning that if another endent indep variable is of fixed value and *empathy* (X_5) increases by 1 unit of weight, then customer satisfaction will experienced an increase of 0.025, similarly in the opposite circumstances. A positive coefficient means empathy (X_5) has a positive effect on customer satisfaction.
7. The product regression coefficient (X_6) is 0.145 meaning that if another independent variable has a fixed value and the product (X_6) experiences an increase of 1 unit of weight, then customer satisfaction will be experienced an increase of 0.145, as well as in the opposite. A positive coefficient means that the product (X_6) has a positive effect on customer satisfaction.
8. The regression coefficient of *brand image* (X_7) is 0.087 meaning that if other independent variables have a fixed value and *the brand image* (X_7) has an increase of 1 unit of weight, then customer satisfaction will experienced an increase of 0.087, similarly in the opposite circumstances. A positive coefficient means that *the brand image* (X_7) has a positive effect on customer satisfaction.

T-test (Partially)

Based on the t-test carried out, it can be seen in Table 15 below:

Table 15.
Test Results t

Type	t	Sig.	Information
<i>Tangibles</i> (X_1)	2,213	0,029	Influential
<i>Reliability</i> (X_2)	2,573	0,012	Influential
<i>Responsiveness</i> (X_3)	2,040	0,044	Influential
<i>Assurance</i> (X_4)	2,560	0,012	Influential
<i>Empathy</i> (X_5)	0,192	0,848	No Effect

Products (X ₆)	3,642	0,000	Influential
Brand Image (X ₇)	2,243	0,027	Influential

Source: Processed primary data, 2022

From the results of the study obtained a regression coefficient of 0.299, and the calculated t value $> t_{table}$ ($2.213 > 1.986$) with a significance of $0.029 < \alpha 0.05$, then H_1 was accepted. It can be concluded that *tangibles* have a positive and significant effect on customer satisfaction. This means that the better *the tangibles*, the more customer satisfaction will increase. Inturn, the less good *the tangibles*, the lower the customer satisfaction.

The results showed a regression coefficient of 0.287, and a calculated t value $> t_{table}$ ($2.573 > 1.986$) with a significance of $0.012 < 0.05$, α then H_2 was accepted. It can be concluded that *reliability* has a positive and significant effect on customer satisfaction. This means that the better *the reliability*, the more customer satisfaction will increase. Conversely, the less good *reliability*, the more customer satisfaction decreases.

Based on the results of the study showed a regression coefficient of 0.254, and the calculated t value $> t_{of\ the\ table}$ ($2.040 > 1.986$) with a significance of $0.044 < \alpha 0.05$, then H_3 was accepted. It can be concluded that *responsiveness* has a positive and significant effect on customer satisfaction. This means that the better the *responsiveness*, the more customer satisfaction will increase. Conversely, the less good *responsiveness*, the lower customer satisfaction.

From the results of the study, the regression coefficient was 0.292, and the calculated t value $> t_{table}$ ($2.560 > 1.986$) with a significance of $0.012 < 0.05$, α then H_4 was accepted. It can be concluded that *assurance* has a positive and significant effect on customer satisfaction. This means that the higher *the assurance*, the more customer satisfaction will increase. Conversely, the lower *the assurance*, the lower the customer satisfaction.

From the results of the study showed a regression coefficient of 0.025, and the calculated t value $< t_{of\ the\ table}$ ($0.192 < 1.986$) with a significance of $0.848 > \alpha 0.05$, then H_5 was rejected. It can be concluded that *empathy* has no positive and significant effect on customer satisfaction. In other words, the low or high dimensions of *empathy* do not affect customer satisfaction.

Based on the results of the study, it showed a regression coefficient of 0.145, and the calculated t value $> t_{of\ the\ table}$ ($3.642 > 1.987$) with a significance of $0.000 < \alpha 0.05$, then H_6 was accepted. It can be concluded that the product has a positive and significant effect on customer satisfaction. This means that the better the product, the more customer satisfaction will increase. Conversely, the less good the product, the more customer satisfaction decreases.

Based on the results of the study showed a regression coefficient of 0.087, and the calculated t value $> t_{of\ the\ table}$ ($2.243 > 1.986$) with a significance of $0.027 < \alpha 0.05$, then H_7 was accepted. It can be concluded that *brand image* has a positive and significant effect on customer satisfaction. This means that the better *the brand image*, the more customer satisfaction will increase. On the other hand, the less good the *brand image*, the lower customer satisfaction.

The Effect of *Tangibles* on Customer Satisfaction

The results showed that the regression coefficient was 0.229 and the sig. value of $0.029 < 0.05$, so it can be concluded that the *tangible* variable has a positive and significant impact on customer satisfaction of BNI Lubuk bank Alung. The positive influence shows that the better the *tangible*, the customer satisfaction of BNI Lubuk Alung bank will increase. On the other hand, if the *tangible* is not good, then the satisfaction of BNI Lubuk Alung bank customers decreases.

Tangible is the emergence of physical facilities, equipment, employees, and communication materials, therefore it is very important. The effect of *tangible* on customer satisfaction of BNI Lubuk ALung bank, proven based on the answers of respondents, the majority of whom answered quite agreed with *the tangible* indicators that stated the condition of the building which is magnificent and attractive, the location is strategic and easy to reach, and the appearance of the bank staff is clean and tidy.

The results of this study are in line with Khaliq's research (2019) showing a significant positive influence between *tangibles* and customer satisfaction. In line with research conducted by Sholehuddin & Rahman (2020) proved that physical evidence variables (*Tangibles*) have a positive and significant effect on consumer satisfaction. Research by Mustofa & Siyamto (2015) shows that there is a significant influence between *tangibility* on customer satisfaction.

The Effect of *Reliability* on Customer Satisfaction

From the results of the study, it shows that the regression coefficient is 0.287 and the value of sig. $0.012 < 0.05$, it can be concluded that the *reliability* variable has a positive and significant effect on customer satisfaction of BNI bank Lubuk Alung. The positive influence shows that the better *the reliability*, the customer satisfaction of BNI Lubuk Alung bank will increase. On the other hand, if the reliability is not good, then the customer satisfaction of BNI Lubuk Alung bank decreases.

Reliability is the ability to provide services as promised by fish immediately, accurately and satisfactorily. The effect of *reliability* on customer satisfaction of BNI Lubuk ALung bank, proven based on the answers of respondents, the majority of whom answered quite agreed with the *reliability* indicator which stated speed staff in responding to customer complaints, the right service according to customer needs, and the *online system* used at the bank speed up the transaction time.

The results of this study are in line with Khaliq's research (2019) stating that there is a significant influence between *reliability* on customer satisfaction. This means that accurate service in accordance with the promise provided is able to add a sense of customer satisfaction. Also supported by research conducted by Sholehuddin & Rahman (2020) proves that the reliability variable (*reliability*) has a positive and significant effect on consumer satisfaction. Research by Mustofa & Siyamto (2015) shows that there is a significant influence between *reliability* and customer satisfaction.

The Effect of *Responsiveness* on Customer Satisfaction

Based on the results of the study showing that the regression coefficient is 0.254 and the sig. value of $0.044 < 0.05$, it can be concluded that the *responsiveness* variable has a positive and significant effect on bni bank customer satisfaction Lubuk Alung. The influence of positif shows that the better *the responsiveness*, the customer satisfaction of BNI Lubuk Alung bank will increase. On the other hand, if the responsiveness is not good, the customer satisfaction of BNI Lubuk Alung bank decreases.

Responsiveness is the ability of staff to meet customer requests and is also related to the speed of response in providing services while capturing the aspirations that arise from customers. The effect of *responsiveness* on customer satisfaction of BNI Lubuk Alung bank, in evidence based on the answers of respondents, the majority of which answered quite agreed with the *responsiveness* indicator which stated the speed with which staff respond to customer complaints, staff know customer needs and the knowledge that bank staff have to answer questions and provide solutions to customer problems.

The results of this study are supported by research by Khaliq (2019) states that there is a significant positive influence between *responsiveness* and customer satisfaction. Also supported by research conducted by Mustofa & Siyamto (2015) shows the influence of *responsiveness* on the satisfaction of nasabah.

The Effect of Assurance on Customer Satisfaction

The results showed that the regression coefficient was 0.292 and the sig. value of $0.012 < 0.05$, so it can be concluded that the *assurance* variable has a positive and significant effect on customer satisfaction bank BNI Lubuk Alung. The positive influence shows that the better *the assurance*, the customer satisfaction of BNI Lubuk Alung bank will increase. On the other hand, if the more unkind *the assurance*, the customer satisfaction of BNI Lubuk Alung bank decreases.

Assurance is a guarantee that the services provided provide guarantees of security, ability (competence) of human resources in providing services in accordance with standards and others that its nature provides assurance that all elements of the service provider are in accordance with what is expected. The effect of *assurance* on customer satisfaction of BNI Lubuk Alung bank, proven based on the answers of respondents, the majority of whom answered in agreement with *the assurance* indicator which stated the bank's ability to instill trust in customers, ensure customer security in transactions, and ensure the security of parking lots for customers.

The results of this study are supported by research by Mustofa & Siyamto (2015) showing that *assurance* has a positive and significant effect on consumer satisfaction. It is also supported by juniawan's research (2014) that the guarantee variable has a positive effect on customer satisfaction.

The Effect of Empathy on Customer Satisfaction

The results showed that the regression coefficient was 0.025 and the sig. value was $0.848 > 0.05$, so it can be concluded that the *empathy* variable has no significant effect on customer satisfaction of BNI Lubuk Alung bank. This happens because BNI Lubuk Alung bank customers already feel given individual attention, BNI Lubuk Alung bank provides the best attention for customers, customers already feel that the bank staff gives full attention to the customer's problems.

The results of this study supported by Nitjano's research (2020) showed that the *empathy* variable had no significant effect. However, contrary to research conducted by Khaliq (2019) which states that there is a significant positive influence between *assurance* on customer satisfaction.

The Effect of Products on Customer Satisfaction

The results of the study show that the regression coefficient is 0.145 and the value of sig. $0.000 < 0.05$, it can be concluded that the product variable has a significant effect on customer satisfaction of BNI Lubuk Alung bank. The positive influence shows that the better the product, the customer satisfaction of BNI Lubuk Alung bank will increase. On the other hand, if the product is not good, the customer satisfaction of BNI Lubuk Alung bank decreases.

Quality products are one of the important policies in improving the day of competitiveness of products that must provide satisfaction to customers who exceed or at least equal to the quality products from competitors. The effect of the product on customer satisfaction of BNI Lubuk ALung bank, proven based on the answers of respondents, the majority of whom answered in agreement with product indicators that stated about quality product, product features and product style and design.

The results of this study are supported by research by Rumastari & Sunindyo (2019) shows that products affect customer satisfaction significantly and positively. It is also supported by the research of Wardani et al. (2016) states ada positive and significant influence of the product on customer satisfaction.

The Effect of *Brand Image* on Customer Satisfaction

From the results of the study, it shows that the regression coefficient is 0.087 and the sig. value is $0.027 < 0.05$, it can be concluded that the *brand image* variable has a significant effect on customer satisfaction of BNI Lubuk Alung bank. The positive influence shows that the better the *brand image*, the customer satisfaction of BNI Lubuk Alung bank will increase. On the other hand, if the more unkind *the ima ge brand*, the customer satisfaction of BNI Lubuk Alung bank decreases.

Brand image can be considered as a type of association that appears in the mind of customers when remembering a certain *brand*. The effect of *brand image* on customer satisfaction of BNI Lubuk ALung bank, proven based on the answers of respondents, the majority of whom answered agreeing with the *brand image* indicators that stated about the image maker, wearer image, and product image.

The results of this study are supported by oleh research Sandjaya et al. (2020) that brands have a significant and positive impact on customer satisfaction. In line with the research of Sriandani et al. (2018) states the brand image has a significant influence on customer satisfaction.

IV. Conclusion

In the results of the research that has been carried out, the conclusions in this study are: *First, tangible* has a positive and significant effect on customer satisfaction of BNI Lubuk Alung bank. *Positivengaruh* shows that if the better *the tangible*, the customer satisfaction of BNI Lubuk Alung bank will increase. *Second, reliability* has a positive and significant effect on customer satisfaction of BNI Lubuk Alung bank. This means that if the better *the reliability*, the customer satisfaction of BNI Lubuk Alung bank will increase. *Third, responsiveness* has a positive and significant effect on customer satisfaction of BNI Lubuk Alung bank. This means that if the better *the responsiveness*, then the satisfaction of the BNI Lubuk Alung bank nasabah will increase.

The results of *the fourth study, assurance* had a positive and significant effect on customer satisfaction of BNI Lubuk Alung bank. This means that if the better *the assurance*, the customer satisfaction of BNI Lubuk Alung bank will increase. *Sixth, empathy* does not have a significant effect on customer satisfaction of BNI Lubuk Alung bank. *Seventh, produk* has a significant effect on customer satisfaction of BNI Lubuk Alung bank. The positive influence shows that if the better the product, the satisfaction of BNI Lubuk Alung bank customers will increase. And *eighth, brand image* has a significant effect on customer satisfaction of BNI Lubuk Alung bank. That is, if the better the *brand image*, the customer satisfaction of BNI Lubuk Alung bank is getting better

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THE EFFECT OF EMPLOYEE COMPETENCE AND PERFORMANCE ON COMMUNITY SATISFACTION AT THE PADANG CITY REGIONAL REVENUE AGENCY

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Abstract

The government continues to strive to provide the best service to the community so that community satisfaction related to the various services that can be provided continues to increase. The community is increasing by continuously improving performance and encouraging employee performance to be more optimal in its implementation. This study aims to analyze and prove the effect of competence and employee performance on community satisfaction at the Padang City Regional Revenue Agency. The method used is descriptive with Multiple Linear Regression analysis technique. The population in the study is all people who make services at the Padang City Regional Revenue Agency in 2020 reaching 1,263. The sampling technique used in this research is simple random sampling. The sample is 93 people. From statistical analysis with the help of SPSS version 23, that: 1) competence has a positive and significant effect on community satisfaction at the Padang City Regional Revenue Agency, and 2) employee performance has a positive and significant effect on community satisfaction at the Padang City Regional Revenue Agency.

Keywords: Competence, Employee Performance, Community Satisfaction.

JEL Classification: L21, L78, M1, M2.

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I. Introduction

Good government can be realized by making improvements to the performance of good government services. Law No. 25 of 2009, on public services that a series of activities meet the demands of services on the provisions of the law on all citizens and residents related to goods, services, and administrative services. These efforts are ongoing and are being carried out by all government officials.

Public satisfaction is a measure of the performance of government agencies to fulfill their duties and obligations. Various public perceptions arise automatically after the community directly interacts to realize various benefits related to government agencies. Faced with this, government agencies must be able to provide maximum service so that the thoughts that arise are positive and the community becomes satisfied.

The Padang City Regional Revenue Agency is part of the implementation of regional autonomy, and the government's work in the field of revenue, where the main function is to support government activities in the financial sector. In the pros of public service ice, problems are still found. The first survey through interviews with employees showed the community's assessment of the service was broadly dissatisfied with the 54% assessment. In terms of service procedures by 47%, service time n by 67%, employee competence by 53%, employee behavior when serving the community by 54% and response to complaints, suggestions and input by 58%. Meanwhile, the overall value of public satisfaction with employee services is 46% in the level of satisfied egori. This indicates that services at the Padang City Regional Revenue Agency still need to be addressed so that community satisfaction increases.

Competence is a requirement in an individual that must be met, it can also be interpreted as a knowledge, skill, ability and satisfaction characteristics such as problem solving, analytical thinking or leadership. In serving the community requires competencies that can make them satisfied. Badjamal's research (2014) proves that competence has a positive impact on satisfaction. Research Ichsan et al. (2016) outlined the results of the study that employee competence has a significant influence on community satisfaction.

Romberg in Permatasari & Hermani (2020) argues that employees with high competence tend to be experienced, have an education that supports the profession, have expertise or knowledge, and have skills. From the results of observations and interviews, the author found that there were problems with employee competence, including: (1) the knowledge and skills of employees did not support their work, (2) there were still problems with employee competence. the incompatibility of education with the current work, and (3) The difficulty of employees in coming up with the latest ideas for the betterment of the organization. Community satisfaction can also be determined by employee performance.

Performance is used as a measure of the success of individuals and agencies, in other words, employees who do their gas well and are responsive to the needs of the community are considered to be able to increase the success of the Agency in terms of providing services to the community. This is proven from Pramularso's research (2020) that employee performance has a significant effect on community satisfaction. Based on the performance data of employees of the Padang City Regional Revenue Agency, it can be concluded that employee performance is not optimal and there needs to be an improvement so that organizational goals can be achieved. Of the 3 (three) targets using 5 (five) performance indicators set, performance achievements are in the rendah category of 60.64%.

Kpuasan based on Lupiyoadi (2013), is an individual's feeling of satisfaction with the performance of products and services with his expectations. Determination of the level of satisfaction is seen from the more value of the product and the performance of the service after making a purchase, where this theory is recognized with *the customer value delivered*, namely the difference in value of products and services at the cost of obtaining them. Based on Kotler and Keller in Hermawati (2018) *satisfaction* is a sense of pleasure and disappointment arising from the comparison of product performance with expectations. Meanwhile, Swastha's opinion (2012), states that satisfaction is the impulse of the customer's desire to obtain satisfaction, where the desire comes from a motive. The creation of different desires in individuals or based on the surrounding environment.

The definition of satisfaction by Robbins & Judge (2013) is a general attitude towards the work of employees that distinguishes the marijuana of the mine obtained by conviction of the facts at hand. The characteristics of different individuals make the satisfaction in society different or the impact felt individ u on satisfaction will not be the same. According to Sangadji & Sopiah (2013) satisfaction or dissatisfaction is an individual's sense of well-being or disappointment compared to the impression of the actual performance of a product on its expectations of product performance .

Sourced from Spencer in Moeheriono (2014), competence is the capacity of employees in producing performance according to standards, efficiency, performance optimization and superiority in the workplace. McClelland in Rivai (2014) defines competence as a basic ability that an individual has a direct impact on the best performance, or is interpreted as the activity of *outstanding performers* which is more often implemented on many asanas than the best results tried by *average performers*. Opinion marwansyah (2016) competence is a combination of knowledge, expertise, behavior and individual attitudes to achieve work success according to agreed standards, and which can be raised through training and development.

Kinerja phas the principle of being a term that describes "achievement" or "achievement" which comes from the word "to achieve" which means "to achieve", so in Indonesian it is often interpreted asan agai " achievement" or "what is achieved" (

Performance is a function of the ability of employee workers to accept the job goals that have been set by the company (Junaidi & Susanti, 2019). Opinion Sedarmayanti (2016) performance is the value of one-fourth of employee behavior that contributes, both positively and negatively to the fulfillment of organizational goals. Performance is the result of a work process that is measured based on certain time provisions sourced from terms or agreements agreed upon (Edison et al., 2016). According to Hartatik (2014) performance is the capacity and success of employees carrying out organizational functions, duties and operational responsibilities of the organization.

According to Abdullah (2014), performance is defined as the result of work that is strongly correlated with the agency's strategy, complacency and contribution to the economy. Based on Moeheriono (2014), performance is the success of employees in achieving work programs and goals, work objectives, vision and mission contained in the strategic planning of the organization .

Competence is an aspect of developing the resources owned, conditioned into supporting efforts in the achievement of organizational goals. Increasing service satisfaction can be done through a human aspect approach with service providers, namely pegawai competence.

Badjamal's research (2014) proves that competence has a positive and significant effect on satisfaction. Indah & Ustad (2018) proves that there is a positive and significant influence between competence and satisfaction.

H₁: It is suspected that competence positively and significantly affects community satisfaction with the Padang City Regional Revenue Agency.

Success is influenced by the performance of its employees. Performance is the result of employee work or comparison of real work results with existing work standards . Employee performance is indispensable in optimal service because performance shows the ability of employees to provide services and create satisfaction.

Hasil research Pramularso (2020) employee performance has a positive and significant effect on satisfaction. Sutrisno & Mariyono (2017) found that employee performance has a significant positive fan influence on community satisfaction. Prayogo & Ismiyati (2018) found that employee performance has a positive and significant effect on satisfaction.

H₂: It is suspected that the employee's performance is positive and significantly affecting the satisfaction of the community at the Padang City Regional Revenue Agency

II. Material and Method

Quantitative type research with descriptive methods as the analysis approach. The population is the entire community that made services at the Padang City Regional Revenue Agency in 2020 amounting to 1,263. The number of samples is determined based on the Slovin formula where the error rate of determination used is 10%. The sampling technique is *simple random sampling* that takes a random sample of a sample of members of a population, regardless of class (Sugiyono, 2017). Thus, the total sample was 93 respondents.

There are three variables measured, as free variables, namely competence reliability (X_1), employee performance (X_2) and community satisfaction, namely bound variables (Y). The operational definition is presented on the instrument grid below:

Table 1.

Operational Definition

No	Variable	Definition	Indicators	Source
1	Competence (X_1)	Spencer in Moehariono (2014:5) stated competencies, namely employee characteristics related to performance and core characteristics that are connected causally (due to consequences) with the characteristics used as standards, efficient or has excellent and superior performance in the workplace	1) Character 2) Motif 3) Self-concept 4) Knowledge 5) Skills	Spencer dalam Moehariono (2014)
2	Employee performance (X_2)	The result of a process that refers to and is measured over a certain period of time is based on the terms or agreements agreed upon (Edison et al, 2016:190)	1) Target 2) Quality 3) Turnaround time 4) Obey the principles	Edison et al. (2016)
3	Community satisfaction (Y)	People's perception of reality and existing reality is compared to existing expectations. Or there is a difference between people's	1) Transparency 2) Accountability 3) Conditional 4) Participatory	Ulumudin (2014)

- expectations of a service by a service provider (Ulumudin, 2014)
- 5) Equal rights
 - 6) Balance of rights and obligations

The data analysis technique of this study consists of instrument validity and reliability tests, descriptive analysis of variables, classical assumption tests and multiple linear regression analysis. Testing the research hypothesis using the t test

III. Results and Discussion

Validity Test

(Ghozali, 2016) disclosing a validity test is a determinant of whether or not the research questionnaire is valid or valid, on the basis of its analysis: a) if the r hitung value > r tabel, then the statement item is valid, and b) if the r hitung value < r tabel, then the fall statement item. The table r value for the value $df=n-2$, $df=93-2=91$ is 0.2039. The following are the results of testing the validity of each research variable.

Table 2.

Competency Variable Validity Test Results (X₁)

Items	Corrected Item-Total Correlation (r calculate)	r table	Information
X1.1	0.743	0,2039	Valid
X1.2	0.714	0,2039	Valid
X1.3	0.781	0,2039	Valid
X1.4	0.756	0,2039	Valid
X1.5	0.856	0,2039	Valid
X1. 6th	0.782	0,2039	Valid
X1.7	0.680	0,2039	Valid
X1.8	0.783	0,2039	Valid
X1.9	0.733	0,2039	Valid
X1.10	0.733	0,2039	Valid

Source: Processed primary data, 2022

Based on Table 2 above, all statements of competency variables (X₁) are declared valid because the corrected value of the item-total correlation (r calculate) > r of the table is 0.2039, so that it can be used for testing next.

Table 3.

Competency Variable Validity Test Results (X₂)

Items	Corrected Item-Total Correlation (r calculate)	r table	Information
X2.1	0.615	0,2039	Valid
X2.2	0.832	0,2039	Valid
X2.3	0.763	0,2039	Valid
X2.4	0.794	0,2039	Valid
X2.5	0.761	0,2039	Valid
X2.6	0.719	0,2039	Valid
X2.7	0.782	0,2039	Valid
X2.8	0.795	0,2039	Valid

Source: Processed primary data, 2022

Based on Table 3 above, all statements of employee performance variables (X₇) are declared valid because the corrected value of the item-total correlation (r calculate) > r table is 0.2039, so that it can be used for testing next.

Table 4.
Validity Test Results of Community Satisfaction Variables (Y)

Items	Corrected Item-Total Correlation (r calculate)	r table	Information
Y.1	0.398	0,2039	Valid
Y.2	0.545	0,2039	Valid
Y.3	0.335	0,2039	Valid
Y.4	0.536	0,2039	Valid
Y.5	0.562	0,2039	Valid
Y.6	0.544	0,2039	Valid
Y.7	0.555	0,2039	Valid
Y.8	0.618	0,2039	Valid
Y.9	0.682	0,2039	Valid
Y.10	0.620	0,2039	Valid
Y.11	0.692	0,2039	Valid
Y.12	0.679	0,2039	Valid

Source: Processed primary data, 2022

Based on Table 4 above, all statements of the community satisfaction variable (Y) are declared valid because the corrected *value of the item-total correlation* (r calculate) $> r$ of the table is 0.2039, so that it can be used for testing next.

Reliability Test

The reliability test according to Ghozali (2016), is a measure of the consistency of the research measuring instrument, the basis of the analysis is that if the *cronbach alpha* value > 0.7 , then the measuring instrument is consistent or reliabel. The results of the reliability test can be seen in Table 5 below:

Table 5.
Reliability Test Results

Variable	Cronbach Alpha	Rule of thumb	Number of Items
Competence (X ₁)	0,939	0,7	Reliable
Employee performance (X ₂)	0,926	0,7	Reliable
Community satisfaction (Y)	0,868	0,7	Reliable

Source: Processed primary data, 2022

From the presentation of the table above, all research variables are declared reliable, where the results of the reliability test calculations, each variable of which shows that *Cronbach Alpha* is greater than 0,7. This means that the entire variable can be used for further data processing.

Normality Test

Table 6.
Normality Test Results

Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)	Alpha	Conclusion
0,706	0,702	0,05	Normally Distributed

Source: Processed primary data, 2022

From Table 6 above, it can be clearly seen, from the results of this normality variabel competence (X₁), employee performance (X₂) and community satisfaction (Y) have an *asymp.sig (2 tailed)* value of 0.702 > 0.05 . Then it can be concluded that all variables in this study are normally distributed, thus the classical assumptions about normally distributed data have been met.

Multicholnearity Test

Table 7.

Multicholnearity Test Results

Variable	Collinearity Statistics	
	Tolerance	VIF
Competence (X_1)	0.690	1,450
Employee performance (X_2)	0.690	1,450

Source: Processed primary data, 2022

In Table 7, it can be seen that each independent variable used has a *Tolerance* value above 0.10. Meanwhile, the *Variance Inflation Factor* (VIF) value is below 10 so that it can be concluded that *human relations* and the work environment have been free from the symptoms of multicollinearity so that the stages of data processing are further can be implemented immediately.

Heterochedasticity Test

Table 8.

Heterochedasticity Test Results

Variable	Sig.
Competence (X_1)	0.938
Employee performance (X_2)	0.421

Source: Processed primary data, 2022

From Table 8 above, it can be seen that keandalan, daya responsive, jaminan, empati, and bembodiment, competence, employee performance have a significance value above 0.05 so can it is concluded that all variables do not occur heteroskedasticity.

Multiple Linear Regression Analysis

Multiple regression analysis is useful in looking at the similarities of competence (X_1) and employee performance (X_2) to community satisfaction (Y), which was carried out using the SPSS Version 23 program in the following table:

Table 9.

Multiple Linear Regression Analysis Results

Information	Coefficients	Standard Error	Significant
(Constant)	23,444	1,879	0,000
Competence (X1)	0,489	0,050	0,000
Employee performance (X2)	0,179	0,061	0,004

Source: Processed primary data, 2022

Based on the regression results from Table 9 above, the multiple linear regression equations can be determined in this study as follows:

$$Y = 23.444 + 0.489 X_1 + 0.179X_2 + e$$

The interplay over the regression equation obtained is as follows:

1. The constant of 23,444 states that if the variables of competence (X₁) and employee performance (X₂) are considered constant or ignored, then community satisfaction (Y) is 23,444.
2. Koefisien regression competency (X₁) is 0.489 meaning that if other independent variables the value is fixed and competence (X₁) has an increase of 1 unit of weight, then community satisfaction will be experienced an increase of 0.489, as well as in the opposite state. Positive coefficient means that competence (X₁) has a positive effect on community satisfaction.
3. The regression coefficient of employee performance (X₂) is 0.179 meaning that if other independent variables are fixed in value and employee performance (X₂) increases by 1 unit of weight, then public satisfaction will be experienced an increase of 0.179, similarly in the opposite circumstances. The positive coefficient means that the kinerja employee (X₂) has a positive effect on community satisfaction.

T-test (Partially)

Table 10.

Test Results t

Type	t _{count}	t _{table}	Sig.	Attackan
Competence (X ₁)	9,740	1,986	0,000	H ₁ accepted
Employee performance (X ₂)	2,945	1,986	0,004	H ₂ accepted

Source: Processed primary data, 2022

Based on the results of the study showed a regression coefficient of 0.489, and the calculated t value $> t_{table}$ ($9.740 > 1.986$) with a significance of $0.000 < \alpha 0.05$, then H_1 was accepted. It can be concluded that competence has a positive and significant effect on community satisfaction. That is, the higher the competence, the more people's satisfaction will increase. Conversely, the lower the competence, the lower the satisfaction of the community.

Based on the results of the study showed a regression coefficient of 0.179, and the calculated t value $> t_{table}$ ($2.945 > 1.986$) with a significance of $0.004 < \alpha 0.05$, then H_2 received. It can be concluded that employee performance has a positive and signif effect on community satisfaction. This means that the higher the performance of employees, the more people's satisfaction will increase. Conversely, the lower the employee performance, the lower the public satisfaction.

The Effect of Competence on Community Satisfaction

The results of data analysis and in accordance with the hypothesis proposed by conducting a t test obtained a *variable sig* value $X_1 = 0.000 < 0.05$ so that H_1 is accepted, therefore competence has a positive effect and significant to community satisfaction with the Padang City Regional Revenue Agency. This means that the higher the competence, the more people's satisfaction will increase. Conversely, the lower the competence, the more people's satisfaction decreases.

Competence is the skills, skills, and abilities of employees at the Padang City Regional Revenue Agency. In order to realize excellent service, employees of the Padang City Regional Revenue Agency should have competence, namely having adequate knowledge, skills, and a good attitude in providing services. Employee knowledge will be good if it is supported by employee knowledge of service requirements and service procedures so that they are able to explain well to the community.

Badjamal's research (2014) proves that competence has a positive and significant effect on satisfaction. Respondents' satisfaction with the competence of employees in providing services includes hospitality, opananity, attention, patience, and sincerity in serving. Indah & Ustadi (2018) proves that there is a positive and significant influence between competence and satisfaction. This means that the increase or decrease in community satisfaction, one of which is influenced by employee competence. If all those involved in serving the needs of the community are based on the knowledge, skills and attitudes of good employees, then community satisfaction will be maximized.

The Effect of Employee Performance on Community Satisfaction

The results of data analysis and in accordance with the hypothesis proposed by conducting a t test obtained a *variable sig* value $X_2 = 0.004 < 0.05$ so that H_2 was accepted, therefore employee performance had a positive effect and significant to community satisfaction with the Padang City Regional Revenue Agency. This means that the higher

the performance of employees, the more people's satisfaction will increase. Conversely, the lower the employee performance, the lower the public satisfaction.

Performance appraisal is very necessary for the Padang City Regional Revenue Agency. With this performance assessment, you can see the extent to which human factors can support the goals of an organization. Assessment of achievements can motivate employees to be encouraged to work better. Therefore, an appropriate and consistent performance assessment is needed at the Padang City Regional Revenue Agency, because with this performance, it will be known how far the employee's ability is in carrying out the duties charged by him. The explanation above can be concluded that employee performance is very necessary in increasing community service satisfaction at the Padang City Regional Revenue Agency.

The results of this study are in line with Pramularso's research (2020) employee performance has a positive and significant impact on satisfaction. This means that the better and there is an increase in employee performance, the more people's satisfaction will increase. Sutrisno & Mariyono (2017) found that employee performance has a significant positive influence on community satisfaction. This means that the quality and quality of employee performance that is getting better, will increase positively and significantly to community satisfaction so that the community will give a positive appreciation to the performance of public services carried out by employees. According to Prayogo & Ismiyati (2018) employee performance has a positive and significant effect on satisfaction. Employee performance is very necessary, because with this performance it will be known how far the employee's ability to carry out the duties charged to him. This means that employee performance is indispensable in increasing community service satisfaction.

IV. Conclusion

In the results of the research that has been carried out, the conclusion in this study is that competence has a positive and significant effect on community satisfaction at the Padang City Regional Revenue Agency. This means that the higher the competence, the more people's satisfaction will increase.

Employee performance has a positive and significant effect on community satisfaction at the Padang City Regional Revenue Agency. This means that the higher the performance of employees, the more people's satisfaction will increase.

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THE EFFECT OF EMPLOYEE COMPETENCE AND PERFORMANCE ON COMMUNITY SATISFACTION AT THE PADANG CITY REGIONAL REVENUE AGENCY

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Abstract

The government continues to strive to provide the best service to the community so that community satisfaction related to the various services that can be provided continues to increase. The community is increasing by continuously improving performance and encouraging employee performance to be more optimal in its implementation. This study aims to analyze and prove the effect of competence and employee performance on community satisfaction at the Padang City Regional Revenue Agency. The method used is descriptive with Multiple Linear Regression analysis technique. The population in the study is all people who make services at the Padang City Regional Revenue Agency in 2020 reaching 1,263. The sampling technique used in this research is simple random sampling. The sample is 93 people. From statistical analysis with the help of SPSS version 23, that: 1) competence has a positive and significant effect on community satisfaction at the Padang City Regional Revenue Agency, and 2) employee performance has a positive and significant effect on community satisfaction at the Padang City Regional Revenue Agency.

Keywords: Competence, Employee Performance, Community Satisfaction.

JEL Classification: L21, L78, M1, M2.

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I. Introduction

Good government can be realized by making improvements to the performance of good government services. Law No. 25 of 2009, on public services that a series of activities meet the demands of services on the provisions of the law on all citizens and residents related to goods, services, and administrative services. These efforts are ongoing and are being carried out by all government officials.

Public satisfaction is a measure of the performance of government agencies to fulfill their duties and obligations. Various public perceptions arise automatically after the community directly interacts to realize various benefits related to government agencies. Faced with this, government agencies must be able to provide maximum service so that the thoughts that arise are positive and the community becomes satisfied.

The Padang City Regional Revenue Agency is part of the implementation of regional autonomy, and the government's work in the field of revenue, where the main function is to support government activities in the financial sector. In the pros of public service ice, problems are still found. The first survey through interviews with employees showed the community's assessment of the service was broadly dissatisfied with the 54% assessment. In terms of service procedures by 47%, service time n by 67%, employee competence by 53%, employee behavior when serving the community by 54% and response to complaints, suggestions and input by 58%. Meanwhile, the overall value of public satisfaction with employee services is 46% in the level of satisfied egori. This indicates that services at the Padang City Regional Revenue Agency still need to be addressed so that community satisfaction increases.

Competence is a requirement in an individual that must be met, it can also be interpreted as a knowledge, skill, ability and satisfaction characteristics such as problem solving, analytical thinking or leadership. In serving the community requires competencies that can make them satisfied. Badjamal's research (2014) proves that competence has a positive impact on satisfaction. Research Ichsan et al. (2016) outlined the results of the study that employee competence has a significant influence on community satisfaction.

Romberg in Permatasari & Hermani (2020) argues that employees with high competence tend to be experienced, have an education that supports the profession, have expertise or knowledge, and have skills. From the results of observations and interviews, the author found that there were problems with employee competence, including: (1) the knowledge and skills of employees did not support their work, (2) there were still problems with employee competence. the incompatibility of education with the current work, and (3) The difficulty of employees in coming up with the latest ideas for the betterment of the organization. Community satisfaction can also be determined by employee performance.

Performance is used as a measure of the success of individuals and agencies, in other words, employees who do their gas well and are responsive to the needs of the community are considered to be able to increase the success of the Agency in terms of providing services to the community. This is proven from Pramularso's research (2020) that employee performance has a significant effect on community satisfaction. Based on the performance data of employees of the Padang City Regional Revenue Agency, it can be concluded that employee performance is not optimal and there needs to be an improvement so that organizational goals can be achieved. Of the 3 (three) targets using 5 (five) performance indicators set, performance achievements are in the rendah category of 60.64%.

Kpuasan based on Lupiyoadi (2013), is an individual's feeling of satisfaction with the performance of products and services with his expectations. Determination of the level of satisfaction is seen from the more value of the product and the performance of the service after making a purchase, where this theory is recognized with *the customer value delivered*, namely the difference in value of products and services at the cost of obtaining them. Based on Kotler and Keller in Hermawati (2018) *satisfaction* is a sense of pleasure and disappointment arising from the comparison of product performance with expectations. Meanwhile, Swastha's opinion (2012), states that satisfaction is the impulse of the customer's desire to obtain satisfaction, where the desire comes from a motive. The creation of different desires in individuals or based on the surrounding environment.

The definition of satisfaction by Robbins & Judge (2013) is a general attitude towards the work of employees that distinguishes the marijuana of the mine obtained by conviction of the facts at hand. The characteristics of different individuals make the satisfaction in society different or the impact felt individ u on satisfaction will not be the same. According to Sangadji & Sopiah (2013) satisfaction or dissatisfaction is an individual's sense of well-being or disappointment compared to the impression of the actual performance of a product on its expectations of product performance .

Sourced from Spencer in Moeheriono (2014), competence is the capacity of employees in producing performance according to standards, efficiency, performance optimization and superiority in the workplace. McClelland in Rivai (2014) defines competence as a basic ability that an individual has a direct impact on the best performance, or is interpreted as the activity of *outstanding performers* which is more often implemented on many asanas than the best results tried by *average performers*. Opinion marwansyah (2016) competence is a combination of knowledge, expertise, behavior and individual attitudes to achieve work success according to agreed standards, and which can be raised through training and development.

Kinerja phas the principle of being a term that describes "achievement" or "achievement" which comes from the word "to achieve" which means "to achieve", so in Indonesian it is often interpreted asan agai " achievement" or "what is achieved" (

Performance is a function of the ability of employee workers to accept the job goals that have been set by the company (Junaidi & Susanti, 2019). Opinion Sedarmayanti (2016) performance is the value of one-fourth of employee behavior that contributes, both positively and negatively to the fulfillment of organizational goals. Performance is the result of a work process that is measured based on certain time provisions sourced from terms or agreements agreed upon (Edison et al., 2016). According to Hartatik (2014) performance is the capacity and success of employees carrying out organizational functions, duties and operational responsibilities of the organization.

According to Abdullah (2014), performance is defined as the result of work that is strongly correlated with the agency's strategy, complacency and contribution to the economy. Based on Moeheriono (2014), performance is the success of employees in achieving work programs and goals, work objectives, vision and mission contained in the strategic planning of the organization .

Competence is an aspect of developing the resources owned, conditioned into supporting efforts in the achievement of organizational goals. Increasing service satisfaction can be done through a human aspect approach with service providers, namely pegawai competence.

Badjamal's research (2014) proves that competence has a positive and significant effect on satisfaction. Indah & Ustad (2018) proves that there is a positive and significant influence between competence and satisfaction.

H₁: It is suspected that competence positively and significantly affects community satisfaction with the Padang City Regional Revenue Agency.

Success is influenced by the performance of its employees. Performance is the result of employee work or comparison of real work results with existing work standards . Employee performance is indispensable in optimal service because performance shows the ability of employees to provide services and create satisfaction.

Hasil research Pramularso (2020) employee performance has a positive and significant effect on satisfaction. Sutrisno & Mariyono (2017) found that employee performance has a significant positive fan influence on community satisfaction. Prayogo & Ismiyati (2018) found that employee performance has a positive and significant effect on satisfaction.

H₂: It is suspected that the employee's performance is positive and significantly affecting the satisfaction of the community at the Padang City Regional Revenue Agency

II. Material and Method

Quantitative type research with descriptive methods as the analysis approach. The population is the entire community that made services at the Padang City Regional Revenue Agency in 2020 amounting to 1,263. The number of samples is determined based on the Slovin formula where the error rate of determination used is 10%. The sampling technique is *simple random sampling* that takes a random sample of a sample of members of a population, regardless of class (Sugiyono, 2017). Thus, the total sample was 93 respondents.

There are three variables measured, as free variables, namely competence reliability (X_1), employee performance (X_2) and community satisfaction, namely bound variables (Y). The operational definition is presented on the instrument grid below:

Table 1.

Operational Definition

No	Variable	Definition	Indicators	Source
1	Competence (X_1)	Spencer in Moehariono (2014:5) stated competencies, namely employee characteristics related to performance and core characteristics that are connected causally (due to consequences) with the characteristics used as standards, efficient or has excellent and superior performance in the workplace	1) Character 2) Motif 3) Self-concept 4) Knowledge 5) Skills	Spencer dalam Moehariono (2014)
2	Employee performance (X_2)	The result of a process that refers to and is measured over a certain period of time is based on the terms or agreements agreed upon (Edison et al, 2016:190)	1) Target 2) Quality 3) Turnaround time 4) Obey the principles	Edison et al. (2016)
3	Community satisfaction (Y)	People's perception of reality and existing reality is compared to existing expectations. Or there is a difference between people's	1) Transparency 2) Accountability 3) Conditional 4) Participatory	Ulumudin (2014)

- expectations of a service by a service provider (Ulumudin, 2014)
- 5) Equal rights
 - 6) Balance of rights and obligations

The data analysis technique of this study consists of instrument validity and reliability tests, descriptive analysis of variables, classical assumption tests and multiple linear regression analysis. Testing the research hypothesis using the t test

III. Results and Discussion

Validity Test

(Ghozali, 2016) disclosing a validity test is a determinant of whether or not the research questionnaire is valid or valid, on the basis of its analysis: a) if the r hitung value > r tabel, then the statement item is valid, and b) if the r hitung value < r tabel, then the fall statement item. The table r value for the value $df=n-2$, $df=93-2=91$ is 0.2039. The following are the results of testing the validity of each research variable.

Table 2.
Competency Variable Validity Test Results (X_1)

Items	Corrected Item-Total Correlation (r calculate)	r table	Information
X1.1	0.743	0,2039	Valid
X1.2	0.714	0,2039	Valid
X1.3	0.781	0,2039	Valid
X1.4	0.756	0,2039	Valid
X1.5	0.856	0,2039	Valid
X1. 6th	0.782	0,2039	Valid
X1.7	0.680	0,2039	Valid
X1.8	0.783	0,2039	Valid
X1.9	0.733	0,2039	Valid
X1.10	0.733	0,2039	Valid

Source: Processed primary data, 2022

Based on Table 2 above, all statements of competency variables (X_1) are declared valid because the corrected value of the item-total correlation (r calculate) > r of the table is 0.2039, so that it can be used for testing next.

Table 3.

Competency Variable Validity Test Results (X₂)

Items	Corrected Item-Total Correlation (r calculate)	r table	Information
X2.1	0.615	0,2039	Valid
X2.2	0.832	0,2039	Valid
X2.3	0.763	0,2039	Valid
X2.4	0.794	0,2039	Valid
X2.5	0.761	0,2039	Valid
X2.6	0.719	0,2039	Valid
X2.7	0.782	0,2039	Valid
X2.8	0.795	0,2039	Valid

Source: Processed primary data, 2022

Based on Table 3 above, all statements of employee performance variables (X₇) are declared valid because the corrected value of the item-total correlation (r calculate) > r table is 0.2039, so that it can be used for testing next.

Table 4.
Validity Test Results of Community Satisfaction Variables (Y)

Items	Corrected Item-Total Correlation (r calculate)	r table	Information
Y.1	0.398	0,2039	Valid
Y.2	0.545	0,2039	Valid
Y.3	0.335	0,2039	Valid
Y.4	0.536	0,2039	Valid
Y.5	0.562	0,2039	Valid
Y.6	0.544	0,2039	Valid
Y.7	0.555	0,2039	Valid
Y.8	0.618	0,2039	Valid
Y.9	0.682	0,2039	Valid
Y.10	0.620	0,2039	Valid
Y.11	0.692	0,2039	Valid
Y.12	0.679	0,2039	Valid

Source: Processed primary data, 2022

Based on Table 4 above, all statements of the community satisfaction variable (Y) are declared valid because the corrected *value of the item-total correlation* (r calculate) $> r$ of the table is 0.2039, so that it can be used for testing next.

Reliability Test

The reliability test according to Ghozali (2016), is a measure of the consistency of the research measuring instrument, the basis of the analysis is that if the *cronbach alpha* value > 0.7 , then the measuring instrument is consistent or reliabel. The results of the reliability test can be seen in Table 5 below:

Table 5.
Reliability Test Results

Variable	Cronbach Alpha	Rule of thumb	Number of Items
Competence (X ₁)	0,939	0,7	Reliable
Employee performance (X ₂)	0,926	0,7	Reliable
Community satisfaction (Y)	0,868	0,7	Reliable

Source: Processed primary data, 2022

From the presentation of the table above, all research variables are declared reliable, where the results of the reliability test calculations, each variable of which shows that *Cronbach Alpha* is greater than 0,7. This means that the entire variable can be used for further data processing.

Normality Test

Table 6.
Normality Test Results

Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)	Alpha	Conclusion
0,706	0,702	0,05	Normally Distributed

Source: Processed primary data, 2022

From Table 6 above, it can be clearly seen, from the results of this normality variabel competence (X₁), employee performance (X₂) and community satisfaction (Y) have an *asymp.sig (2 tailed)* value of 0.702 > 0.05 . Then it can be concluded that all variables in this study are normally distributed, thus the classical assumptions about normally distributed data have been met.

Multicholnearity Test

Table 7.

Multicholnearity Test Results

Variable	Collinearity Statistics	
	Tolerance	VIF
Competence (X_1)	0.690	1,450
Employee performance (X_2)	0.690	1,450

Source: Processed primary data, 2022

In Table 7, it can be seen that each independent variable used has a *Tolerance* value above 0.10. Meanwhile, the *Variance Inflation Factor* (VIF) value is below 10 so that it can be concluded that *human relations* and the work environment have been free from the symptoms of multicollinearity so that the stages of data processing are further can be implemented immediately.

Heterochedasticity Test

Table 8.

Heterochedasticity Test Results

Variable	Sig.
Competence (X_1)	0.938
Employee performance (X_2)	0.421

Source: Processed primary data, 2022

From Table 8 above, it can be seen that keandalan, daya responsive, jaminan, empati, and bembodiment, competence, employee performance have a significance value above 0.05 so can it is concluded that all variables do not occur heteroskedasticity.

Multiple Linear Regression Analysis

Multiple regression analysis is useful in looking at the similarities of competence (X_1) and employee performance (X_2) to community satisfaction (Y), which was carried out using the SPSS Version 23 program in the following table:

Table 9.

Multiple Linear Regression Analysis Results

Information	Coefficients	Standard Error	Significant
(Constant)	23,444	1,879	0,000
Competence (X ₁)	0,489	0,050	0,000
Employee performance (X ₂)	0,179	0,061	0,004

Source: Processed primary data, 2022

Based on the regression results from Table 9 above, the multiple linear regression equations can be determined in this study as follows:

$$Y = 23.444 + 0.489 X_1 + 0.179X_2 + e$$

The interplay over the regression equation obtained is as follows:

1. The constant of 23,444 states that if the variables of competence (X₁) and employee performance (X₂) are considered constant or ignored, then community satisfaction (Y) is 23,444.
2. Koefisien regression competency (X₁) is 0.489 meaning that if other independent variables the value is fixed and competence (X₁) has an increase of 1 unit of weight, then community satisfaction will be experienced an increase of 0.489, as well as in the opposite state. Positive coefficient means that competence (X₁) has a positive effect on community satisfaction.
3. The regression coefficient of employee performance (X₂) is 0.179 meaning that if other independent variables are fixed in value and employee performance (X₂) increases by 1 unit of weight, then public satisfaction will be experienced an increase of 0.179, similarly in the opposite circumstances. The positive coefficient means that the kinerja employee (X₂) has a positive effect on community satisfaction.

T-test (Partially)

Table 10.

Test Results t

Type	t _{count}	t _{table}	Sig.	Attackan
Competence (X ₁)	9,740	1,986	0,000	H ₁ accepted
Employee performance (X ₂)	2,945	1,986	0,004	H ₂ accepted

Source: Processed primary data, 2022

Based on the results of the study showed a regression coefficient of 0.489, and the calculated t value $> t_{table}$ ($9.740 > 1.986$) with a significance of $0.000 < \alpha 0.05$, then H_1 was accepted. It can be concluded that competence has a positive and significant effect on community satisfaction. That is, the higher the competence, the more people's satisfaction will increase. Conversely, the lower the competence, the lower the satisfaction of the community.

Based on the results of the study showed a regression coefficient of 0.179, and the calculated t value $> t_{table}$ ($2.945 > 1.986$) with a significance of $0.004 < \alpha 0.05$, then H_2 received. It can be concluded that employee performance has a positive and signif effect on community satisfaction. This means that the higher the performance of employees, the more people's satisfaction will increase. Conversely, the lower the employee performance, the lower the public satisfaction.

The Effect of Competence on Community Satisfaction

The results of data analysis and in accordance with the hypothesis proposed by conducting a t test obtained a *variable sig* value $X_1 = 0.000 < 0.05$ so that H_1 is accepted, therefore competence has a positive effect and significant to community satisfaction with the Padang City Regional Revenue Agency. This means that the higher the competence, the more people's satisfaction will increase. Conversely, the lower the competence, the more people's satisfaction decreases.

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IV. Conclusion

In the results of the research that has been carried out, the conclusion in this study is that competence has a positive and significant effect on community satisfaction at the Padang City Regional Revenue Agency. This means that the higher the competence, the more people's satisfaction will increase.

Employee performance has a positive and significant effect on community satisfaction at the Padang City Regional Revenue Agency. This means that the higher the performance of employees, the more people's satisfaction will increase.

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The Effect of Competence, Individual Characteristics and Locus Of Control On Employee Performance At The Secretariat Of Pariaman City DPRD

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Abstract

This study aims to determine the influence of competence, individual characteristics and the locus of control partially and simultaneously on employee performance at the Pariaman City DPRD secretariat. Samples were selected using the total sampling method. The sample in this study was 40 employees of the Pariaman City DPRD Secretariat. Data collection techniques using questionnaires, while data analysis methods use validity and reliability tests, classical assumptions, multiple linear regression analysis and statistical tests (t test, F test and coefficient of determination). The results showed that the competency variables affected employee performance at the Pariaman City DPRD secretariat, with a calculated value of $3.739 > t_{table} 2.021$ at a significant level of $0.001 < 0.05$. So it can be concluded that H1 was accepted, the results of the study showed that individual characteristic variables affect the performance of employees at the Pariaman City DPRD secretariat, with a calculated value of $3.577 > t_{table} 2.021$ at a significant level of $0.001 < 0.05$.

Keywords: Competence, Individual Characteristics, Locus Of Control and Performance.

JEL Classification: L21, L78, M1, M2.

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I. Introduction

Employee performance is one of the most dominant factors in the process of achieving organizational goals, one of the successes to achieve a government program so that it can be achieved properly if employees optimally contribute significantly. To achieve the created program, quality, adequate, potential, loyal human resources are needed to the organization both individually and in groups.

Indicators of the success of the organization in the achievement of goals can be seen from the measurement of performance, both individual performance and organizational performance. As one of the government agencies engaged in community services, the task of the Secretariat of the Regional People's Representative Council (DPRD) of Pariaman City is to organize secretarial administration (filing of correspondence documents, minutes of meetings or sessions (minutes) and other supporting data), financial administration, supporting the implementation of the duties and functions of the DPRD and providing infrastructure and coordinating the experts needed by the DPRD in carry out his duties. For this reason, good employee performance is needed as a bridge between the Pariaman City Secretariat (DPRD) and council members and the public. As an institution whose position is between the legislative and executive institutions, in the era of decentralization (the era of regional autonomy) the position of the secretary of the council has an important role and requires excellent readiness, preparedness in bridging the two institutions.

Meanwhile, other phenomena and problems that occur in the Pariaman City DPRD Secretariat based on the author's initial observations are that many employees are not responsible for their work and office regulations, such as taking undisciplined actions, the absence of strict sanctions from the leadership to undisciplined employees, the quality of the work of the employees of the Pariaman City DPRD Secretariat which is considered to be still lacking, the working atmosphere is a problem that can interfere with the quality of work, while the technical guidance carried out has not been able to improve the problem of employee work quality, employee job placement has not been adjusted to the employee's educational background, employee initiative is still lacking in completing their work quickly and precisely, the leadership is also lacking in providing direction to employees which also results in a lack of employee communication with the leadership, The existing teamwork cannot be said to be good, because there are still many employees who feel when they are busy in preparing for an event such as meetings and so on, but other employees do not help so that the implementation of work is less effective and efficient which in the end will result in suboptimal performance.

Contrary to this condition, it is considered necessary to strengthen the secretarial institution of the DPRD so that it is professional and proportionate so that it is able to provide support for the implementation of the duties and authorities of the Board members in carrying out their roles and functions. For this reason, it is necessary to improve the performance of employees at the Pariaman City DPRD Secretariat which is better and must be responsive and able to become facilitators and community liaisons who want to convey their aspirations /opinions and dissatisfaction directly to council members.

To improve employee performance optimally, one of the competencies that must be considered is the problem of competence, because in general to achieve optimal

performance, employees who have adequate competence are needed in carrying out the duties and responsibilities assigned to them.

Based on the phenomena and problems that have been described above about the low performance and job satisfaction of employees of the Pariaman City DPRD Secretariat, it is necessary to conduct a scientific study so that the author is interested in conducting research on "**The Influence of Competence, Individual Characteristics and Locus Of Control on Employee Performance at the Secretariat of the Pariaman City DPRD.**"

Human Resource Management Concept

According to Sedarmayanti (2014), states that "human resource management (MSDM) is the design of a formal system in an organization to ensure the effective and efficient use of human talents in order to achieve organizational goals.

Performance

Performance is a general term used for part or all of the actions or activities of an organization in a period with reference to a number of standards such as past or projected costs, on the basis of efficiency, accountability or accountability of such management. According to Mulyadi (2012), performance is the periodic determination of the operational effectiveness of an organization, some organizations and their employees based on predetermined goals, standards and criteria

According to Bangun (2013) a job can be measured using the following indicators:

1. Number of jobs
2. Quality of work
3. Timeliness
4. Presence
5. Cooperation ability

Competence

In order to improve the performance of an organization, it is very necessary to support competencies. Competence is an aspect of ability, skill, attitude, value or personal characteristics that allows workers to achieve success in completing tasks (Noe, 2012).

Basically, there are many indicators that affect the competence of employees of an enterprise, competency indicators according to Ruky in Fadillah, et al (2017), namely:

1. Personal characters (*traits*)
2. *Self-concept*
3. Knowledge
4. Skills
5. Work motivation (*motives*)

Individual Characteristics

The behavior of individuals in management science must be known and understood by the leaders of an organization. where each of these individuals certainly has individual characteristics that are towards the behavior of the individual. Gibson (2010), revealed that individual characteristics consist of the abilities and skills, experiences, background and demographics of the individual concerned

According to Jakfar (2010) mentioned that there are several indicators in measuring individual characteristics, namely:

1. *Ability*
2. Value
3. Attitude
4. *Interest*
5. Skill
6. Personality

Locus of control

The concept of *the locus of control* was first put forward by Rotter in 2013, a social learning theorist. Rotter published his article in 2014 in *the Psychological Monographs* which stated that *the Locus of control* is one of the variables of personality (*personnelility*), which is defined as an individual's belief in whether or not to control one's own *destiny*. The concept of *the locus of control* used by Rotter has four basic concepts, namely: behavioral potential, expectations, value of reinforcing elements and psychological atmosphere (Istijanto, 2010).

Indicators for measuring *the locus of control variables* according to Sanjiwani and Wisadha (2016), are as follows :

1. Ability
2. Interest
3. Effort
4. Fate
5. Socio-economic
6. Influence of others

II. Material and Method

This research was carried out at the Pariaman City DPRD Secretariat. Thus, the object of research is employees who work at the Pariaman City DPRD Secretariat.

The implementation of this study was carried out for 2 (two) months, namely October to November 2021.

Researchers use a qualitative type of research. According to Tohirin (2013) qualitative research is research that seeks to build views of people who are studied in detail and formed with words, holistic images (thorough and in-depth) and complicated.

According to Sugiyono (2010), population is a generalization area consisting of objects / subjects that have a certain quantity and characteristics set by the researcher to be studied and then drawn conclusions.

The population in this study was all employees of the Pariaman City DPRD Secretariat which amounted to 40 people with details of 20 ASN employees and 20 non-ASN personnel.

The sample according to Arikunto (2012) is part or representative of the population under study, since the sample is part of the population that can represent the characteristics of the population. while Sugiyono (2017), said the sample is part of the number and characteristics of the population. Therefore, the sample is a part (*subset*) of the population that is considered capable of representing the population to be studied.

According to the place where the study was carried out, this research was at the Secretariat of the Pariaman City DPRD.

Samples were selected using a *non-probability sampling* method, namely saturated samples or *total sampling*. According to Sugiyono (2013) saturated samples are a technique for determining samples by taking all members of the population as respondents or samples. So, the sample in this study was all employees of the Pariaman City DPRD Secretariat, totaling 40 people.

The type and source of data used in this study is primary data, where this primary data is data taken or obtained, collected through a research questionnaire distributed to employees of the Pariaman City DPRD Secretariat who were selected as samples.

The data collection technique used in this study was to distribute questionnaires to employees at the Pariaman City DPRD Secretariat who were selected as samples

III. Results and Discussion

Validity Test

In this study using the SPSS V23 program. A measurement scale is called valid when it does what it should do and measures what should be measured. To find out whether the statements are valid or not, *bivariate correlation* is used, which is to correlate each statement item to the total statement item (*corrected item total correlation* > 0.30), (Ghozali, 2015). The results of the validity test of the research variables can be described as follows:

Performance (Y)

Performance is measured using 10 statements. The validity test results of these 10 statements are presented in Table 1 below:

Table 1
Performance Validity Test Results (Y)

No.	<i>Corrected Item Total Correlation</i>	Decision
1	0,438	Valid
2	0,37	Valid
3	0,636	Valid
4	0,703	Valid
5	0,769	Valid
6	0,637	Valid
7	0,558	Valid
8	0,480	Valid
9	0,421	Valid
10	0,515	Valid

Source: *Processed primary data, 2021.*

Based on the validity test results in Table 1 above, it can be seen that the 10-item statement used to measure the performance variable (Y) is valid. It is evident that the 10 items of the statement have a *corrected item value to total correlation* of >0.30.

Competence (X₁)

Communication is measured using 10 statements. The results of the validity test of the 10 statements are presented in Table 3 below:

Table 2
Competency Validity Test Results (X₁)

No.	<i>Corrected Item Total Correlation</i>	Decision
1	0,454	Valid
2	0,787	Valid
3	0,726	Valid
4	0,787	Valid
5	0,726	Valid
6	0,637	Valid
7	0,366	Valid
8	0,499	Valid
9	0,667	Valid
10	0,350	Valid

Source: *Processed primary data, 2021.*

Based on the results of the validity analysis in Table 2 above, it can be seen that the 10 points of statements used to measure the communication variable (X₁) are valid. It is proven that the 10 items of the statement have a *corrected item value to total correlation* >0.30.

Individual Characteristics (X₂)

Individual characteristics are measured using 12 statements. The validity test results of the 12 statements are presented in Table 3 below:

Table 3
Individual Characteristics Validity Test Results (X₂)

No.	<i>Corrected Item Total Correlation</i>	Decision
1	0,551	Valid
2	0,819	Valid
3	0,711	Valid
4	0,640	Valid
5	0,761	Valid
6	0,749	Valid
7	0,697	Valid
8	0,376	Valid
9	0,801	Valid
10	0,745	Valid
11	0,882	Valid
12	0,747	Valid

Source: Processed primary data, 2021.

Based on the results of the validity analysis in Table 3 above, it can be seen that the 12 points of statements used to measure individual characteristic variables (X₂) are valid. It is proven that the 12 items of the statement have a *corrected item value to total correlation* of >0.30.

4. Locus of Control (X₃)

The locus of control is measured using 12 statements. The results of the validity test of the 12 statements are presented in Table 4 below:

Table 4
Locus of Control Validity Test Results (X_3)

No.	<i>Corrected Item Total Correlation</i>	Decision
1	0,631	Valid
2	0,647	Valid
3	0,577	Valid
4	0,769	Valid
5	0,701	Valid
6	0,526	Valid
7	0,611	Valid
8	0,378	Valid
9	0,573	Valid
10	0,644	Valid
11	0,566	Valid
12	0,661	Valid

Source: Processed primary data, 2021.

Based on the results of the validity analysis in Table 4 above, it can be seen that the 12 points of statements used to measure the *locus of control* (X_3) variable are valid. It is proven that the 12 items of the statement have a *corrected item value to total correlation* of >0.30 .

Test of Classical Assumptions

Normality Test

The normality test was carried out using the *kolmogorov Smirnov one-sample* method. The results of the research normality test can be seen in the following figure:

Table 5.
Normality Test
One-Sample Kolmogorov-Smirnov
Test

		Unstandardized Residual
N		40
Usual	,0000000	,0000000
Parameters ^{a,b}	1,51534624	2,71244038
Most Extreme Differences	,086	,062
	,083	,050
	-,086	-,062
Statistical Test		,086
Asymp. Sig. (2-tailed)		.200 ^{c,d}

normality using the Kolmogorov-Smirnov method is significant at $0.200 > 0.05$, it can be concluded that the regression method in this study has met the assumption of normality.

Multicolonierity Test

To detect the presence or absence of multicolonierity in the regression model is as follows: the guidelines for a regression model that is free Multicollinearity, namely $VIF < 10$ and the Tolerance value of the guidelines of a regression model that is free Multicollinearity, namely the value of $Tolerance > 0.1$

Table 6.
Multicholinerlity Test Results

Type	Collinearity Statistics	
	Tolerance	VIF
Constant		
Competence	,506	1,976
Individual Characteristics	,540	1,851
Locus of Control	,492	2,033

Source: Processed primary data, 2021.

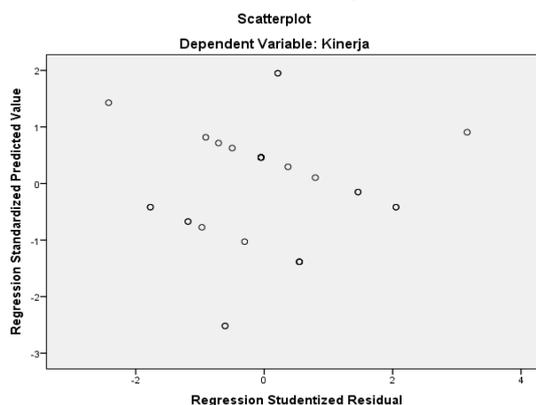
Heteroskedasticity Test

Basis for decision making:

1. If there is a certain pattern, such as the points that exist to form a certain pattern that is regular (wavy, widening and then narrowing), then Heteroskedasticity has occurred.

If there is no clear pattern, as well as dots spreading above and below the number 0 on the Y axis, then heteroskedasticity does not occur

Draw 1
Heteroskedasticity Test



The graph above shows that the dots spread above and below the number 0 on the Y axis, then it can be expressed that heteroskedasticity does not occur. So that it meets the requirements to be continued in the next analysis.

Multiple Linear Regression Analysis

In regression analysis, in addition to measuring the strength of the relationship between two or more variables, it also shows the direction of the relationship between the dependent variable and the independent variabe. In this study, the regression used was multiple linear regression (Ghozali 2016). This analysis is used to find out how much influence the free and bound variables have. Based on the research, the test results were obtained as follows:

Tabel 7

Multiple Linear Regression Analysis Results

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error			
(Constant)	,284	,254		1,115	,272
Competence	,327	,087	,339	3,739	,001
Individual Characteristics	,223	,062	,314	3,577	,001
<i>Locus of Control</i>	,382	,086	,407	4,426	,000

Source: Processed primary data, 2021.

Based on the table above, it can be seen that the regression equation is as follows:

$$Y = 0.284 + 0.327 X_1 + 0.223 X_2 + 0.382 X_3 + e$$

From the multiple regression equation above, it can be concluded that:

1. A constant value of 0.284 means that if competence, individual characteristics and *locus of control* are ignored (0), then the performance of the value is 0.284.
2. The competency regression coefficient is 0.327. If the competence is increased by one (1) unit assuming the competency is of a fixed value (0), then the performance will increase by 0.327.
3. The individual characteristic regression coefficient is 0.327. If the individual characteristic is increased by one (1) unit assuming the individual characteristic is of a fixed value (0), then the performance will increase by 0.223.
4. The regression coefficient of the locus of control is 0.327. If the locus of control is increased by one (1) unit assuming the locus of control is of a fixed value (0), then the performance will increase by 0.382.

Hypothesis Test

T test and F test

Statistical test t shows how far the variable is partially free to the bound variable. The t-test (t-test) tests the regression coefficient partially, this test is carried out to determine the partial significance of the role between independent variables and dependent variables by assuming that other independent variables are considered constant (Sugiyono 2014). The degree of significance used is 0.05. The results of individual regression calculations are obtained as follows:

Tabel 8.

Multiple Linear Regression Analysis Results

Type	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig
	B	Std. Error			
(Constant)	,284	,254		1,115	,272
Competence	,327	,087	,339	3,739	,001
Individual Characteristics	,223	,062	,314	3,577	,001
<i>Locus of Control</i>	,382	,086	,407	4,426	,000

Source: Processed primary data, 2021.

Based on Table 8 above it is found that:

1. Hypothesis 1

Based on the results of the t Test, competence (X_1) obtained a significant effect on performance with a calculated t value of $3.739 > t_{table} 2.021$ at a significant level of $0.001 < 0.05$. This shows that there is an influence between competencies on performance. So, hypothesis 1 is accepted.

2. Hypothesis 2

Based on the results of the t-test, individual characteristics (X_2) had a significant effect on performance with a calculated t value of $3.577 > t_{table} 2.021$ at a significant level of $0.001 < 0.05$. This suggests that there is an influence between individual characteristics on performance. So, hypothesis 2 is accepted.

3. Hypothesis 3

Based on the results of the t test, *the locus of control* (X_3) had a significant effect on performance with a calculated t value of $4.426 > t_{table} 2.021$ at a significant level of $0.000 < 0.05$. This suggests that there is an influence between individual characteristics on performance. So, hypothesis 3 is accepted.

Coefficient of Determination (R^2)

The Coefficient of Determination (R^2) essentially measures how far the model's ability to explain variations in dependent variables is. The value of the coefficient of determination is between zero and one (Sutrisni 2010). The value of the coefficient of determination can be seen in Table 4.20 below

Tabel 9.

**Coefficient of Determination
Model Summary**

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.922 ^a	.850	.837	.274

The results of the calculation using the SPSS V23 program can be known the coefficient of determination with a value of $R^2 = 0.850$. This means that 85% of morale can be explained by the variables of competence, individual characteristics and *locus of control*, while the remaining 15% is influenced by other variables that were not studied in this study.

The analysis used was a multiple linear regression analysis with a significance level of 0.05. Data sacrifice processing is carried out with the help of the SPSS Version 23 program. Broadly speaking, this study shows that the entire hypothesis proposed is acceptable.

Based on the theory that is used as the theoretical basis and previous research, the hypothesis in this study is that there are several variables that affect employee performance, including competence, individual characteristics and *locus of control*. The relationship of casualty in this study is the result of several theories and the results of previous research that are clearly discussed in a conceptual framework.

The Effect of Competence on Performance

The results of this study showed that competence had a significant effect on performance with a regression coefficient of 0.327 with a significant level of $\alpha = 0.001 < 0.05$. In order to improve the performance of an organization, it is very necessary to support competencies. Competence is an aspect of ability, skill, attitude, value or personal characteristics that allows workers to achieve success in completing tasks (Noe, 2012).

According to Marshall (2013), competence is the most difficult thing to imitate, because its characteristics are indeed different and specific to each individual. In line with this opinion, Munrodan Andrews (2014) emphasized that in the era of knowledge-

based hyper-competitiveness as it is happening today, competence is the company's main asset as a source to build and achieve a sustainable competitive advantage.

Spencer (2011) suggests that competence is a character of attitudes and behaviors or individual abilities that are relatively stable when facing a situation in the workplace that is formed from the synergy between character, self-concept, internal motivation, and contextual knowledge capacity.

This is also in line with previous research Sambas (2011) found that competence has a positive effect on the performance of staff of the central general hospital H. Adam Malik Medan. Further research conducted by Suhaeti (2010) on the influence of competence, education level and work climate on employee performance at the Cilegon City DPRD Secretariat shows that competence has a significant effect on employee performance.

Influence of Individual Characteristics and On Performance

The results of this study showed that individual characteristics had a significant effect on performance with a regression coefficient of 0.223 at a significant level of $\alpha = 0.001 < 0.05$. Individual behavior in management science must be known and understood by the employees of an organization. Gibson (2010), revealed that individual characteristics consist of the abilities and skills, experiences, background and demographics of the individual in question.

According to Thoha (2010), individual characterization is the ability, personal trust, expectation of needs and past experiences that the individual brings into the organizational order. Characteristics of this individual can be seen from expertise, education, work experience. Meanwhile, Sutrisno (2011), explained that everyone has different views, goals, needs and abilities from each other. this difference will carry over in the world of work, which will cause the satisfaction of one person with another differently, even though working in the same place.

This is also in line with Ribhan's previous research (2016) with his research on the relationship between individual characteristics and employee performance through organizational commitment as a mediation variable (Case Study at PT. Chandra Superstore Tanjung Karang, Bandar Lampung and concluded that there is a relationship between individual characteristics and employee performance. Mutmainah (2012) The Influence of Individual Characteristics and Job Characteristics on Performance by Mediation of Organizational Commitment of Sub-district Office Employees in the Sukoharjo Regency Also found a significant and positive influence between individual characteristics and performance.

The Effect of locus of control on Performance

The results of this study showed that communication had a significant effect on morale with a regression coefficient of 0.535 at a significant level of $\alpha = 0.000 < 0.05$. *The locus of control* influences employees in their attitude and behavior. Employees with *an internal locus of control* assume that the cause and effect of an event are within their control. These employees feel their lives are controlled by their own behavior, skills and abilities.

According to Kreitner and Kinicki (2013), *the locus of control* describes an individual's belief that the individual can influence events related to his life. *The locus of control* is one of the variables of personality (*personnel*), which is defined as an individual's belief in whether or not to control one's own *destiny*. The concept of *the locus of control* used by Rotter has four basic concepts, namely: behavioral potential, expectations, value of reinforcing elements and psychological atmosphere (Istijanto, 2010).

Research conducted by Falikhatusun (2012), who conducted research on the performance of officers of public service units stated that the internal locus of control has a positive and significant influence on employee performance. The results of this study support previous research conducted by Laily (2010) and Koentjoro (2010), that the internal *locus of control* has a positive and significant influence on employee performance.

Effect of Competence, Individual Characteristics And Locus Of Control On Performance

Based on the results of tests and analysis that have been carried out in this study, it is proven that the variables of the work environment and communication have a significant effect on morale with an $F_{\text{calculation}}$ of $67.996 < F_{\text{table}}$ of 2.61 at a significant level of $\alpha = 0.000 < 0.05$. Based on the coefficient of determination $R^2 = 0.850$. This means that 85% of morale can be explained by independent variables of competence, individual characteristics and *locus of control*, while the remaining 15% of performance values are influenced by other variables that were not studied in this study.

The results of the same study were also shown by Dhermawan et al (2012) on the influence of motivation, work environment, competence and compensation on job satisfaction and employee performance in the office environment of the Bali Provincial Public Works Office, namely competence has a positive effect on job satisfaction, job satisfaction affects performance. Employee competence needs to be improved in order to increase job satisfaction and if employee job satisfaction increases, employee performance will also increase.

IV. Conclusion

Based on the analysis of data and interpretations that have been presented in the previous chapter, it can be concluded that organizational commitment has a positive and significant effect on the job satisfaction of employees of the South Coast District Inspectorate Office. The higher the organizational commitment, the more job satisfaction increases.

The study results also showed that the work environment had a positive and significant effect on the job satisfaction of employees of the South Coast District Inspectorate Office. That is, the more conducive the work environment, the more job satisfaction will increase

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The Effect of Competence, Individual Characteristics and Locus Of Control On Employee Performance At The Secretariat Of Pariaman City DPRD

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Abstract

This study aims to determine the influence of competence, individual characteristics and the locus of control partially and simultaneously on employee performance at the Pariaman City DPRD secretariat. Samples were selected using the total sampling method. The sample in this study was 40 employees of the Pariaman City DPRD Secretariat. Data collection techniques using questionnaires, while data analysis methods use validity and reliability tests, classical assumptions, multiple linear regression analysis and statistical tests (t test, F test and coefficient of determination). The results showed that the competency variables affected employee performance at the Pariaman City DPRD secretariat, with a calculated value of $3.739 > t_{table} 2.021$ at a significant level of $0.001 < 0.05$. So it can be concluded that H1 was accepted, the results of the study showed that individual characteristic variables affect the performance of employees at the Pariaman City DPRD secretariat, with a calculated value of $3.577 > t_{table} 2.021$ at a significant level of $0.001 < 0.05$.

Keywords: Competence, Individual Characteristics, Locus Of Control and Performance.

JEL Classification: L21, L78, M1, M2.

Type of paper: Research Paper

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I. Introduction

Employee performance is one of the most dominant factors in the process of achieving organizational goals, one of the successes to achieve a government program so that it can be achieved properly if employees optimally contribute significantly. To achieve the created program, quality, adequate, potential, loyal human resources are needed to the organization both individually and in groups.

Indicators of the success of the organization in the achievement of goals can be seen from the measurement of performance, both individual performance and organizational performance. As one of the government agencies engaged in community services, the task of the Secretariat of the Regional People's Representative Council (DPRD) of Pariaman City is to organize secretarial administration (filing of correspondence documents, minutes of meetings or sessions (minutes) and other supporting data), financial administration, supporting the implementation of the duties and functions of the DPRD and providing infrastructure and coordinating the experts needed by the DPRD in carry out his duties. For this reason, good employee performance is needed as a bridge between the Pariaman City Secretariat (DPRD) and council members and the public. As an institution whose position is between the legislative and executive institutions, in the era of decentralization (the era of regional autonomy) the position of the secretary of the council has an important role and requires excellent readiness, preparedness in bridging the two institutions.

Meanwhile, other phenomena and problems that occur in the Pariaman City DPRD Secretariat based on the author's initial observations are that many employees are not responsible for their work and office regulations, such as taking undisciplined actions, the absence of strict sanctions from the leadership to undisciplined employees, the quality of the work of the employees of the Pariaman City DPRD Secretariat which is considered to be still lacking, the working atmosphere is a problem that can interfere with the quality of work, while the technical guidance carried out has not been able to improve the problem of employee work quality, employee job placement has not been adjusted to the employee's educational background, employee initiative is still lacking in completing their work quickly and precisely, the leadership is also lacking in providing direction to employees which also results in a lack of employee communication with the leadership, The existing teamwork cannot be said to be good, because there are still many employees who feel when they are busy in preparing for an event such as meetings and so on, but other employees do not help so that the implementation of work is less effective and efficient which in the end will result in suboptimal performance.

Contrary to this condition, it is considered necessary to strengthen the secretarial institution of the DPRD so that it is professional and proportionate so that it is able to provide support for the implementation of the duties and authorities of the Board members in carrying out their roles and functions. For this reason, it is necessary to improve the performance of employees at the Pariaman City DPRD Secretariat which is better and must be responsive and able to become facilitators and community liaisons who want to convey their aspirations /opinions and dissatisfaction directly to council members.

To improve employee performance optimally, one of the competencies that must be considered is the problem of competence, because in general to achieve optimal

performance, employees who have adequate competence are needed in carrying out the duties and responsibilities assigned to them.

Based on the phenomena and problems that have been described above about the low performance and job satisfaction of employees of the Pariaman City DPRD Secretariat, it is necessary to conduct a scientific study so that the author is interested in conducting research on "**The Influence of Competence, Individual Characteristics and Locus Of Control on Employee Performance at the Secretariat of the Pariaman City DPRD.**"

Human Resource Management Concept

According to Sedarmayanti (2014), states that "human resource management (MSDM) is the design of a formal system in an organization to ensure the effective and efficient use of human talents in order to achieve organizational goals.

Performance

Performance is a general term used for part or all of the actions or activities of an organization in a period with reference to a number of standards such as past or projected costs, on the basis of efficiency, accountability or accountability of such management. According to Mulyadi (2012), performance is the periodic determination of the operational effectiveness of an organization, some organizations and their employees based on predetermined goals, standards and criteria

According to Bangun (2013) a job can be measured using the following indicators:

1. Number of jobs
2. Quality of work
3. Timeliness
4. Presence
5. Cooperation ability

Competence

In order to improve the performance of an organization, it is very necessary to support competencies. Competence is an aspect of ability, skill, attitude, value or personal characteristics that allows workers to achieve success in completing tasks (Noe, 2012).

Basically, there are many indicators that affect the competence of employees of an enterprise, competency indicators according to Ruky in Fadillah, et al (2017), namely:

1. Personal characters (*traits*)
2. *Self-concept*
3. Knowledge
4. Skills
5. Work motivation (*motives*)

Individual Characteristics

The behavior of individuals in management science must be known and understood by the leaders of an organization. where each of these individuals certainly has individual characteristics that are towards the behavior of the individual. Gibson (2010), revealed that individual characteristics consist of the abilities and skills, experiences, background and demographics of the individual concerned

According to Jakfar (2010) mentioned that there are several indicators in measuring individual characteristics, namely:

1. *Ability*
2. Value
3. Attitude
4. *Interest*
5. Skill
6. Personality

Locus of control

The concept of *the locus of control* was first put forward by Rotter in 2013, a social learning theorist. Rotter published his article in 2014 in *the Psychological Monographs* which stated that *the Locus of control* is one of the variables of personality (*personnelility*), which is defined as an individual's belief in whether or not to control one's own *destiny*. The concept of *the locus of control* used by Rotter has four basic concepts, namely: behavioral potential, expectations, value of reinforcing elements and psychological atmosphere (Istijanto, 2010).

Indicators for measuring *the locus of control variables* according to Sanjiwani and Wisadha (2016), are as follows :

1. Ability
2. Interest
3. Effort
4. Fate
5. Socio-economic
6. Influence of others

II. Material and Method

This research was carried out at the Pariaman City DPRD Secretariat. Thus, the object of research is employees who work at the Pariaman City DPRD Secretariat.

The implementation of this study was carried out for 2 (two) months, namely October to November 2021.

Researchers use a qualitative type of research. According to Tohirin (2013) qualitative research is research that seeks to build views of people who are studied in detail and formed with words, holistic images (thorough and in-depth) and complicated.

According to Sugiyono (2010), population is a generalization area consisting of objects / subjects that have a certain quantity and characteristics set by the researcher to be studied and then drawn conclusions.

The population in this study was all employees of the Pariaman City DPRD Secretariat which amounted to 40 people with details of 20 ASN employees and 20 non-ASN personnel.

The sample according to Arikunto (2012) is part or representative of the population under study, since the sample is part of the population that can represent the characteristics of the population. while Sugiyono (2017), said the sample is part of the number and characteristics of the population. Therefore, the sample is a part (*subset*) of the population that is considered capable of representing the population to be studied.

According to the place where the study was carried out, this research was at the Secretariat of the Pariaman City DPRD.

Samples were selected using a *non-probability sampling* method, namely saturated samples or *total sampling*. According to Sugiyono (2013) saturated samples are a technique for determining samples by taking all members of the population as respondents or samples. So, the sample in this study was all employees of the Pariaman City DPRD Secretariat, totaling 40 people.

The type and source of data used in this study is primary data, where this primary data is data taken or obtained, collected through a research questionnaire distributed to employees of the Pariaman City DPRD Secretariat who were selected as samples.

The data collection technique used in this study was to distribute questionnaires to employees at the Pariaman City DPRD Secretariat who were selected as samples

III. Results and Discussion

Validity Test

In this study using the SPSS V23 program. A measurement scale is called valid when it does what it should do and measures what should be measured. To find out whether the statements are valid or not, *bivariate correlation* is used, which is to correlate each statement item to the total statement item (*corrected item total correlation* > 0.30), (Ghozali, 2015). The results of the validity test of the research variables can be described as follows:

Performance (Y)

Performance is measured using 10 statements. The validity test results of these 10 statements are presented in Table 1 below:

Table 1
Performance Validity Test Results (Y)

No.	<i>Corrected Item Total Correlation</i>	Decision
1	0,438	Valid
2	0,37	Valid
3	0,636	Valid
4	0,703	Valid
5	0,769	Valid
6	0,637	Valid
7	0,558	Valid
8	0,480	Valid
9	0,421	Valid
10	0,515	Valid

Source: *Processed primary data, 2021.*

Based on the validity test results in Table 1 above, it can be seen that the 10-item statement used to measure the performance variable (Y) is valid. It is evident that the 10 items of the statement have a *corrected item value to total correlation* of >0.30.

Competence (X₁)

Communication is measured using 10 statements. The results of the validity test of the 10 statements are presented in Table 3 below:

Table 2
Competency Validity Test Results (X₁)

No.	<i>Corrected Item Total Correlation</i>	Decision
1	0,454	Valid
2	0,787	Valid
3	0,726	Valid
4	0,787	Valid
5	0,726	Valid
6	0,637	Valid
7	0,366	Valid
8	0,499	Valid
9	0,667	Valid
10	0,350	Valid

Source: *Processed primary data, 2021.*

Based on the results of the validity analysis in Table 2 above, it can be seen that the 10 points of statements used to measure the communication variable (X₁) are valid. It is proven that the 10 items of the statement have a *corrected item value to total correlation* >0.30.

Individual Characteristics (X₂)

Individual characteristics are measured using 12 statements. The validity test results of the 12 statements are presented in Table 3 below:

Table 3
Individual Characteristics Validity Test Results (X₂)

No.	<i>Corrected Item Total Correlation</i>	Decision
1	0,551	Valid
2	0,819	Valid
3	0,711	Valid
4	0,640	Valid
5	0,761	Valid
6	0,749	Valid
7	0,697	Valid
8	0,376	Valid
9	0,801	Valid
10	0,745	Valid
11	0,882	Valid
12	0,747	Valid

Source: Processed primary data, 2021.

Based on the results of the validity analysis in Table 3 above, it can be seen that the 12 points of statements used to measure individual characteristic variables (X₂) are valid. It is proven that the 12 items of the statement have a *corrected item value to total correlation* of >0.30.

4. Locus of Control (X₃)

The locus of control is measured using 12 statements. The results of the validity test of the 12 statements are presented in Table 4 below:

Table 4
Locus of Control Validity Test Results (X_3)

No.	<i>Corrected Item Total Correlation</i>	Decision
1	0,631	Valid
2	0,647	Valid
3	0,577	Valid
4	0,769	Valid
5	0,701	Valid
6	0,526	Valid
7	0,611	Valid
8	0,378	Valid
9	0,573	Valid
10	0,644	Valid
11	0,566	Valid
12	0,661	Valid

Source: Processed primary data, 2021.

Based on the results of the validity analysis in Table 4 above, it can be seen that the 12 points of statements used to measure the *locus of control* (X_3) variable are valid. It is proven that the 12 items of the statement have a *corrected item value to total correlation* of >0.30 .

Test of Classical Assumptions

Normality Test

The normality test was carried out using the *kolmogorov Smirnov one-sample* method. The results of the research normality test can be seen in the following figure:

Table 5.
Normality Test
One-Sample Kolmogorov-Smirnov
Test

		Unstandardized Residual
N		40
Usual	,0000000	,0000000
Parameters ^{a,b}	1,51534624	2,71244038
Most Extreme Differences	,086	,062
	,083	,050
	-,086	-,062
Statistical Test		,086
Asymp. Sig. (2-tailed)		.200 ^{c,d}

normality using the Kolmogorov-Smirnov method is significant at $0.200 > 0.05$, it can be concluded that the regression method in this study has met the assumption of normality.

Multicolonierity Test

To detect the presence or absence of multicolonierity in the regression model is as follows: the guidelines for a regression model that is free Multicollinearity, namely $VIF < 10$ and the Tolerance value of the guidelines of a regression model that is free Multicollinearity, namely the value of $Tolerance > 0.1$

Table 6.
Multicholinerlity Test Results

Type	Collinearity Statistics	
	Tolerance	VIF
Constant		
Competence	,506	1,976
Individual Characteristics	,540	1,851
Locus of Control	,492	2,033

Source: Processed primary data, 2021.

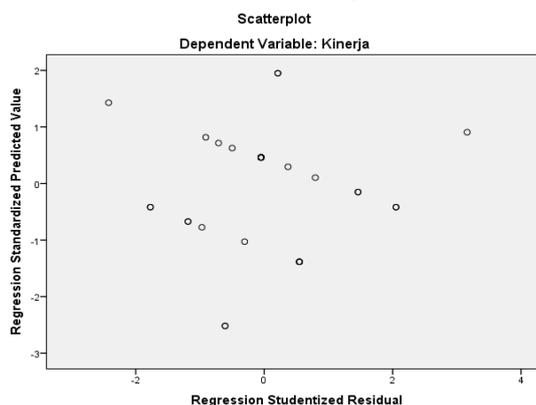
Heteroskedasticity Test

Basis for decision making:

1. If there is a certain pattern, such as the points that exist to form a certain pattern that is regular (wavy, widening and then narrowing), then Heteroskedasticity has occurred.

If there is no clear pattern, as well as dots spreading above and below the number 0 on the Y axis, then heteroskedasticity does not occur

Draw 1
Heteroskedasticity Test



The graph above shows that the dots spread above and below the number 0 on the Y axis, then it can be expressed that heteroskedasticity does not occur. So that it meets the requirements to be continued in the next analysis.

Multiple Linear Regression Analysis

In regression analysis, in addition to measuring the strength of the relationship between two or more variables, it also shows the direction of the relationship between the dependent variable and the independent variable. In this study, the regression used was multiple linear regression (Ghozali 2016). This analysis is used to find out how much influence the free and bound variables have. Based on the research, the test results were obtained as follows:

Tabel 7

Multiple Linear Regression Analysis Results

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error			
(Constant)	,284	,254		1,115	,272
Competence	,327	,087	,339	3,739	,001
Individual Characteristics	,223	,062	,314	3,577	,001
<i>Locus of Control</i>	,382	,086	,407	4,426	,000

Source: Processed primary data, 2021.

Based on the table above, it can be seen that the regression equation is as follows:

$$Y = 0.284 + 0.327 X_1 + 0.223 X_2 + 0.382 X_3 + e$$

From the multiple regression equation above, it can be concluded that:

1. A constant value of 0.284 means that if competence, individual characteristics and *locus of control* are ignored (0), then the performance of the value is 0.284.
2. The competency regression coefficient is 0.327. If the competence is increased by one (1) unit assuming the competency is of a fixed value (0), then the performance will increase by 0.327.
3. The individual characteristic regression coefficient is 0.327. If the individual characteristic is increased by one (1) unit assuming the individual characteristic is of a fixed value (0), then the performance will increase by 0.223.
4. The *regression coefficient of the locus of control* is 0.327. If *the locus of control* is increased by one (1) unit assuming the *locus of control* is of a fixed value (0), then the performance will increase by 0.382.

Hypothesis Test

T test and F test

Statistical test t shows how far the variable is partially free to the bound variable. The t-test (t-test) tests the regression coefficient partially, this test is carried out to determine the partial significance of the role between independent variables and dependent variables by assuming that other independent variables are considered constant (Sugiyono 2014). The degree of significance used is 0.05. The results of individual regression calculations are obtained as follows:

Tabel 8.

Multiple Linear Regression Analysis Results

Type	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig
	B	Std. Error			
(Constant)	,284	,254		1,115	,272
Competence	,327	,087	,339	3,739	,001
Individual Characteristics	,223	,062	,314	3,577	,001
<i>Locus of Control</i>	,382	,086	,407	4,426	,000

Source: Processed primary data, 2021.

Based on Table 8 above it is found that:

1. Hypothesis 1

Based on the results of the t Test, competence (X_1) obtained a significant effect on performance with a calculated t value of $3.739 > t_{table} 2.021$ at a significant level of $0.001 < 0.05$. This shows that there is an influence between competencies on performance. So, hypothesis 1 is accepted.

2. Hypothesis 2

Based on the results of the t-test, individual characteristics (X_2) had a significant effect on performance with a calculated t value of $3.577 > t_{table} 2.021$ at a significant level of $0.001 < 0.05$. This suggests that there is an influence between individual characteristics on performance. So, hypothesis 2 is accepted.

3. Hypothesis 3

Based on the results of the t test, *the locus of control* (X_3) had a significant effect on performance with a calculated t value of $4.426 > t_{table} 2.021$ at a significant level of $0.000 < 0.05$. This suggests that there is an influence between individual characteristics on performance. So, hypothesis 3 is accepted.

Coefficient of Determination (R^2)

The Coefficient of Determination (R^2) essentially measures how far the model's ability to explain variations in dependent variables is. The value of the coefficient of determination is between zero and one (Sutrisni 2010). The value of the coefficient of determination can be seen in Table 4.20 below

Tabel 9.

Coefficient of Determination
Model Summary

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.922 ^a	.850	.837	.274

The results of the calculation using the SPSS V23 program can be known the coefficient of determination with a value of $R^2 = 0.850$. This means that 85% of morale can be explained by the variables of competence, individual characteristics and *locus of control*, while the remaining 15% is influenced by other variables that were not studied in this study.

The analysis used was a multiple linear regression analysis with a significance level of 0.05. Data sacrifice processing is carried out with the help of the SPSS Version 23 program. Broadly speaking, this study shows that the entire hypothesis proposed is acceptable.

Based on the theory that is used as the theoretical basis and previous research, the hypothesis in this study is that there are several variables that affect employee performance, including competence, individual characteristics and *locus of control*. The relationship of casualty in this study is the result of several theories and the results of previous research that are clearly discussed in a conceptual framework.

The Effect of Competence on Performance

The results of this study showed that competence had a significant effect on performance with a regression coefficient of 0.327 with a significant level of $\alpha = 0.001 < 0.05$. In order to improve the performance of an organization, it is very necessary to support competencies. Competence is an aspect of ability, skill, attitude, value or personal characteristics that allows workers to achieve success in completing tasks (Noe, 2012).

According to Marshall (2013), competence is the most difficult thing to imitate, because its characteristics are indeed different and specific to each individual. In line with this opinion, Munrodan Andrews (2014) emphasized that in the era of knowledge-

based hyper-competitiveness as it is happening today, competence is the company's main asset as a source to build and achieve a sustainable competitive advantage.

Spencer (2011) suggests that competence is a character of attitudes and behaviors or individual abilities that are relatively stable when facing a situation in the workplace that is formed from the synergy between character, self-concept, internal motivation, and contextual knowledge capacity.

This is also in line with previous research Sambas (2011) found that competence has a positive effect on the performance of staff of the central general hospital H. Adam Malik Medan. Further research conducted by Suhaeti (2010) on the influence of competence, education level and work climate on employee performance at the Cilegon City DPRD Secretariat shows that competence has a significant effect on employee performance.

Influence of Individual Characteristics and On Performance

The results of this study showed that individual characteristics had a significant effect on performance with a regression coefficient of 0.223 at a significant level of $\alpha = 0.001 < 0.05$. Individual behavior in management science must be known and understood by the employees of an organization. Gibson (2010), revealed that individual characteristics consist of the abilities and skills, experiences, background and demographics of the individual in question.

According to Thoha (2010), individual characterization is the ability, personal trust, expectation of needs and past experiences that the individual brings into the organizational order. Characteristics of this individual can be seen from expertise, education, work experience. Meanwhile, Sutrisno (2011), explained that everyone has different views, goals, needs and abilities from each other. this difference will carry over in the world of work, which will cause the satisfaction of one person with another differently, even though working in the same place.

This is also in line with Ribhan's previous research (2016) with his research on the relationship between individual characteristics and employee performance through organizational commitment as a mediation variable (Case Study at PT. Chandra Superstore Tanjung Karang, Bandar Lampung and concluded that there is a relationship between individual characteristics and employee performance. Mutmainah (2012) The Influence of Individual Characteristics and Job Characteristics on Performance by Mediation of Organizational Commitment of Sub-district Office Employees in the Sukoharjo Regency Also found a significant and positive influence between individual characteristics and performance.

The Effect of locus of control on Performance

The results of this study showed that communication had a significant effect on morale with a regression coefficient of 0.535 at a significant level of $\alpha = 0.000 < 0.05$. *The locus of control* influences employees in their attitude and behavior. Employees with *an internal locus of control* assume that the cause and effect of an event are within their control. These employees feel their lives are controlled by their own behavior, skills and abilities.

According to Kreitner and Kinicki (2013), *the locus of control* describes an individual's belief that the individual can influence events related to his life. *The locus of control* is one of the variables of personality (*personnel*), which is defined as an individual's belief in whether or not to control one's own *destiny*. The concept of *the locus of control* used by Rotter has four basic concepts, namely: behavioral potential, expectations, value of reinforcing elements and psychological atmosphere (Istijanto, 2010).

Research conducted by Falikhatusun (2012), who conducted research on the performance of officers of public service units stated that the internal locus of control has a positive and significant influence on employee performance. The results of this study support previous research conducted by Laily (2010) and Koentjoro (2010), that the internal *locus of control* has a positive and significant influence on employee performance.

Effect of Competence, Individual Characteristics And Locus Of Control On Performance

Based on the results of tests and analysis that have been carried out in this study, it is proven that the variables of the work environment and communication have a significant effect on morale with an $F_{\text{calculation}}$ of $67.996 < F_{\text{table}}$ of 2.61 at a significant level of $\alpha = 0.000 < 0.05$. Based on the coefficient of determination $R^2 = 0.850$. This means that 85% of morale can be explained by independent variables of competence, individual characteristics and *locus of control*, while the remaining 15% of performance values are influenced by other variables that were not studied in this study.

The results of the same study were also shown by Dhermawan et al (2012) on the influence of motivation, work environment, competence and compensation on job satisfaction and employee performance in the office environment of the Bali Provincial Public Works Office, namely competence has a positive effect on job satisfaction, job satisfaction affects performance. Employee competence needs to be improved in order to increase job satisfaction and if employee job satisfaction increases, employee performance will also increase.

IV. Conclusion

Based on the analysis of data and interpretations that have been presented in the previous chapter, it can be concluded that organizational commitment has a positive and significant effect on the job satisfaction of employees of the South Coast District Inspectorate Office. The higher the organizational commitment, the more job satisfaction increases.

The study results also showed that the work environment had a positive and significant effect on the job satisfaction of employees of the South Coast District Inspectorate Office. That is, the more conducive the work environment, the more job satisfaction will increase

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THE INFLUENCE OF WORK ETHIC, ORGANIZATIONAL COMMITMENT AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE ON PT. KILANG LIMA GUNUNG PADANG

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Abstract

Human resources have a central role for the company in the process of realizing goals, so to make it happen it takes maximum effort from the company by improving all human resource capabilities within the company, because this is the main key for the company to improve the performance of its employees. This study aims to test effect of work ethic on employee performance, to test effect of commitment on employee performance, to test effect of work discipline on employee performance. The sampling of the research used saturated sampling as many as 96 samples, using multiple linear regression analysis. The results show that work ethic has a positive and significant effect on employee performance, organizational commitment has a positive and significant effect on employee performance, work discipline has a positive and significant effect on employee performance.

Keywords: Work Ethic; Organizational Commitment; Work Discipline; Employee Performance.

JEL Classification: L21, L78, M1, M2.

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I. Introduction

Human resources have a central role for the company in the process of achieving goals, so to realize it requires maximum effort from the company by improving all capabilities human resources within the company, because the hal is the main key factor for the company to improve the performance of its employees. Various efforts taken by the company in order to improve performance are difficult and most serious challenges for management because of the company's success in achieving its goals and how The company's continued sustainability in the future depends on employee performance (Effendy & Fitria, 2020).

Jung et al. (2020) stated that the smooth management of the company is supported by the quality of employees in completing their work as well as adequate employee knowledge and skills and the existence of efforts on the part of company to manage the company more optimal so that in the end it is able to realize the optimization of employee performance. Meanwhile, according to Saputra & Yuliastanty (2020), if employee performance is not optimal, it will have a direct impact on company performance so that the stability of the company becomes disrupted. If the company allows the problem to continue to occur, then the company will find it difficult to overcome the problem appropriately and properly. The possible impact is that the process of achieving goals in the company will be disrupted.

Employee performance is defined as the result that an employee obtains for his work judging by the quality and quantity of work, and is completed with high responsibility by employees towards the company (Mangkunegara, 2017). In line with priansa's opinion (2018), defining performance, one of them is reflected in the quantity of employee work seen from the results of the work he does. The quantity of work is defined as the amount of work that an employee gets in a predetermined period of time for the company. If the number of jobs completed by employees is increasing, then the performance produced by employees is getting better.

PT. Kilang Lima Gunung Padang is a company engaged in the business of exporter producer Standard Indonesia Rubber (SIR), which processes rubber plantation products from suppliers, where the production is in the form of rubber wet and crumb *rubber* with export destinations namely New Orleans, Japan, China and America.

From the results of preliminary observations and interviews with employees at PT. The Lima Gunung Padang Refinery shows an indication of the low performance achieved by employees from the pekerjaan quantity indicator, where the cause of the emergence of the problem is the high production targets of the company received by employees, while the skills and proficiencies that employees already have in operating machines have not been fully skilled and m ahir. This condition makes the work that should have been completed on time unfulfilled by the employee. As a result, the production process is disrupted and the targets or production results obtained have

not been realized according to the company's wishes. This is proven by the achievement of the company's production results in the 2018-2020 period which are not in accordance with the company's previously set targets. The average production of rubber produced does not meet the targets that have been applied by the company, namely in January, February, March, April, May, July, August and November. From these results, it can be seen that the quantity of employee work needs to get more attention from the management of the PT. The Lima Gunung Padang Refinery is expected to be able to improve kar yawan performance and the company's goals can be achieved as expected.

One of the efforts made by the company in maintaining employee performance in the process of achieving goals is to pay attention to their work ethic (Wahid, 2016). The definition of work ethic is a set of positive behaviors that include motivation, main characteristics, basic thoughts, basic ideas, codes of ethics, moral codes, attitudes of codes of ethics, aspirations and beliefs, principles and standards (Darodjat, 2015). From the observations that researchers did to the employees of PT. The Lima Gunung Padang Refinery still found problems related to the poor work ethic of employees. The indication can be seen from the attitude and responsibility of employees for their work that is still lacking, there are still employees who delay the completion of their work, there are still some employees do not comply with regulations such as prohibited from using mobile phones while working, as well as the rules for clothes used not to wear pockets and not justified use of accessories during the process of work. Poor employee work ethic will potentially be a factor causing low employee performance.

Anoraga in Priansa (2018), about work ethic is the vision and attitude of a country or society towards work. When members of society perceive work as something noble for human existence, then their work ethic tends to be high. On the contrary, the work ethic that employees have is low because attitudes and opinions in work have no value in life.

Siregar in Aski (2020) conveyed that work ethic has a close relationship with behavior and character. A person who has an internal being that is himself. Therefore, the internal presence determines the responsiveness and fulfillment of external requirements. Darodjat (2015), defines the ethos of kerja as a series of positive behaviors, the underlying of which includes motivation, main characteristics, basis of mind, basic ideas, code of ethics, moral codes, attitudes of codes of ethics, aspirations and beliefs, principles and standards.

Another opinion was expressed by Yuliarti (2016), about the work ethic that must exist in all employees because the organization requires high effort and commitment. Otherwise, it will be difficult for the company to carry out organizational development to be able to compete and win when it enters the company's market share. Organizations that want to advance attract members for their performance, including all members of the organization must have a high work ethic.

Organizational commitment is a significant factor in improving the performance of employees within the company. Yusuf & Syarif (2018) stated that organizational commitment is a form of loyalty of the work to the organization as seen from the desire to continue with the organization and help it achieve its goals, and not willing to come out for whatever reason there is. In other words, employees with a high commitment to their company will be more loyal and work hard in achieving the goals that have been set by the company and the progress of the company. Organizational commitment can cause satisfaction in employees at work if it is supported by company reciprocity (Taurisa in Cahyani et al., 2020).

the results of interviews with employees related to organizational commitments, obtained information indicating the low organizational commitment of employees, evidenced: (1) the inability of employees to complete work on time and in accordance with the standards set by the company, (2) employee involvement in every decision making by the organization is still lacking so that employee ideas and creativity are less developed and (3) the participation of employees in the activities of the organization is still lacking so that jealousy arises between employees. The low commitment policy of the organization to support employees at work can cause employee performance not to be optimal.

Samsuddin (2018) defines organizational commitment as a promise (agreement / contract) to do something, this is reflected in employee activities, or also interpreted as an attitude in employee self. Meyer and Allen in Yusuf & Sharif (2018) argue that organizational commitment is a psychological component of the relationship between members of the organization and the organization affects the decision to forever a member of the organization. Yusuf & Syarif (2018) stated organizational commitment as a loyalty that employees have to the organization from the desire to continue with the organization and help it achieve purpose, and not willing to leave the organization for whatever reason it has.

According to Priansa (2018), organizational commitment can be defined as an employee's loyalty to his organization and manifested in a high commitment to achieve his goals. Employee loyalty is reflected in the willingness to work and in the sense of the values and goals that the organization achieves. Meanwhile, in wibowo's opinion (2016), organizational commitment is the feelings, attitudes and behaviors of employees who are identified as part of the organization, participating in its operations, and loyal to the organization in which he works to achieve the goals of the organization.

Work discipline also plays an important role in efforts to improve employee performance. The level of discipline that has an effect on the efficiency and effectiveness of work tasks, meaning that if work discipline is not carried out properly, it is likely that the company's goals are not will be achieved effectively and efficiently (Yuliarti, 2016). Violations of labor discipline that often occur in employees at PT. The Lima Gunung Padang Refinery is aslow departure of employees from 5 to 8 employees per day who

are late for work and late when the implementation of the morning apples where it is still many employees who come to work at 07.40 WIB should have entered work at 07.00 WIB. In addition, the legal sanctions given by the leadership do not have a deterrent effect on employees because they are only in the form of reprimands. The severity of sanctions for work discipline given determines the discipline of employees at work and has an impact on reducing performance.

Based onrkan Hasibuan (2016), work discipline is defined as the awareness and desire of employees' desire to comply with the company and social standards in accordance with the applicable provisions in the companyn. The meaning of awareness is the attitude of employees voluntarily to obey every rule and there is an awareness of their obligations so that there will be no compulsion to obey / fulfill their obligations , while the desire to show the attitude and behavior of employees willing to follow all company policies whether written or not.

Work discipline is defined by Sinambela (2016), as an attitude of respect for others, respect, obeying and obeying every company rule whether written or unwritten, and carry it out properly, willing to accept sanctions if there is a violation of the duties performed and the authority violated by the employee. Another understanding was expressed by Afandi (2016), where work discipline is in the form of tools used by management to change employee behavior and efforts to increase awareness and willingness to comply with the company's rules with existing social norms and be used as a standard disiplin. (Mustika & Susanti, 2019)

Work discipline according to Supomo & Nurhayati (2018) is an operational function in MSDM and is very important for the company. This means that if employee discipline is high, then the implementation of the work carried out is better, but if the karyawan is not disciplined and difficult to manage, then the goal the company will not be able to be realized well.

Wirawan (2015) defines work ethic as a factor that can affect employee performance. Work ethic for employees is essential for the success of employees and the achievement of organizational goals.

According to research by Yulianti (2016) high employee work ethic will be able to improve employee performance in the company. The results of Wahid's research (2016) found that work ethic has a significant influence on performance.

H₁: It is suspected that work ethic has a positive and significant effect on the performance of pada PT employees. Five Mountains Padang Refinery.

Trusted commitment is an important factor that affects employee performance. Commitment to the employee gives birth to a strong sense of attachment in the employee to the organization in which he serves. If the employee feels this emotional

attachment, then he becomes more active and happy at work so that his work achievements become more improved (Athar, 2020).

Research by Susanto & Sukoco (2019) proves that organizational commitment to employees has a significant effect on employee performance. Furthermore, Athar's research (2020) proves that organizational commitment has a significant influence on employee performance. The existence of organizational commitment to employees is able to produce job satisfaction for employees for their work supported by reciprocity received by employees from the company and is able to encouraging employees in performance improvement.

H₂: It is suspected that organizational commitment has a positive and significant effect on employee performance at PT. Five Mountains Padang Refinery.

Hasibuan (2016) expressed the definition of discipline is the awareness and desire of employees to comply with the company and the social standards that exist in the company. The loss of discipline will affect the efficiency and effectiveness of the work. If disiplin work in employees is difficult to implement, then the goals of the company that have been previously set have the possibility of not being achieved (Yuliarti, 2016).

Research by Haedar et al. (2020) conducted at the Barru District Public Works and Spatial Planning Office proved that employee work discipline affects performance. Similarly, the research of Jung et al. (2020) and (Effendy & Fitria, 2020) shows that work discipline has an effect on employee performance.

H₃: It is suspected that work discipline has a positive and significant impact on employee performance at PT. Five Mountains Padang Refinery

II. Material and Method

This research is included in quantitative research, with data obtained based on respondents' answers to the research questionnaire. This research has a population, namely all employees at PT. The Five Gunung Padang Refinery has a total of 96 people. The sample was part of the population in the study (Sugiyono, 2017). Researchers used saturated sampling techniques as a sampling technique. The researchers used a saturated sampling technique because the population was small, so the sample in the study used the entire population number to be used as respondents. Therefore, the number of research samples was 96 respondents.

Explanations of ional operas and indicators of many studies are found in such tables as:

Table 1

Variable Operations

Variable	Definition	Indicators	Source	Scale
Employee performance (Y)	The results of the work of employees in terms of quality and quantity over a certain period of time.	1) Quality 2) Quantity 3) Performance of duties	Mangkunegara in Puspitasari (2019)	Likert (1-5)
Work Ethic (X ₁)	It is the concept of the work of an employee that is reflected in his behavior in work.	1) Hard work 2) Discipline 3) Honest 4) A responsibility 5) Diligent	Salamun et al. in Puspitasari (2019)	Likert (1-5)
Organizational commitments (X ₂)	Circumstances in which the employee takes sides and cares about the organization and its goals, and intends to maintain its membership in that organization.	1) <i>Affective commitment</i> 2) <i>Continue commitment</i> 3) <i>Normative commitment</i>	Allen et al. in Tambunan (2018)	Likert (1-5)
Work Discipline (X ₃)	The attitude of employees to obey, respect, follow and obey the rules and norms that apply, both written and unwritten and ready to receive sanctions if breaking.	1) Presence 2) Compliance with work regulations 3) Compliance with work standards 4) Ethical work	Rivai in Utami (2019)	Likert (1-5)

The data analysis technique of this study consists of instrument validity and reliability tests, descriptive analysis of variables, classical assumption tests and multiple linear regression analysis. Testing the research hypothesis using the t test

III. Results and Discussion

Validity Test

Table 2
Hasil Test validity variable Work Ethic (X₁)

Items	<i>Corrected Item-Total Correlation (r calculate)</i>	r table	Information
X1.1	0,542	0,2017	Valid
X1.2	0,635	0,2017	Valid
X1.3	0,603	0,2017	Valid
X1.4	0,632	0,2017	Valid
X1.5	0,589	0,2017	Valid
X1.6	0,557	0,2017	Valid
X1.7	0,458	0,2017	Valid
X1.8	0,457	0,2017	Valid
X1.9	0,355	0,2017	Valid
X1.10	0,339	0,2017	Valid

Source : Primary data processed, 2022

Based on Table 2 above, all statements of work ethic variables (X₁) are declared valid because the calculated r value (*corrected item-total correlations*) > the value of r tabel, so that it can be usedkan for further testing.

Table 3
Organizational Commitment Variable Validity Test Results (X₂)

Items	<i>Corrected Item-Total Correlation (r calculate)</i>	r table	Information
X2.1	0,445	0,2017	Valid
X2.2	0,721	0,2017	Valid
X2.3	0,726	0,2017	Valid
X2.4	0,800	0,2017	Valid
X2.5	0,743	0,2017	Valid
X2.6	0,707	0,2017	Valid

X2.7	0,690	0,2017	Valid
X2.8	0,676	0,2017	Valid
X2.9	0,675	0,2017	Valid
X2.10	0,524	0,2017	Valid
X2.11	0,706	0,2017	Valid
X2.12	0,655	0,2017	Valid
X2.13	0,672	0,2017	Valid
X2.14	0,547	0,2017	Valid
X2.15	0,686	0,2017	Valid
X2.16	0,582	0,2017	Valid

Source : Primary data processed, 2022

Based on Table 3 above, all statements of organizational commitment variables (X₂) are declared valid because the calculated *r* value (*corrected item-total correlations*) > the *r* value of tabel, so that it can be usedkan for further testing.

Table 4
Results of the Disipl Variable Validity Testin Work (X₃)

Items	<i>Corrected Item-Total Correlation (r calculate)</i>	<i>r table</i>	Information
X3.1	0,514	0,2017	Valid
X3.2	0,756	0,2017	Valid
X3.3	0,775	0,2017	Valid
X3.4	0,704	0,2017	Valid
X3.5	0,773	0,2017	Valid
X3.6	0,737	0,2017	Valid
X3.7	0,672	0,2017	Valid
X3.8	0,697	0,2017	Valid
X3.9	0,766	0,2017	Valid
X3.10	0,730	0,2017	Valid
X3.11	0,728	0,2017	Valid

Employee performance (Y)	0,900	0,7	Reliable
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Source: Processed primary data, 2022

From the presentation of the table above, all research variables are declared reliable, where the results of the reliability test calculations, each variable of which shows that *Cronbach Alpha* is greater than 0,7. This means that the entire variable can be used for further data processing.

Normality Test

In this study, the data analysis technique was carried out using normality test techniques to process the data obtained.

Table 7

Normality Test Results

Variable	Asymp. Sig. (2-tailed)	Alpha	Conclusion
Work Ethic	0.702	0,05	Normally Distributed
Organizational Commitment	0.215	0,05	Normally Distributed
Work discipline	0.530	0,05	Normally Distributed

Source: Processed primary data, 2022

From Table 7 above, it can be seen that the results of the normality test variabel work ethic, organizational commitment and work discipline have an *asymp.sig (2 tailed)* value > 0.05. So it can be concluded that all variables in this study are normally distributed, thus the classical assumptions about normally distributed data are met.

Multicholnearity Test

Based on the Multicholnearity test using *Variance Inflation Factor (VIF)* and *Tolerance Value* for results can be seen in the table below:

Table 8

Multicholnearity Test

Type	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		

Work Ethic	,429	2,332
Organizational Commitment	,309	3,238
Work Discipline	,261	3,829

Source: Processed primary data, 2022

In Table 8, it can be seen that each independent variable used has a *Tolerance* value above 0.10. Meanwhile, *the value of the Variance Inflation Factor (VIF)* is below 10 so that it can be concluded that work ethic, organizational commitment and work discipline are free from the symptoms of multicollinearity so that the stages of data processing are more continued can be implemented immediately.

Heterochemedasticity Test

Based on the Heterokedasticity test using the Glejser method for results can be seen in the table below:

Table 9
Glejser Test

Variable	Sig.
Work Ethic	0,067
Organizational Commitment	0,209
Work Discipline	0,224

Source: Processed primary data, 2022

From Table 9 above, it can be seen that work ethic, organizational commitment and work discipline have significance values above 0.05 so it can be concluded that all variables do not occur heteroskedasticity.

Multiple Linear Regression Analysis

Multiple regression analysis is used to find out the regression coefficient of the independent variable and how it affects the dependent variable, it can be seen from the analysis of multiple regression data obtained by using the SPSS V program ersi 23 as in the following table:

Table 10
Multiple Linear Regression Results of Research Variables

Constants and Free Variables	Regression Coefficient	Significant	Information
(Constant)	17,412	0,000	-
Work Ethic	0.194	0.010	Influential
Organizational Commitment	0.148	0.017	Influential
Work Discipline	0.215	0.004	Influential

Sumber: Primary data processed, 2022

Based on regression results from Table 4. 10 above, then multiple linear regression equations can be determined in this study as follows:

$$Y = 17.412 + 0.194X_1 + 0.148X_2 + 0.215X_3$$

The interplay over the regression equation obtained is as follows:

1. The constant of 17.412 states that if the variables of work ethic (X_1), organizational commitment (X_2) and work discipline (X_3) are considered constant or neglected, then performance employees (Y) of 17,412.
2. The work ethic regression coefficient (X_1) is 0.194 meaning that if other independent variables have a fixed value and work ethic increases by 1 unit of weight, then employee performance will experience an increase of 0.194, similarly in the opposite circumstances. A positive coefficient means that work ethic has a positive effect on the performance of PT employees. Five Mountains Padang Refinery.
3. The regression coefficient of organizational commitment (X_2) is 0.148 meaning that if other independent variables are fixed in value and the organization's commitment n has an increase of 1 unit of weight, then employee performance will experience an increase of 0.194, as well as in the opposite circumstances. A positive coefficient means that organizational commitment has a positive effect on the performance of PT. Kilang Lima Gunung Padang.
4. The regression coefficient of work discipline (X_3) is 0.215 meaning that if other independent variables are fixed in value and work discipline has an increase of 1 unit of weight, then employee performance will experienced an increase of 0.215, and in the opposite state. A positive coefficient means that work discipline has a positive effect on the performance of PT. Five Mountains Padang Refinery.

T-test (Partially)

The t test is a test where the test is carried out to find out whether a hypothesis is accepted or rejected. A hypothesis is accepted if t counts $\geq t$ table, with a significance level value (p-value) below 0.05 then the hypothesis is accepted, otherwise if the significance level of the result count greater than 0.05 maka hypothesis rejected.

Table 11

Test Results t

Variable	t _{count}	t _{table}	Sig.	Conclusion
Work ethic	2,649	1,985	0,010	H ₁ accepted
Organizational commitment	2,420	1,985	0,017	H ₂ accepted
Work discipline	2,917	1,985	0,004	H ₃ accepted

Source: Processed primary data, 2022

The Effect of Work Ethic on Employee Performance

Workhigh-fives for employees are very important for the success of employees and the achievement of organizational goals (Wirawan (2015). The results of the study found that work ethic has a positive and significant effect on the performance of PT. Five Mountains Padang Refinery. The results give an idea that the employees of PT. The Lima Gunung Padang Refinery views work ethic as one of the determinants of their increasing performance. It can be said that if the work ethic is like the efforts of employees in carrying out each of their work, then the employee's performance will increase. On the other hand, if in every employee's business work is not optimal, then employee performance decreases.

The results of this study are in line with research conducted by Yuliarti (2016) which proves that work ethic affects employee performance positively and significantly. The same is the case with Wahid's research (2016) which proves that work ethic affects employee performance in a positive and significant direction. The results of this study show that employees recognize work ethic as a determinant of improving employee performance, when employees do their jobs sincerely, carry out fully responsibility, having creativity and working diligently will encourage employees to be able to improve their performance. Research is also supported by Dolonseda & Watung (2020) which proves that work ethic affects employee performance positively and significantly. In his research, it was explained that employees or leaders in a company or institution must have a high work ethic, otherwise the company will be difficult develop and win the competition in seizing its share.

The Effect of Organizational Commitment on Employee Performance

Trusted commitment is an important factor that affects employee performance. Commitment to the employee gives birth to a strong sense of attachment in the employee to the organization in which he serves. If the employee has felt this emotional attachment, then he becomes more active and happy in working so that his work achievements become more improved (Athar, 2020). Based on the results of the calculation of organizational commitment variables, it has a positive and significant

effect on the performance of PT. LimRefinery a Gunung Padang. The results of this study show that employees recognize that organizational commitment is a determinant of their improved performance.

The results of this study are in line with research conducted by Nurzaman (2020) proving that organizational commitment has a positive and significant influence on employee work. Another study conducted by Athar (2020) showed that the commitment of the chassis organi has a positive and significant effect on employee performance. That is, the higher the employee's commitment to the organization, the more employee performance will increase. Conversely, the lower the employee's organizational commitment, the employee's performance will be un.

The Effect of Work Discipline on Employee Performance

Discipline is the awareness and desire of employees to obey the company and the social standards that exist in the company. The loss of discipline will affect the efficiency and effectiveness of the work (Hasibuan, 2016). If labor discipline in employees is difficult to implement, then the goals of the company that have been previously set have the possibility of not being achieved (Yuliarti, 2016). From the results of the observation of work discipline variables, it has a positive and significant effect on the performance of PT. Five Mountains Padang Refinery. The results of this study show that employees recognize that work discipline is a determinant of their increased performance.

Hasil this research is in line with previous research conducted by Jung et al. (2020) shows that discipline affects employee performance in a positive and significant direction. Research by Effendy & Fitria (2020) shows that work discipline has a positive and significant effect on employee performance. If work discipline can be managed properly from the company, it will be able to produce compliance with employees with all the rules that apply to the organization that aims to improve employee performance

IV. Conclusion

In the results of the research that has been carried out, the conclusions in this research are: First, e-to-five work has a positive and significant effect on the performance of PT. Five Mountains Padang Refinery. That is, the higher the work ethic, the more employee performance will improve.

Second, organizational commitment has a positive and significant effect on the performance of PT. Five Mountains Padang Refinery. That is, the higher the commitment of the organization, the more employee performance will increase. And third, work discipline has a positive and significant effect on the work of PT. Five Mountains Padang Refinery. That is, the higher the commitment of the organization, the more employee performance will increase.

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THE INFLUENCE OF WORK ETHIC, ORGANIZATIONAL COMMITMENT AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE ON PT. KILANG LIMA GUNUNG PADANG

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Abstract

Human resources have a central role for the company in the process of realizing goals, so to make it happen it takes maximum effort from the company by improving all human resource capabilities within the company, because this is the main key for the company to improve the performance of its employees. This study aims to test effect of work ethic on employee performance, to test effect of commitment on employee performance, to test effect of work discipline on employee performance. The sampling of the research used saturated sampling as many as 96 samples, using multiple linear regression analysis. The results show that work ethic has a positive and significant effect on employee performance, organizational commitment has a positive and significant effect on employee performance, work discipline has a positive and significant effect on employee performance.

Keywords: Work Ethic; Organizational Commitment; Work Discipline; Employee Performance.

JEL Classification: L21, L78, M1, M2.

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I. Introduction

Human resources have a central role for the company in the process of achieving goals, so to realize it requires maximum effort from the company by improving all capabilities human resources within the company, because the hal is the main key factor for the company to improve the performance of its employees. Various efforts taken by the company in order to improve performance are difficult and most serious challenges for management because of the company's success in achieving its goals and how The company's continued sustainability in the future depends on employee performance (Effendy & Fitria, 2020).

Jung et al. (2020) stated that the smooth management of the company is supported by the quality of employees in completing their work as well as adequate employee knowledge and skills and the existence of efforts on the part of company to manage the company more optimal so that in the end it is able to realize the optimization of employee performance. Meanwhile, according to Saputra & Yuliastanty (2020), if employee performance is not optimal, it will have a direct impact on company performance so that the stability of the company becomes disrupted. If the company allows the problem to continue to occur, then the company will find it difficult to overcome the problem appropriately and properly. The possible impact is that the process of achieving goals in the company will be disrupted.

Employee performance is defined as the result that an employee obtains for his work judging by the quality and quantity of work, and is completed with high responsibility by employees towards the company (Mangkunegara, 2017). In line with priansa's opinion (2018), defining performance, one of them is reflected in the quantity of employee work seen from the results of the work he does. The quantity of work is defined as the amount of work that an employee gets in a predetermined period of time for the company. If the number of jobs completed by employees is increasing, then the performance produced by employees is getting better.

PT. Kilang Lima Gunung Padang is a company engaged in the business of exporter producer Standard Indonesia Rubber (SIR), which processes rubber plantation products from suppliers, where the production is in the form of rubber wet and crumb *rubber* with export destinations namely New Orleans, Japan, China and America.

From the results of preliminary observations and interviews with employees at PT. The Lima Gunung Padang Refinery shows an indication of the low performance achieved by employees from the pekerjaan quantity indicator, where the cause of the emergence of the problem is the high production targets of the company received by employees, while the skills and proficiencies that employees already have in operating machines have not been fully skilled and m ahir. This condition makes the work that should have been completed on time unfulfilled by the employee. As a result, the production process is disrupted and the targets or production results obtained have

not been realized according to the company's wishes. This is proven by the achievement of the company's production results in the 2018-2020 period which are not in accordance with the company's previously set targets. The average production of rubber produced does not meet the targets that have been applied by the company, namely in January, February, March, April, May, July, August and November. From these results, it can be seen that the quantity of employee work needs to get more attention from the management of the PT. The Lima Gunung Padang Refinery is expected to be able to improve kar yawan performance and the company's goals can be achieved as expected.

One of the efforts made by the company in maintaining employee performance in the process of achieving goals is to pay attention to their work ethic (Wahid, 2016). The definition of work ethic is a set of positive behaviors that include motivation, main characteristics, basic thoughts, basic ideas, codes of ethics, moral codes, attitudes of codes of ethics, aspirations and beliefs, principles and standards (Darodjat, 2015). From the observations that researchers did to the employees of PT. The Lima Gunung Padang Refinery still found problems related to the poor work ethic of employees. The indication can be seen from the attitude and responsibility of employees for their work that is still lacking, there are still employees who delay the completion of their work, there are still some employees do not comply with regulations such as prohibited from using mobile phones while working, as well as the rules for clothes used not to wear pockets and not justified use of accessories during the process of work. Poor employee work ethic will potentially be a factor causing low employee performance.

Anoraga in Priansa (2018), about work ethic is the vision and attitude of a country or society towards work. When members of society perceive work as something noble for human existence, then their work ethic tends to be high. On the contrary, the work ethic that employees have is low because attitudes and opinions in work have no value in life.

Siregar in Aski (2020) conveyed that work ethic has a close relationship with behavior and character. A person who has an internal being that is himself. Therefore, the internal presence determines the responsiveness and fulfillment of external requirements. Darodjat (2015), defines the ethos of kerja as a series of positive behaviors, the underlying of which includes motivation, main characteristics, basis of mind, basic ideas, code of ethics, moral codes, attitudes of codes of ethics, aspirations and beliefs, principles and standards.

Another opinion was expressed by Yuliarti (2016), about the work ethic that must exist in all employees because the organization requires high effort and commitment. Otherwise, it will be difficult for the company to carry out organizational development to be able to compete and win when it enters the company's market share. Organizations that want to advance attract members for their performance, including all members of the organization must have a high work ethic.

Organizational commitment is a significant factor in improving the performance of employees within the company. Yusuf & Syarif (2018) stated that organizational commitment is a form of loyalty of the work to the organization as seen from the desire to continue with the organization and help it achieve its goals, and not willing to come out for whatever reason there is. In other words, employees with a high commitment to their company will be more loyal and work hard in achieving the goals that have been set by the company and the progress of the company. Organizational commitment can cause satisfaction in employees at work if it is supported by company reciprocity (Taurisa in Cahyani et al., 2020).

the results of interviews with employees related to organizational commitments, obtained information indicating the low organizational commitment of employees, evidenced: (1) the inability of employees to complete work on time and in accordance with the standards set by the company, (2) employee involvement in every decision making by the organization is still lacking so that employee ideas and creativity are less developed and (3) the participation of employees in the activities of the organization is still lacking so that jealousy arises between employees. The low commitment policy of the organization to support employees at work can cause employee performance not to be optimal.

Samsuddin (2018) defines organizational commitment as a promise (agreement / contract) to do something, this is reflected in employee activities, or also interpreted as an attitude in employee self. Meyer and Allen in Yusuf & Sharif (2018) argue that organizational commitment is a psychological component of the relationship between members of the organization and the organization affects the decision to forever a member of the organization. Yusuf & Syarif (2018) stated organizational commitment as a loyalty that employees have to the organization from the desire to continue with the organization and help it achieve purpose, and not willing to leave the organization for whatever reason it has.

According to Priansa (2018), organizational commitment can be defined as an employee's loyalty to his organization and manifested in a high commitment to achieve his goals. Employee loyalty is reflected in the willingness to work and in the sense of the values and goals that the organization achieves. Meanwhile, in wibowo's opinion (2016), organizational commitment is the feelings, attitudes and behaviors of employees who are identified as part of the organization, participating in its operations, and loyal to the organization in which he works to achieve the goals of the organization.

Work discipline also plays an important role in efforts to improve employee performance. The level of discipline that has an effect on the efficiency and effectiveness of work tasks, meaning that if work discipline is not carried out properly, it is likely that the company's goals are not will be achieved effectively and efficiently (Yuliarti, 2016). Violations of labor discipline that often occur in employees at PT. The Lima Gunung Padang Refinery is aslow departure of employees from 5 to 8 employees per day who

are late for work and late when the implementation of the morning apples where it is still many employees who come to work at 07.40 WIB should have entered work at 07.00 WIB. In addition, the legal sanctions given by the leadership do not have a deterrent effect on employees because they are only in the form of reprimands. The severity of sanctions for work discipline given determines the discipline of employees at work and has an impact on reducing performance.

Based onrkan Hasibuan (2016), work discipline is defined as the awareness and desire of employees' desire to comply with the company and social standards in accordance with the applicable provisions in the companyn. The meaning of awareness is the attitude of employees voluntarily to obey every rule and there is an awareness of their obligations so that there will be no compulsion to obey / fulfill their obligations , while the desire to show the attitude and behavior of employees willing to follow all company policies whether written or not.

Work discipline is defined by Sinambela (2016), as an attitude of respect for others, respect, obeying and obeying every company rule whether written or unwritten, and carry it out properly, willing to accept sanctions if there is a violation of the duties performed and the authority violated by the employee. Another understanding was expressed by Afandi (2016), where work discipline is in the form of tools used by management to change employee behavior and efforts to increase awareness and willingness to comply with the company's rules with existing social norms and be used as a standard disiplin. (Mustika & Susanti, 2019)

Work discipline according to Supomo & Nurhayati (2018) is an operational function in MSDM and is very important for the company. This means that if employee discipline is high, then the implementation of the work carried out is better, but if the karyawan is not disciplined and difficult to manage, then the goal the company will not be able to be realized well.

Wirawan (2015) defines work ethic as a factor that can affect employee performance. Work ethic for employees is essential for the success of employees and the achievement of organizational goals.

According to research by Yulianti (2016) high employee work ethic will be able to improve employee performance in the company. The results of Wahid's research (2016) found that work ethic has a significant influence on performance.

H₁: It is suspected that work ethic has a positive and significant effect on the performance of pada PT employees. Five Mountains Padang Refinery.

Trusted commitment is an important factor that affects employee performance. Commitment to the employee gives birth to a strong sense of attachment in the employee to the organization in which he serves. If the employee feels this emotional

attachment, then he becomes more active and happy at work so that his work achievements become more improved (Athar, 2020).

Research by Susanto & Sukoco (2019) proves that organizational commitment to employees has a significant effect on employee performance. Furthermore, Athar's research (2020) proves that organizational commitment has a significant influence on employee performance. The existence of organizational commitment to employees is able to produce job satisfaction for employees for their work supported by reciprocity received by employees from the company and is able to encouraging employees in performance improvement.

H₂: It is suspected that organizational commitment has a positive and significant effect on employee performance at PT. Five Mountains Padang Refinery.

Hasibuan (2016) expressed the definition of discipline is the awareness and desire of employees to comply with the company and the social standards that exist in the company. The loss of discipline will affect the efficiency and effectiveness of the work. If disiplin work in employees is difficult to implement, then the goals of the company that have been previously set have the possibility of not being achieved (Yuliarti, 2016).

Research by Haedar et al. (2020) conducted at the Barru District Public Works and Spatial Planning Office proved that employee work discipline affects performance. Similarly, the research of Jung et al. (2020) and (Effendy & Fitria, 2020) shows that work discipline has an effect on employee performance.

H₃: It is suspected that work discipline has a positive and significant impact on employee performance at PT. Five Mountains Padang Refinery

II. Material and Method

This research is included in quantitative research, with data obtained based on respondents' answers to the research questionnaire. This research has a population, namely all employees at PT. The Five Gunung Padang Refinery has a total of 96 people. The sample was part of the population in the study (Sugiyono, 2017). Researchers used saturated sampling techniques as a sampling technique. The researchers used a saturated sampling technique because the population was small, so the sample in the study used the entire population number to be used as respondents. Therefore, the number of research samples was 96 respondents.

Explanations of ional operas and indicators of many studies are found in such tables as:

Table 1

Variable Operations

Variable	Definition	Indicators	Source	Scale
Employee performance (Y)	The results of the work of employees in terms of quality and quantity over a certain period of time.	1) Quality 2) Quantity 3) Performance of duties	Mangkunegara in Puspitasari (2019)	Likert (1-5)
Work Ethic (X ₁)	It is the concept of the work of an employee that is reflected in his behavior in work.	1) Hard work 2) Discipline 3) Honest 4) A responsibility 5) Diligent	Salamun et al. in Puspitasari (2019)	Likert (1-5)
Organizational commitments (X ₂)	Circumstances in which the employee takes sides and cares about the organization and its goals, and intends to maintain its membership in that organization.	1) <i>Affective commitment</i> 2) <i>Continue commitment</i> 3) <i>Normative commitment</i>	Allen et al. in Tambunan (2018)	Likert (1-5)
Work Discipline (X ₃)	The attitude of employees to obey, respect, follow and obey the rules and norms that apply, both written and unwritten and ready to receive sanctions if breaking.	1) Presence 2) Compliance with work regulations 3) Compliance with work standards 4) Ethical work	Rivai in Utami (2019)	Likert (1-5)

The data analysis technique of this study consists of instrument validity and reliability tests, descriptive analysis of variables, classical assumption tests and multiple linear regression analysis. Testing the research hypothesis using the t test

III. Results and Discussion

Validity Test

Table 2
Hasil Test validity variable Work Ethic (X₁)

Items	<i>Corrected Item-Total Correlation (r calculate)</i>	r table	Information
X1.1	0,542	0,2017	Valid
X1.2	0,635	0,2017	Valid
X1.3	0,603	0,2017	Valid
X1.4	0,632	0,2017	Valid
X1.5	0,589	0,2017	Valid
X1.6	0,557	0,2017	Valid
X1.7	0,458	0,2017	Valid
X1.8	0,457	0,2017	Valid
X1.9	0,355	0,2017	Valid
X1.10	0,339	0,2017	Valid

Source : Primary data processed, 2022

Based on Table 2 above, all statements of work ethic variables (X₁) are declared valid because the calculated r value (*corrected item-total correlations*) > the value of r tabel, so that it can be usedkan for further testing.

Table 3
Organizational Commitment Variable Validity Test Results (X₂)

Items	<i>Corrected Item-Total Correlation (r calculate)</i>	r table	Information
X2.1	0,445	0,2017	Valid
X2.2	0,721	0,2017	Valid
X2.3	0,726	0,2017	Valid
X2.4	0,800	0,2017	Valid
X2.5	0,743	0,2017	Valid
X2.6	0,707	0,2017	Valid

X2.7	0,690	0,2017	Valid
X2.8	0,676	0,2017	Valid
X2.9	0,675	0,2017	Valid
X2.10	0,524	0,2017	Valid
X2.11	0,706	0,2017	Valid
X2.12	0,655	0,2017	Valid
X2.13	0,672	0,2017	Valid
X2.14	0,547	0,2017	Valid
X2.15	0,686	0,2017	Valid
X2.16	0,582	0,2017	Valid

Source : Primary data processed, 2022

Based on Table 3 above, all statements of organizational commitment variables (X₂) are declared valid because the calculated *r* value (*corrected item-total correlations*) > the *r* value of tabel, so that it can be usedkan for further testing.

Table 4
Results of the Disipl Variable Validity Testin Work (X₃)

Items	<i>Corrected Item-Total Correlation (r calculate)</i>	<i>r table</i>	Information
X3.1	0,514	0,2017	Valid
X3.2	0,756	0,2017	Valid
X3.3	0,775	0,2017	Valid
X3.4	0,704	0,2017	Valid
X3.5	0,773	0,2017	Valid
X3.6	0,737	0,2017	Valid
X3.7	0,672	0,2017	Valid
X3.8	0,697	0,2017	Valid
X3.9	0,766	0,2017	Valid
X3.10	0,730	0,2017	Valid
X3.11	0,728	0,2017	Valid

X3.12	0,707	0,2017	Valid
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Source : Primary data processed, 2022

Based on Table 4 above, all statements of the work discipline variable (X_3) are declared valid because the calculated r value (*corrected item-total correlations*) > the value of r tabel, so that it can be usedkan for further testing.

Table 5
Employee Performance Variable Validity Test Results (Y)

Items	<i>Corrected Item-Total Correlation (r calculate)</i>	r table	Information
Y.1	0,518	0,2017	Valid
Y.2	0,694	0,2017	Valid
Y.3	0,686	0,2017	Valid
Y.4	0,626	0,2017	Valid
Y.5	0,784	0,2017	Valid
Y.6	0,655	0,2017	Valid
Y.7	0,657	0,2017	Valid
Y.8	0,669	0,2017	Valid
Y.9	0,582	0,2017	Valid
Y.10	0,660	0,2017	Valid

Source: Processed primary data, 2022

Based on Table 5 above, all statements of employee performance variables (Y) are declared valid because the calculated r value (*corrected item-total correlations*) > the value of r tabel, so that it can be usedk an for further testing.

Reliability Test

Table 6
Reliability Test Results

Variable	<i>Cronbach Alpha</i>	<i>Role Of Thumb</i>	Number of Items
Work ethic (X_1)	0,829	0,7	Reliable
Organizational commitments (X_2)	0,933	0,7	Reliable
Labor discipline (X_3)	0,935	0,7	Reliable

Employee performance (Y)	0,900	0,7	Reliable
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Source: Processed primary data, 2022

From the presentation of the table above, all research variables are declared reliable, where the results of the reliability test calculations, each variable of which shows that *Cronbach Alpha* is greater than 0,7. This means that the entire variable can be used for further data processing.

Normality Test

In this study, the data analysis technique was carried out using normality test techniques to process the data obtained.

Table 7

Normality Test Results

Variable	Asymp. Sig. (2-tailed)	Alpha	Conclusion
Work Ethic	0.702	0,05	Normally Distributed
Organizational Commitment	0.215	0,05	Normally Distributed
Work discipline	0.530	0,05	Normally Distributed

Source: Processed primary data, 2022

From Table 7 above, it can be seen that the results of the normality test variabel work ethic, organizational commitment and work discipline have an *asymp.sig (2 tailed)* value > 0.05. So it can be concluded that all variables in this study are normally distributed, thus the classical assumptions about normally distributed data are met.

Multicholnearity Test

Based on the Multicholnearity test using *Variance Inflation Factor (VIF)* and *Tolerance Value* for results can be seen in the table below:

Table 8

Multicholnearity Test

Type	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		

Work Ethic	,429	2,332
Organizational Commitment	,309	3,238
Work Discipline	,261	3,829

Source: Processed primary data, 2022

In Table 8, it can be seen that each independent variable used has a *Tolerance* value above 0.10. Meanwhile, the value of the *Variance Inflation Factor* (VIF) is below 10 so that it can be concluded that work ethic, organizational commitment and work discipline are free from the symptoms of multicollinearity so that the stages of data processing are more continued can be implemented immediately.

Heterochemedasticity Test

Based on the Heterokedasticity test using the Glejser method for results can be seen in the table below:

Table 9
Glejser Test

Variable	Sig.
Work Ethic	0,067
Organizational Commitment	0,209
Work Discipline	0,224

Source: Processed primary data, 2022

From Table 9 above, it can be seen that work ethic, organizational commitment and work discipline have significance values above 0.05 so it can be concluded that all variables do not occur heteroskedasticity.

Multiple Linear Regression Analysis

Multiple regression analysis is used to find out the regression coefficient of the independent variable and how it affects the dependent variable, it can be seen from the analysis of multiple regression data obtained by using the SPSS V program ersi 23 as in the following table:

Table 10
Multiple Linear Regression Results of Research Variables

Constants and Free Variables	Regression Coefficient	Significant	Information
(Constant)	17,412	0,000	-
Work Ethic	0.194	0.010	Influential
Organizational Commitment	0.148	0.017	Influential
Work Discipline	0.215	0.004	Influential

Sumber: Primary data processed, 2022

Based on regression results from Table 4. 10 above, then multiple linear regression equations can be determined in this study as follows:

$$Y = 17.412 + 0.194X_1 + 0.148X_2 + 0.215X_3$$

The interplay over the regression equation obtained is as follows:

1. The constant of 17.412 states that if the variables of work ethic (X_1), organizational commitment (X_2) and work discipline (X_3) are considered constant or neglected, then performance employees (Y) of 17,412.
2. The work ethic regression coefficient (X_1) is 0.194 meaning that if other independent variables have a fixed value and work ethic increases by 1 unit of weight, then employee performance will experience an increase of 0.194, similarly in the opposite circumstances. A positive coefficient means that work ethic has a positive effect on the performance of PT employees. Five Mountains Padang Refinery.
3. The regression coefficient of organizational commitment (X_2) is 0.148 meaning that if other independent variables are fixed in value and the organization's commitment n has an increase of 1 unit of weight, then employee performance will experience an increase of 0.194, as well as in the opposite circumstances. A positive coefficient means that organizational commitment has a positive effect on the performance of PT. Kilang Lima Gunung Padang.
4. The regression coefficient of work discipline (X_3) is 0.215 meaning that if other independent variables are fixed in value and work discipline has an increase of 1 unit of weight, then employee performance will experienced an increase of 0.215, and in the opposite state. A positive coefficient means that work discipline has a positive effect on the performance of PT. Five Mountains Padang Refinery.

T-test (Partially)

The t test is a test where the test is carried out to find out whether a hypothesis is accepted or rejected. A hypothesis is accepted if t counts $\geq t$ table, with a significance level value (p-value) below 0.05 then the hypothesis is accepted, otherwise if the significance level of the result count greater than 0.05 maka hypothesis rejected.

Table 11

Test Results t

Variable	t _{count}	t _{table}	Sig.	Conclusion
Work ethic	2,649	1,985	0,010	H ₁ accepted
Organizational commitment	2,420	1,985	0,017	H ₂ accepted
Work discipline	2,917	1,985	0,004	H ₃ accepted

Source: Processed primary data, 2022

The Effect of Work Ethic on Employee Performance

Workhigh-fives for employees are very important for the success of employees and the achievement of organizational goals (Wirawan (2015). The results of the study found that work ethic has a positive and significant effect on the performance of PT. Five Mountains Padang Refinery. The results give an idea that the employees of PT. The Lima Gunung Padang Refinery views work ethic as one of the determinants of their increasing performance. It can be said that if the work ethic is like the efforts of employees in carrying out each of their work, then the employee's performance will increase. On the other hand, if in every employee's business work is not optimal, then employee performance decreases.

The results of this study are in line with research conducted by Yuliarti (2016) which proves that work ethic affects employee performance positively and significantly. The same is the case with Wahid's research (2016) which proves that work ethic affects employee performance in a positive and significant direction. The results of this study show that employees recognize work ethic as a determinant of improving employee performance, when employees do their jobs sincerely, carry out fully responsibility, having creativity and working diligently will encourage employees to be able to improve their performance. Research is also supported by Dolonseda & Watung (2020) which proves that work ethic affects employee performance positively and significantly. In his research, it was explained that employees or leaders in a company or institution must have a high work ethic, otherwise the company will be difficult develop and win the competition in seizing its share.

The Effect of Organizational Commitment on Employee Performance

Trusted commitment is an important factor that affects employee performance. Commitment to the employee gives birth to a strong sense of attachment in the employee to the organization in which he serves. If the employee has felt this emotional attachment, then he becomes more active and happy in working so that his work achievements become more improved (Athar, 2020). Based on the results of the calculation of organizational commitment variables, it has a positive and significant

effect on the performance of PT. LimRefinery a Gunung Padang. The results of this study show that employees recognize that organizational commitment is a determinant of their improved performance.

The results of this study are in line with research conducted by Nurzaman (2020) proving that organizational commitment has a positive and significant influence on employee work. Another study conducted by Athar (2020) showed that the commitment of the chassis organi has a positive and significant effect on employee performance. That is, the higher the employee's commitment to the organization, the more employee performance will increase. Conversely, the lower the employee's organizational commitment, the employee's performance will be un.

The Effect of Work Discipline on Employee Performance

Discipline is the awareness and desire of employees to obey the company and the social standards that exist in the company. The loss of discipline will affect the efficiency and effectiveness of the work (Hasibuan, 2016). If labor discipline in employees is difficult to implement, then the goals of the company that have been previously set have the possibility of not being achieved (Yuliarti, 2016). From the results of the observation of work discipline variables, it has a positive and significant effect on the performance of PT. Five Mountains Padang Refinery. The results of this study show that employees recognize that work discipline is a determinant of their increased performance.

Hasil this research is in line with previous research conducted by Jung et al. (2020) shows that discipline affects employee performance in a positive and significant direction. Research by Effendy & Fitria (2020) shows that work discipline has a positive and significant effect on employee performance. If work discipline can be managed properly from the company, it will be able to produce compliance with employees with all the rules that apply to the organization that aims to improve employee performance

IV. Conclusion

In the results of the research that has been carried out, the conclusions in this research are: First, e-to-five work has a positive and significant effect on the performance of PT. Five Mountains Padang Refinery. That is, the higher the work ethic, the more employee performance will improve.

Second, organizational commitment has a positive and significant effect on the performance of PT. Five Mountains Padang Refinery. That is, the higher the commitment of the organization, the more employee performance will increase. And third, work discipline has a positive and significant effect on the work of PT. Five Mountains Padang Refinery. That is, the higher the commitment of the organization, the more employee performance will increase.

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Effect of Education Level and Job Placement on Employee Work Productivity at Regional Drinking Water Company Tirta Bhagasasi Rawa Lumbu Bekasi Branch

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Abstract

The purpose of the study was to determine the Effect of Education Level and Job Placement on Employee Work Productivity at the Tirta Bhagasasi Regional Drinking Water Company (PDAM) Rawa Lumbu Bekasi Branch. This research uses quantitative methods. The sampling technique used is a saturated sampling technique (census). The sample used was 42 people. data collection techniques by conducting interviews, observations, and dissemination of questionnaires. For data analysis using PLS (Partial Least Square), PLS is one of the variant-based SEM statistical methods designed to solve multiple regressions when there are specific problems with the calculated data using the SmartPLS 3.3.3 program.

Keywords: Education Level, Work Placement, Employee Work Productivity.

JEL Classification: L21, L78, M1, M2.

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I. Introduction

One of the factors affecting the success rate of an enterprise is the work productivity of its employees. The work productivity of employees is the result of work

in quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities assigned to them.

Therefore, employees who have a high level of work productivity are needed which can be seen from the level of education and placement of their job position positions so that production can be achieved in accordance with the target. (Sinungan, 2017:12) productivity is a measure of the quality of work, the quantity of work and the timeliness of the work that has been done, taking into account the cost of the resources used to do the work.

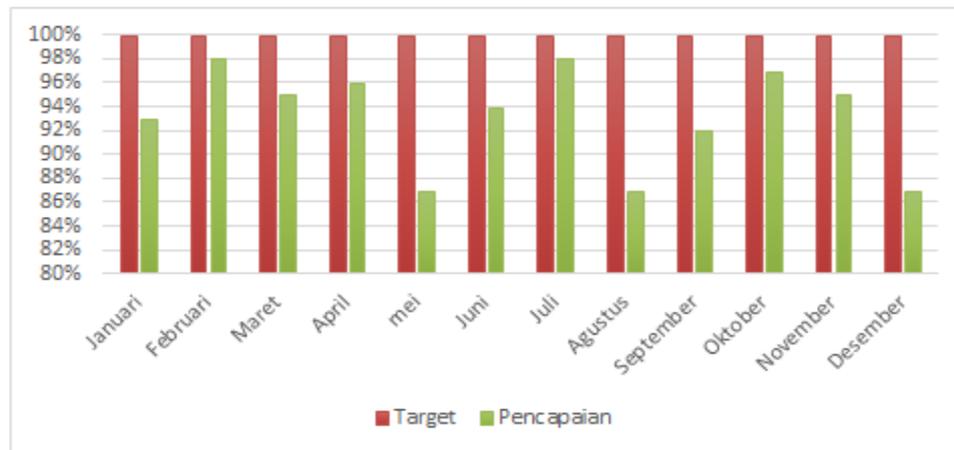
The results of *interviews with the Human Resource Department (HRD)* and observations made directly at the company, there are problems with employee work productivity, it can be seen from the production results of PDAM is now able to serve clean water needs for 9,662 customers. Of the 260 liters per second produced, only about 200 liters per second have been sold. That is, there is still an excess or over capacity of about 60 liters per second. This excess capacity, still able to serve new customers of about 5,000 customers.

It's just that what happened at this time, because of the limited transmission network, so the production capacity has not sold all of them. It became the big task of PDAM how to build a new pipanization network to serve about 5,000 new customers with the occurrence of over capacity of 60 liters per second. From the results of the data obtained by a company's progress, its work productivity can be measured, when a company is able to achieve the targets it has set, including targets and the achievement of production realization that it expects.

PDAM Tirta Bhagasasi has set targets and realized the achievement of production to be achieved every month. It can be seen from the target diagram and realization based on employees of the IPA section (Processing Plant Air) in 2021.

Figure 1. 1

Target Data and Realization of Production Achievement of PDAM Tirta Bhagasasi Rawa Lumbu Branch



Data target and realization of production every month for one year experienced instability. The highest realization occurred in February and August as much as 98% where this number was almost perfect like the target given by the company, while in May, August and December the realization of production was at the lowest level, which was at 87%, which means that the difference with the company's target is quite far, namely 13% in 2021.

Therefore, there are several factors to support the increase in employee work productivity apart from bound indicators, namely there are factors of education level as well as the placement of employees. Employees are assets that play an important role in the company, thus it is necessary to pay attention to the background of their level of education because the level of education that a person has will affect his mindset, attitudes and behavior and it is believed that highly educated employees are higher in productivity as well as their productivity

The importance of education is not only felt by employees, but also an advantage for a company. The education that a person has will also affect his work productivity, because with education a person has the capital to do productivity in a job. According to (Devitasari, 2016: 56) said that education has an important measurement and role in increasing labor productivity, because increasing labor productivity that relies on education basically aims to improve human labor capabilities. Measurement of education level (Tirtahardja, 2016: 53) using indicators of education level, suitability of majors, competencies. The level of education and the suitability of education shows that the longer / higher the level of education that it completes, it will have great potential for employee performance as well in terms of productivity.

According to G.R Terry and Hasibuan (2017:2), placement must be based on a predetermined *job description and job specification* and guided by the principle of "Placement of the right people in the right place and placement of the right person in the right position" or "*The right man in the right place and the right man behind the right job.*" The principle of proper placement must be implemented consequently so that employees can work according to their respective expertise. This will lead a company to optimal work results because there is a positive correlation between employee placement and increased work productivity.

The right employee placement process is not enough to support employee performance, but requires experience to support the work. Work experience is the level of knowledge as well as skills of a person that can be measured from the length of a person's service. So that the longer a person works, the more experience he has for his work. Therefore, the factors that affect a person's productivity at work are length of work (Pamungkas, 2017: 225). The longer the working life of a laborer, the skills and ability to do work should increase

II. Material and Method

The data analysis technique in the study used was the *Structural Equation Modelling (SEM)* data analysis method which used *SmartPLS 3.3.3 software* which was run with computer media. Analisis PLS-SEM usually consists of two sub-models, namely measurements models or often called outer models and structural models (structural models) or often called inner models. The measurement model shows how manifest variables or observed variables present the measured latent variables. Meanwhile, structural models show the strength of estimation between latent or construct variables (Ghozali and Latan, 2020: 7).

Evaluation of the measurement model (outer model) is used to test validity and reliability. Outer model is how each indicator block relates to a latent variable. The measurement model describes the relationship between a variable and the measurement item that measures it. The equations for the reflective model are:

$$X = \Lambda_x \xi + \delta \quad Y = \Lambda_y \eta + \varepsilon$$

Where : X and Y = manifest variables/indicators for exogenous (ξ) and endogenous (η) latent constructs

Λ_x and Λ_y = loading matrices describing simple regression coefficients connecting latent variables and their indicators.

ε_x and γ = residual measurement error (measurement model). ε

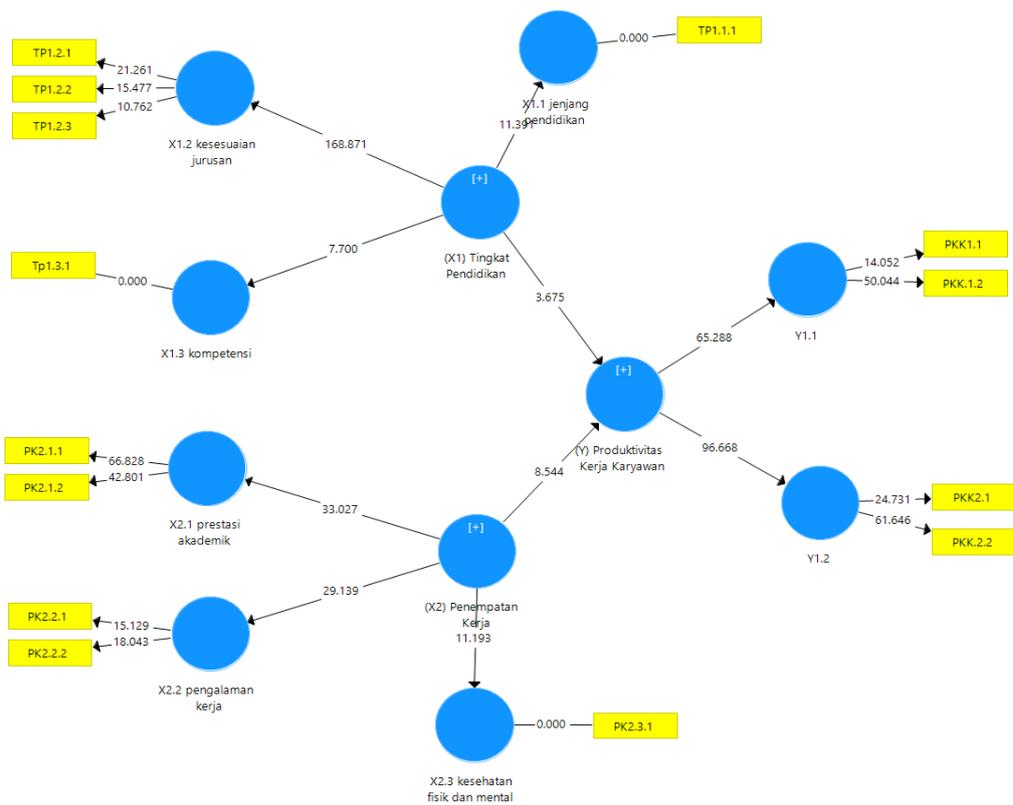
Inner model analysis is also known as structural analysis of models, which aims to predict relationships between latent variables (Ghozali, 2015: 73). According to Haryono (2017: 67) the first step is to evaluate the structural model by looking at the significance of the relationship between constructs/variables. This can be seen from the path coefficient that describes the magnitude of the value of the relationship between the constructs. Structural models can be evaluated by using *R-squares* for dependent constructs.

In assessing the significance of the influence between variables, it is necessary to carry out a bootstrapping procedure. The bootstrapping procedure uses the entire original sample to resample it again. In the bootstrapping resampling method, the significance value used (*two-tailed*) can be seen from the T-statistical value and the probability value (P-Values). For hypothesis testing, namely by using a statistical value, for an alpha value of 5% or (0.05) the statistical t value used is 1. So the criteria for acceptance and rejection of the hypothesis are that H_a is accepted and H_0 is rejected when the t-statistic >1 . To reject and accept the hypothesis using probability then H_a is accepted if the value of $p < 0.05$

III. Results and Discussion

In hypothesis testing, the results of correlations between constructs are measured by looking at *path coefficients* and their significance levels which are then equated with the research hypothesis contained in the previous chapter. The level of significance used in this study was 5% = 0.05. After data processing using *SmartPLS 3.3.3* with the initial stages of calculating the PLS *algorithm*, the next step is the bootstrapping of the model.

Figure 1.1 Bootstrapping Analysis Results



To assess the significance of the influence of standards between variables, a *bootstrapping* procedure is performed. The *bootstrapping* procedure uses the entire original sample to resample it again. To find out whether a hypothesis is accepted or rejected can be done by paying attention to the significance values between constructs, t-statistics and p-values. In the bootstrapping resampling method in this study, the hypothesis is accepted if the significance value used (two tailed) t-values is greater than 1.697 and or the p-values value is less than 0.05, then H_a is accepted and H_o is rejected and vice versa. Statistical test results to test the significance of latent variable indicators on the second order construct were obtained based on data processing by looking at *path coefficients*.

Table 1.1
Path Coefficient Measurement significance (T-Statistic) Second Order

Hypothesis	Std. Beta	Sample Mean (M)	Standard Deviation (STDE)	T Statistics (O/STD)	Confidence Interval			P-Value
					Bias	2.5%	97.5%	
(X1 -> Y)	0.305	0.310	0.083	3.667	0.005	0.112	0.452	0.000

X1 -> X1.1	0.786	0.784	0.067	11.795	-0.002	0.597	0.884	0.000
X1 -> X1.2	0.972	0.975	0.006	161.718	0.003	0.957	0.982	0.000
X1 -> X1.3	0.743	0.732	0.110	6.763	-0.010	0.445	0.883	0.000
(X2 -> Y)	0.688	0.683	0.080	8.571	-0.005	0.534	0.853	0.000
X2-> X2.1	0.920	0.921	0.029	32.205	0.001	0.845	0.960	0.000
X2 -> X2.2	0.910	0.911	0.003	27.753	0.001	0.817	0.958	0.000
X2 -> X2.3	0.791	0.783	0.071	11.194	-0.009	0.604	0.886	0.000
Y -> Y1.1	0.948	0.947	0.015	64.224	-0.000	0.908	0.967	0.000
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The *path coefficient* results showed that all items were significant to the construct with a t-statistical value > 1.697 and a p-value < 0.05. Thus it can be said that indicators X1.1, X1.2, and X1.3 are the constituents of the Education Level (TP) variable, indicators X2.1, X2.2, and X2.3 are the constructs that form the Work Placement (PK) variable and the indicators Y1.1 and Y1.2 are the constructs that form the Employee Work Productivity (PKK) variable.

The number of the coefficient of education level (β_1) 0.305 with a significance level of 0.000 (smaller than $\alpha = 0.05$) then it can be said that it partially affects the work productivity of employees. The number of the coefficient of job placement (β_2) 0.688 with a significance level of 0.000 (smaller than $\alpha = 0.05$) then it can be said that job placement has a partial effect on employee work productivity.

Based on the results of the data processing above, the education level variable obtained a t-count value of 3,667 greater than t table 1,697 ($3,667 > 1,697$) with a significance of 0,000 less than 0.05 ($0,000 < 0.05$), then H_0 was rejected and H_a was accepted. Thus hypothesis one is acceptable, namely that the level of education has a significant positive effect on employee work productivity. And the job placement variable obtained a value of t - a count of 8,571 greater than t table 1,697 ($8,571 > 1,697$) with a significance figure of 0.000 less than 0.05 ($0.000 < 0.05$), then H_0 was rejected and H_a was accepted. Thus, hypothesis two can be accepted, namely that job placement has a significant positive effect on the work productivity of employees of PDAM Tirta Bhagasasi Rawa Lumbu Bekasi Branch.

The results of the hypothesis test show together that the level of education has a positive and significant effect on employee work productivity, which means that if the variables of education level and work placement increase, the results of employee work

productivity also increase. The results of this study found that the level of education is very important for companies to determine the acceptance of employees. Employees who have a high level of education will be more able to produce high productivity as well. while in the variable of job placement to increase employee work productivity with this appropriate and appropriate placement, work passion, work mentality and work performance will achieve optimal results and even employee creativity and initiatives will develop.

IV. Conclusion

Based on the results of research and discussion on the effect of education levels and job placement on the work productivity of employees of the Tirta Bhagasasi Regional Drinking Water Company (PDAM) Rawa Lumbu Bekasi Branch, as described in the previous chapter, the conclusions of this study were obtained as follows:

Partially, the variable level of education has a positive and significant influence on the work productivity of employees, namely when the level of education is high, the work productivity of the employees will be high and vice versa if the level of education is low, the work productivity of the employees will also be low, which explains that the education that a person has will also affect his work productivity, because with education a person has the capital to do productivity in in a job. When the level of education must be increased by increasing the criteria for education levels, the suitability of majors and increasing competition in employees so that the work productivity of their employees is achieved.

Partially, the job placement variable has a positive and significant influence on employee work productivity, namely if the work placement is placed properly, the employee's work productivity will be good and vice versa if the job placement is bad, the productivity will be poor, therefore explaining that the job placement must be based on job description and job specification which has been determined and guided by the principle of "Placement of the right people in the right place and placement of the right person in the right position" or "The right man in the right place and the right man behind the right job." The principle of proper placement must be implemented consequently so that employees can work according to their respective expertise in order to get optimal work results for the company

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Effect of Education Level and Job Placement on Employee Work Productivity at Regional Drinking Water Company Tirta Bhagasasi Rawa Lumbu Bekasi Branch

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Abstract

The purpose of the study was to determine the Effect of Education Level and Job Placement on Employee Work Productivity at the Tirta Bhagasasi Regional Drinking Water Company (PDAM) Rawa Lumbu Bekasi Branch. This research uses quantitative methods. The sampling technique used is a saturated sampling technique (census). The sample used was 42 people. data collection techniques by conducting interviews, observations, and dissemination of questionnaires. For data analysis using PLS (Partial Least Square), PLS is one of the variant-based SEM statistical methods designed to solve multiple regressions when there are specific problems with the calculated data using the SmartPLS 3.3.3 program.

Keywords: Education Level, Work Placement, Employee Work Productivity.

JEL Classification: L21, L78, M1, M2.

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I. Introduction

One of the factors affecting the success rate of an enterprise is the work productivity of its employees. The work productivity of employees is the result of work

in quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities assigned to them.

Therefore, employees who have a high level of work productivity are needed which can be seen from the level of education and placement of their job position positions so that production can be achieved in accordance with the target. (Sinungan, 2017:12) productivity is a measure of the quality of work, the quantity of work and the timeliness of the work that has been done, taking into account the cost of the resources used to do the work.

The results of *interviews with the Human Resource Department (HRD)* and observations made directly at the company, there are problems with employee work productivity, it can be seen from the production results of PDAM is now able to serve clean water needs for 9,662 customers. Of the 260 liters per second produced, only about 200 liters per second have been sold. That is, there is still an excess or over capacity of about 60 liters per second. This excess capacity, still able to serve new customers of about 5,000 customers.

It's just that what happened at this time, because of the limited transmission network, so the production capacity has not sold all of them. It became the big task of PDAM how to build a new pipanization network to serve about 5,000 new customers with the occurrence of over capacity of 60 liters per second. From the results of the data obtained by a company's progress, its work productivity can be measured, when a company is able to achieve the targets it has set, including targets and the achievement of production realization that it expects.

PDAM Tirta Bhagasasi has set targets and realized the achievement of production to be achieved every month. It can be seen from the target diagram and realization based on employees of the IPA section (Processing Plant Air) in 2021.

Figure 1. 1

Target Data and Realization of Production Achievement of PDAM Tirta Bhagasasi Rawa Lumbu Branch



Data target and realization of production every month for one year experienced instability. The highest realization occurred in February and August as much as 98% where this number was almost perfect like the target given by the company, while in May, August and December the realization of production was at the lowest level, which was at 87%, which means that the difference with the company's target is quite far, namely 13% in 2021.

Therefore, there are several factors to support the increase in employee work productivity apart from bound indicators, namely there are factors of education level as well as the placement of employees. Employees are assets that play an important role in the company, thus it is necessary to pay attention to the background of their level of education because the level of education that a person has will affect his mindset, attitudes and behavior and it is believed that highly educated employees are higher in productivity as well as their productivity

The importance of education is not only felt by employees, but also an advantage for a company. The education that a person has will also affect his work productivity, because with education a person has the capital to do productivity in a job. According to (Devitasari, 2016: 56) said that education has an important measurement and role in increasing labor productivity, because increasing labor productivity that relies on education basically aims to improve human labor capabilities. Measurement of education level (Tirtahardja, 2016: 53) using indicators of education level, suitability of majors, competencies. The level of education and the suitability of education shows that the longer / higher the level of education that it completes, it will have great potential for employee performance as well in terms of productivity.

According to G.R Terry and Hasibuan (2017:2), placement must be based on a predetermined *job description and job specification* and guided by the principle of "Placement of the right people in the right place and placement of the right person in the right position" or "*The right man in the right place and the right man behind the right job.*" The principle of proper placement must be implemented consequently so that employees can work according to their respective expertise. This will lead a company to optimal work results because there is a positive correlation between employee placement and increased work productivity.

The right employee placement process is not enough to support employee performance, but requires experience to support the work. Work experience is the level of knowledge as well as skills of a person that can be measured from the length of a person's service. So that the longer a person works, the more experience he has for his work. Therefore, the factors that affect a person's productivity at work are length of work (Pamungkas, 2017: 225). The longer the working life of a laborer, the skills and ability to do work should increase

II. Material and Method

The data analysis technique in the study used was the *Structural Equation Modelling (SEM)* data analysis method which used *SmartPLS 3.3.3 software* which was run with computer media. Analisis PLS-SEM usually consists of two sub-models, namely measurements models or often called outer models and structural models (structural models) or often called inner models. The measurement model shows how manifest variables or observed variables present the measured latent variables. Meanwhile, structural models show the strength of estimation between latent or construct variables (Ghozali and Latan, 2020: 7).

Evaluation of the measurement model (outer model) is used to test validity and reliability. Outer model is how each indicator block relates to a latent variable. The measurement model describes the relationship between a variable and the measurement item that measures it. The equations for the reflective model are:

$$X = \Lambda_x \xi + \delta \quad Y = \Lambda_y \eta + \varepsilon$$

Where : X and Y = manifest variables/indicators for exogenous (ξ) and endogenous (η) latent constructs

Λ_x and Λ_y = loading matrices describing simple regression coefficients connecting latent variables and their indicators.

ε_x and γ = residual measurement error (measurement model). ε

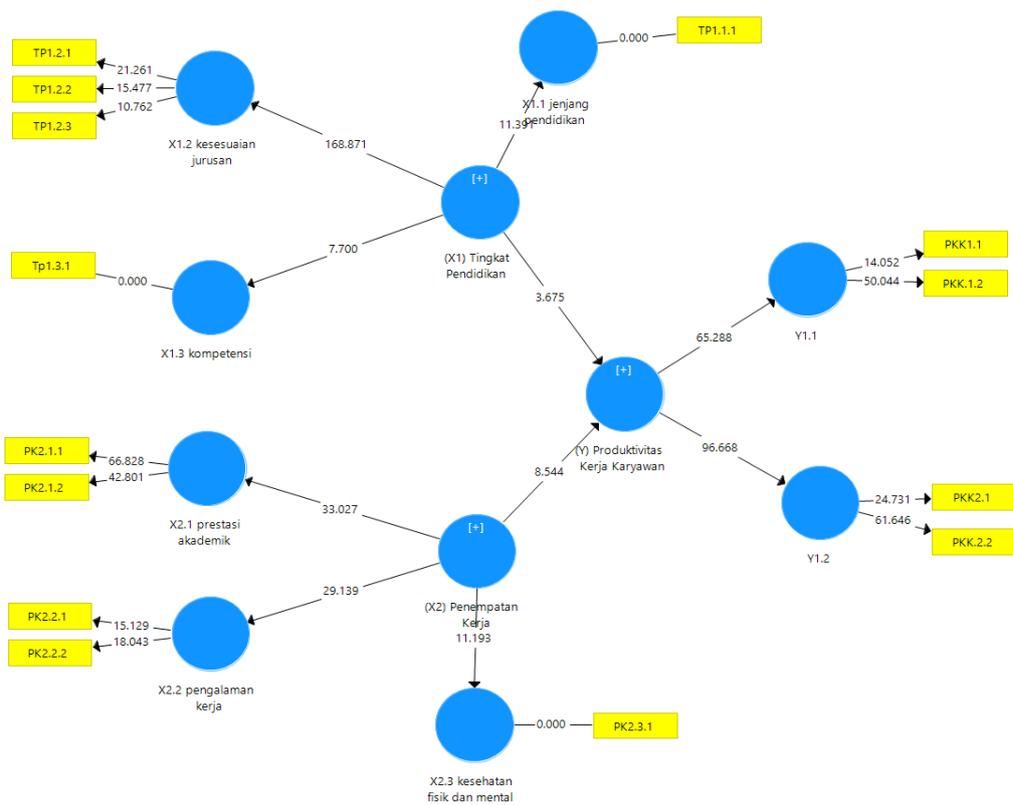
Inner model analysis is also known as structural analysis of models, which aims to predict relationships between latent variables (Ghozali, 2015: 73). According to Haryono (2017: 67) the first step is to evaluate the structural model by looking at the significance of the relationship between constructs/variables. This can be seen from the path coefficient that describes the magnitude of the value of the relationship between the constructs. Structural models can be evaluated by using *R-squares* for dependent constructs.

In assessing the significance of the influence between variables, it is necessary to carry out a bootstrapping procedure. The bootstrapping procedure uses the entire original sample to resample it again. In the bootstrapping resampling method, the significance value used (*two-tailed*) can be seen from the T-statistical value and the probability value (P-Values). For hypothesis testing, namely by using a statistical value, for an alpha value of 5% or (0.05) the statistical t value used is 1. So the criteria for acceptance and rejection of the hypothesis are that H_a is accepted and H_0 is rejected when the t-statistic >1 . To reject and accept the hypothesis using probability then H_a is accepted if the value of $p < 0.05$

III. Results and Discussion

In hypothesis testing, the results of correlations between constructs are measured by looking at *path coefficients* and their significance levels which are then equated with the research hypothesis contained in the previous chapter. The level of significance used in this study was 5% = 0.05. After data processing using *SmartPLS 3.3.3* with the initial stages of calculating the PLS *algorithm*, the next step is the bootstrapping of the model.

Figure 1.1 Bootstrapping Analysis Results



To assess the significance of the influence of standards between variables, a *bootstrapping* procedure is performed. The *bootstrapping* procedure uses the entire original sample to resample it again. To find out whether a hypothesis is accepted or rejected can be done by paying attention to the significance values between constructs, t-statistics and p-values. In the bootstrapping resampling method in this study, the hypothesis is accepted if the significance value used (two tailed) t-values is greater than 1.697 and or the p-values value is less than 0.05, then H_a is accepted and H_o is rejected and vice versa. Statistical test results to test the significance of latent variable indicators on the second order construct were obtained based on data processing by looking at *path coefficients*.

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