

**Performance Advantages, Work Motivation, Work Discipline, and Their
Effect on Employee Performance during the Covid-19 Pandemic
(Case Study in the Environment of the Assistant Bureau I Setda of North
Sulawesi Province)**

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Abstract

In an effort to improve the performance of its employees, an organization takes several ways: the application of remuneration or performance allowances, work discipline, and work motivation. Human resources have an important role to achieve organizational goals in an effort to improve and develop an organization or company. The success of an organization is strongly influenced by the performance of individuals or groups of employees. Therefore, through the provision of motivation, compensation and the application of work discipline greatly affect the performance of the human resources in it. This study aims to determine the effect of partial performance allowances on employee performance, the effect of work motivation partially on employee performance, the effect of work discipline partially on employee performance and the effect of performance allowances, work motivation and work discipline simultaneously on employee performance. This research technique uses Multiple Linear Regression Analysis. The population in this study used a saturated sample, namely all civil servants in the Assistant Bureau I of the Regional Secretariat of North Sulawesi Province, amounting to 93 people. The results of hypothesis testing indicate that performance allowances partially have no significant effect on employee performance, work motivation partially has a positive effect on employee performance, work discipline partially has a positive effect on employee performance, performance allowances, work motivation and work discipline simultaneously have a positive effect on performance. employee. The population in this study used a saturated sample, namely all civil servants in the Assistant Bureau I of the Regional Secretariat of North Sulawesi Province, amounting to 93 people.

Keywords: *Work Performance Allowance Motivation, Work Discipline, Employee Performance.*

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INTRODUCTION

Employee performance is a factor that determines success in an organization. Good performance will give positive output, but if bad performance will produce bad performance as well. This greatly affects the performance appraisal of the employees themselves so that it affects the organizational performance parameters in it. Employee performance appraisal in the bureaucracy is carried out based on performance planning at the individual level and unit or organizational level, taking into account the targets, achievements, results, and benefits achieved, and the behavior of civil servants is expected to create good performance, be motivated and have good behavior in terms of service, integrity, commitment, discipline, cooperation and leadership,

One way that can be used to improve performance is that the organization must be able to increase employee performance motivation, because if employees have high motivation then this can realize higher performance as well. Results the research Layuk (2019) prove that motivation positive and significant effect on employee performance in improving employee performance. This confirms that the role of motivation is very large in improving employee performance. However, the researchers found differences in the results of previous studies, namely research by Amir (2019) that motivation does not have a positive effect on the performance of the state civil apparatus. The differences in the results of this study became the basis for researchers to conduct research on employee performance problems.

In terms of the performance of employees in the Administrative Bureau I Secretariat of North Sulawesi Province experienced several obstacles and problems, in other words, this shows that the target for employee performance indicators was not achieved due to restrictions on the number of employees present at the office, limited facilities and procedures. services, besides that, the decline in the APBD budget due to refocusing so that it affects employee motivation and awareness to be innovative and creative which results in decreased employee welfare. For example, in terms of discipline, the completion of tasks in the administrative field is constrained due to the lack of a number of employees present, which hinders the realization of activities. In addition, employee motivation has decreased due to the pandemic, which affects employee performance.

In addition, the problems that occur indicate that the performance of employees in the Assistantship Bureau I of the Regional Secretariat of North Sulawesi Province is felt to be not optimal, this can be seen by the behavior that often does not enter the office during a predetermined picket schedule, leaves the office during working hours with various irresponsible

reasons, as well as going home before working hours end. With the implementation of the attendance system *Finger Switching* to Smartphone-based (E-Kinerja) is expected to increase discipline but what happens is the opposite. This condition is considered as one of the obstacles to employee performance which has an impact on the quality of work that is not optimal. Based on the Performance Accountability Report of Government Agencies (LAKIP) in the Assistantship Bureau I of the Provincial Secretariat, it shows that the achievement of performance is quite high, although there are several performance indicators that are not achieved, it is felt that this is still not showing maximum results. An illustration of how the level of employee performance in the Secretariat I Secretariat of the Prov. North Sulawesi is seen in Table 1.1 below.

Table 1.1 Description of Employee Performance Levels in the Assistant Bureau I of the Regional Secretariat of North Sulawesi Province

| No | Strategic target | Indicator | Achievements (%) | |
|----|---|--|------------------|------|
| | | | 2019 | 2020 |
| 1 | Regional boundary segment completion | Number of Resolved Regional Boundary Segments | 100 | 100 |
| 2 | Increasing the Role of Governors as Representatives of the Central Government in the Regions | Percentage of understanding the name of the earth (list of natural and artificial elements) for each Regency/City in North Sulawesi Province | 100 | 100 |
| 3 | Improving the Quality of Local Government Implementation Reports | Quality of the Report on the Implementation of Regional Government (LPPD) Province, Regency/City | 80 | 80 |
| | | The Governor's Accountability Report (LKPJ) and the Facilitation of District/City LKPJ | 100 | 100 |
| | | Percentage of Quality Achievement of SPM Value according to Target | 80 | 80 |
| 4 | Implementation of Standardization of topographical names (list of natural and artificial elements) for each Regency/City throughout North Sulawesi Province | Percentage of understanding the name of the earth (list of natural and artificial elements) for each Regency/City in North Sulawesi Province | 100 | 100 |
| 5 | Increased facilitation of the administration of State Officials, DPRD and ASN | Number of Decrees on Dismissal of Members of Provincial/District/City DPRD | 100 | 100 |
| | | Number of Decrees for the Appointment of Candidates for | 100 | 100 |

| | | | | |
|----|---|---|-----|------|
| | | Members of Provincial/District/City DPRD | | |
| | | Members of the 2019 General Election Results | | |
| | | Number of Decrees on the Appointment of Leaders of Members of Provincial/District/City DPRD as a result of the 2019 General Election | 100 | 100 |
| | | Facilitating the administration of Regional Heads from the 2018 PILKADA results | 100 | 100 |
| | | Percentage of Regional Head Campaign Permits, DPRD | 100 | 100 |
| 6 | Improving the Quality of Inter-Agency Relations Facilitation | Percentage of Implementation of Inter-Agency Relations Facilitation | 100 | 100 |
| 7 | Improving the Quality of Regional Legal Products that have been determined | Number of stipulated Provincial Regulations | 50 | 66 |
| | | Number of Governor Regulations stipulated | 100 | 100 |
| | | Number of Governor Decrees set | 100 | 100 |
| | | Evaluation/Facilitation of District/City Legal Products | 100 | 100 |
| | | Percentage of Legal Products that are disseminated to the Legal Department in the Regency/City and disseminated to Regional officials and the community | 100 | 68 |
| 8 | Number of Legal Documentation and Information Network Services in Districts/Cities that are integrated with JDIHN | Number of Legal Documentation and Information Network Services in Districts/Cities that are integrated with JDIHN | 60 | 40 |
| 9 | Informed presentation of legal products and | Informed presentation of legal products and visitors who access the website jdih | 100 | 60 |
| 10 | Improving the quality of coordination of Spiritual Target Services and Spiritual Development Institutional Services | Religious holidays | 100 | 94.9 |
| | | Strengthening religious organizations | 100 | 100 |
| 11 | | Indonesian Cultural Products | 100 | 44.9 |

| | | | | |
|----|--|--|-----|-------|
| | Increased Non-Basic Services (one), Non-Basic Services II (two) and Non-Basic Services III | Week | | |
| | | Sports Development | 100 | 100 |
| | | Strengthening local culture | 100 | 100 |
| | | Development of transmigration area | 100 | 100 |
| | | Implementation of LVR activities | 100 | 94.32 |
| 12 | Increasing community empowerment health services | Prevention and management of health problems | 100 | 100 |
| | | School Health Business Development (UKS) in districts/cities | 100 | 88.96 |
| | | Development of rural community empowerment | 100 | 100 |
| 13 | Increased conflict and disaster handling services | Strengthening natural disaster management | 100 | 100 |
| | | Strengthening social conflict handling | 100 | 100 |

Source: Government Agency Performance Accountability Report (LAKIP) within the Assistant Bureau I of the Regional Secretariat of North Sulawesi Province

Of the thirteen strategic targets consisting of 31 main indicators, twenty-one were realized. For target 3 which consists of three main indicators, two of which have no permanent change at the same figure of 80%. For target 7 which consists of five main indicators, two of which have decreased from 100% to 68%, while others have not achieved from 100% only getting 66%. For target 8 consisting of one indicator that is not achieved from 60% to 40%, then target 9 which consists of one indicator from 100% down to 80%. For target 10 which consists of one indicator is not achieved that is equal to 94%. Furthermore, target 11 which consists of five indicators, there are two indicators that are not achieved, namely only 44.96% realized and the other 94.32% of the 100% target.

The provision of regional performance allowances is expected to have a positive impact that can improve welfare and motivate employees to improve discipline and performance. Performance allowances are received by employees based on predetermined indicators, but in fact the performance allowances are actually felt by some employees in the Regional Secretariat I Regional Secretariat of North Sulawesi Province that have not been able to meet welfare, it can be seen that many employees do not receive 100% performance allowances, this is a result of there is an assumption that the size of the performance allowance affects the performance of each employee. In a pre-survey conducted by the author on several civil servants in the Assistant I Regional Secretary of North Sulawesi Province,

On the other hand, employees' work motivation is still lacking because in completing tasks they are still waiting for orders from superiors. For example, employees are less active in participating in activities that are carried out indoors or via Zoom Conference, in addition to the performance of employees who are suspected to be in the spotlight due to the high level of absenteeism which illustrates that the level of work discipline and employee motivation is still low, which can be seen from table 1.2. below below:

Table.1.2 Employee Presence Data in the Assistant Bureau I of the Regional Secretariat of North Sulawesi Province in 2020

| Period | Number of working days | Number of Employees | ABSENCE | | |
|------------------|------------------------|---------------------|---------|------------|-------|
| | | | Sick | Permission | Alpha |
| January | 20 | 104 | 13 | 14 | 43 |
| February | 20 | 104 | 7 | 19 | 50 |
| March | 21 | 104 | 45 | 34 | 21 |
| April | 21 | 104 | 15 | 11 | 6 |
| May | 17 | 104 | 2 | 1 | 127 |
| June | 21 | 104 | 1 | | 162 |
| July | 22 | 104 | 3 | 1 | 53 |
| August | 18 | 104 | 1 | 1 | 114 |
| September | 22 | 104 | 1 | 1 | 163 |
| October | 19 | 104 | 2 | | 125 |
| November | 21 | 104 | 1 | 7 | 151 |
| December | 19 | 104 | 16 | 2 | 47 |

Source: Administration within the Assistant Bureau I of the Regional Secretariat of North Sulawesi Province

Motivation in Human Resource Management refers to the individual's need to work with full potential to carry out a particular job or task (Armstrong and Taylor, 2014). The motivational process begins with a need. For example, an employee may feel the need for a challenging task with a higher salary or sufficient time off. According to Robbins and Coulter (2014), describe motivation as a process in which one's efforts are energized, directed, and maintained to achieve goals. According to Ulfah (2018), one of the functions of providing performance allowances is so that employees are encouraged and motivated to work better and the purpose of providing performance allowances is to increase employee work productivity. Although the performance allowance has been given, the employee has not shown a significant change in his work and even tends to remain. Employees are not aware of their duties and obligations properly. That means the employee has not shown good motivation in working which has become his main task as a civil servant. Based on the description above, researchers are interested in researching "Performance Allowances, Work Motivation, Work Discipline,

LITERATURE REVIEW

2.1 Employee Performance

Performance has become an important terminology or concept in various discussions, especially in encouraging the success of organizations and human resources. Performance will always be an actual issue in the organization because whatever the organization, performance is the key to the effectiveness of the organization's success. An effective or successful organization will be supported by quality human resources. The term performance comes from the word job performance or actual performance (achievement or achievement) actually achieved by someone. Performance is the result of work in quality or quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to them (Muthiana, 2018).

2.2 Performance Review

Regional Performance Allowance (TKD) is one form of compensation obtained by each State

Civil Apparatus in order to improve employee performance in the North Sulawesi Provincial Government. According to Dessler, (2005:390) defines compensation as any form of payment or award given to employees for their work. Sedarmayanti (2009:23) also agrees that compensation is everything that is received by employees as compensation for their work. In an organization the problem of compensation is a very complex problem, but it is important for both employees and the organization itself. The provision of compensation to employees must have a rational basis, however, emotional and human factors should not be ignored. Further Rivai and Sagala (2013: 767) defines performance allowances as a form of direct compensation paid to employees because their performance exceeds the specified standard. This system is another form of direct wages outside of wages and salaries which is a fixed compensation called a compensation system based on performance (pay for performance plan).

Definition of Performance Allowance according to the Regulation of the Ministry of Empowerment of State Apparatus and Bureaucratic Reform no. 63 of 2011 concerning Guidelines for Structuring the Civil Service Performance Benefit System, explains that the performance allowance is a function of the successful implementation of Bureaucratic Reform on the basis of the performance that has been achieved by an individual employee. Individual employee performance must be in line with the performance achieved by the agency.

2.3 Work motivation

According to Robbins and Coulter (2014: 458), motivation is the willingness to make high-level efforts to achieve organizational goals, required by the ability of these efforts to satisfy certain individual needs. Robin and Judge (2008), defines motivation as a process that describes the intensity, direction and persistence of an individual to achieve goals. Meanwhile, according to Hartatik (2014: 160) defines motivation as a way to mobilize the power and potential of subordinates to want to work together productively in achieving and realizing the goals set.

Flippo (2016; 143) reveals that motivation is a skill, in directing employees and organizations to want to work successfully, so that the wishes of employees and organizational goals are simultaneously achieved. There is also according to Mathis and Jackson (2012: 312), motivation is a desire in a person to cause that person to take an action. Someone takes action for something in achieving a goal. Therefore, motivation is a driving force that leads to goals and it rarely appears in vain. Based on the above definition, it can be interpreted that motivation is the ability of a person or leader to encourage other people or his subordinates to do work using skills based on a sense of self-will to achieve the goals of the company that have been determined.

2.4 Work Discipline

Work discipline is a feeling of being obedient and obedient to the values that are believed to include doing certain jobs for which they are responsible. Meanwhile, according to Sutrisno (2016), states that work discipline is an attitude of willingness and willingness of a person to obey and obey the norms of the regulations that apply around him. Furthermore, Siswanto (2013: 291) states that "work discipline is an attitude of respect, respect, obedience and obedience to the applicable regulations, both written and unwritten and is able to carry out them and does not avoid receiving sanctions if he violates his duties. and the powers conferred upon him". Hasibuan (2016:

Discipline can also be interpreted as a form of mental attitude that is reflected in the actions and behavior of individuals or groups in the form of obedience to established regulations, such as

ethics, norms, and rules that apply within the company with certain goals (Kurniawan and Alimudin, 2015).

Handoko (2012:208) states that Discipline is a management activity to implement organizational standards. Based on the description of the definition above, it can be concluded that work discipline is the willingness and awareness to comply with and implement all written and unwritten regulations determined by the company, with the intention that employees carry out their duties in an orderly and smooth manner and refrain from committing acts that deviate from work rules.

RESEARCH METHODS

3.1 Types of research

The type of research used is Associative where the aim is to find out or find the relationship between the independent variable (X) and the dependent variable (Y) (Sugiyono, 2018). This study is to determine the effect or relationship between variable X (Performance Allowance, Work Motivation, and Work Discipline) and Variable Y (Performance).

3.2 Research Location and Object

The location in this study was taken at the Bureau of Keasitenan I Regional Secretariat of North Sulawesi Province, precisely on Jl.17 August, No. 69, Teling Atas, Kec. Wanea, Manado City, North Sulawesi by taking the object of an employee at the Assistant 1 Bureau of the Regional Secretariat of North Sulawesi Province.

3.3 Method of collecting data

Data collection techniques are the methods used to collect data and other information in research on the problem that is the object of research. Data collection techniques used in this study are as follows:

1. Primary data

Primary data collection was carried out by conducting a direct survey to the Bureau of Persistence I of the Regional Secretariat of North Sulawesi Province. The data obtained by primary data collection is done by giving a set of written statements to the respondents. The researcher distributed a closed questionnaire with a Likert scale of 1 – 5 where the number 1 describes the level of strongly disagree (STS) and number 5 describes the level of strongly agree (SS). In addition to questionnaires, researchers also conducted direct observations at the research site.

2. Secondary Data

Secondary data is data that refers to information collected from existing sources. The source of this data is supporting data which are books and journals related to the research variables.

3.4 Research Instrument Scale

Sugiyono (2018) states that the research instrument is “a tool used to measure the observed natural and social phenomena. The scale of the research instrument used in this study is the Likert Scale, which is a scale to measure the attitudes, opinions and perceptions of a person or group of people about the events or social phenomena they observe. By using a Likert Scale, the dimensions are translated into variables and then the variables are translated into indicators that

can be measured. Finally, these measurable indicators can be used as a starting point for making instrument items in the form of questions or statements that need to be answered by respondents. The form of this questionnaire is in the form of closed questions whose answers are selected by respondents based on the choices provided.

Table 3.1 Likert Skala Scale

| Scale | Score |
|-------------------|-------|
| Strongly agree | 5 |
| Agree | 4 |
| Neutral | 3 |
| Don't agree | 2 |
| Strongly Disagree | 1 |

Source: (Sugiyono, 2018)

3.5 Data Analysis Techniques

1. Classic assumption test

The classical assumption test is used to determine whether the independent variable has an effect on the dependent variable so that the formulated regression model can be determined, it must meet several conditions. Some of the assumption tests used are Normality Test, Multicollinearity Test and Heretoscedasticity Test (Ghozali, 2018):

Multiple Linear Regression Analysis

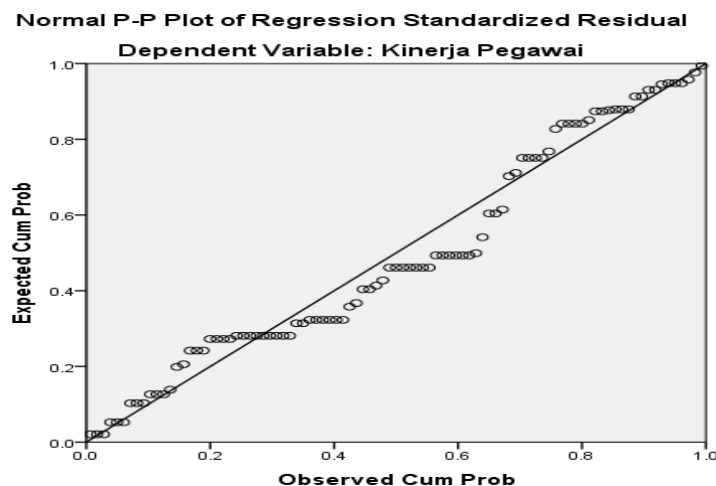
The analytical method used in this research is multiple linear regression, including multiple coefficients, F test, t test and classical assumption test. The data to be obtained will be processed using SPSS (Statistical Package for Social Sciences) software for Windows release 20. This analysis is used to determine how much influence the independent variables of performance allowance (X1), motivation (X2), and work discipline (X3) have on the dependent variable, namely performance (Y) (Sugiyono, 2018):

RESULTS AND DISCUSSION

4.2 Classic Assumption

1. Normality Test

Figure 4.1 Normality Test X1, X2 and X3 against Y



Source: Primary data processed (2022)

Based on the output of the “Chart” above, we can see that the plotting points in the picture “Normal PP Plot of Regression Standardized Residual” always follow and approach the diagonal line. Therefore, show the basic guidelines for decision making in the normality test of the probability plot technique can be concluded that the residual value is normally distributed. Thus, the assumption of normality for the residuals in the simple linear regression analysis in this study is fulfilled.

2. Multicollinearity Test

Table 4.1 Multicollinearity Test X1, X2, and X3 Against Y.

| Coefficients ^a | | | | | | | | |
|---------------------------|----------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 6,715 | 3.019 | | 2.225 | .029 | | |
| | Performance Allowance (X1) | .087 | .179 | .060 | .487 | .627 | .349 | 2.868 |
| | Work Motivation (X2) | .231 | .093 | .358 | 2,490 | .015 | .256 | 3.913 |
| | Work Discipline (X3) | .346 | .094 | .381 | 3.698 | .000 | .497 | 2.013 |

a. Dependent Variable: Employee Performance (Y)

Source: Primary data processed (2022)

Based on the results of the multicollinearity test in table 4.1, it is known that the VIF value of the performance allowance variable (X1) is 2.868, the work motivation variable (X2) is 3.913 and the work discipline variable (X3) is 2.013. Meanwhile, the tolerance value for the X1 variable is worth 0, 349, X2 is 0, 256 and X3 is 0, 497. This proves that there is no correlation between the independent variables because the tolerance value is greater than 0.1 and the VIF value is below 10. So it is concluded that there is no multicollinearity and the test results are stated Trusted.

3. Heteroscedasticity Test

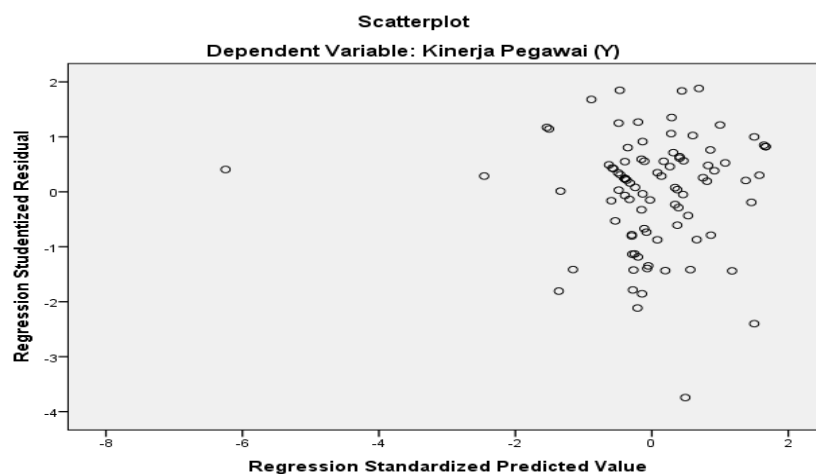


Figure 4.2 Heteroscedasticity Test of Variables X1, X2 and X3 against Y

Source: Primary data processed (2022)

Based on Figure 4.2, it can be seen that the points spread randomly and do not form a certain pattern and spread above and below the number 0 on the Y axis.

4.2 Multiple Regression

1. T . test

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 6.715 | 3.019 | | 2.225 | .029 |
| | Tunjangan Kinerja (X1) | .087 | .179 | .060 | .487 | .627 |
| | Motivasi Kerja (X2) | .231 | .093 | .358 | 2.490 | .015 |
| | Disiplin Kerja (X3) | .346 | .094 | .381 | 3.698 | .000 |

a. Dependent Variable: Kinerja Pegawai (Y)

Table 4.2. The results of the t-test of variables X1, X2 and X3 against Y

Source: Primary data processed (2021)

a. Performance Allowance Variable (X1)

The coefficient value of the performance allowance variable is 0,087 which means that the performance allowance has a positive but not significant effect on employee performance. That is, if the performance allowance increases, the employee's performance will also increase *ceteris paribus*. However, the increase was not significant. The results of the equation in table 4.2 are known that the variable Performance Allowance (X1) has a sig value of 0.627. The sig value is greater than 10%, then H_a is rejected, H_0 is accepted. The Performance Allowance variable (X1) has a t-count value of 0.487 and t table 1.29114 with df 89 ($nk = 93 - 4 = 89$). So, t count $0.487 < t$ table 1.29114. This means that there is no linear relationship between Performance Allowance and Employee Performance (Y).

b. Work Motivation Variable (X2)

The coefficient value of the work motivation variable is 0,231 which means that work motivation has a positive and significant effect on employee performance. That is, if work motivation increases, employee performance will also increase *ceteris paribus*. The results of the equation in table 4.2 are known that the work motivation variable (X2) has a sig value of 0.015. The sig value is less than 5%, then H_a is accepted, H_0 is rejected. The work motivation variable (X2) has a t value of 2.490 and t table 1.66216 with df 89 ($nk = 93 - 4 = 89$). So, t count $2.490 > t$ table 1.66216. This means that there is a linear relationship between work motivation and employee performance (Y).

c. Work Discipline Variable (X3)

The coefficient value of the work discipline variable is 0,346 which means that work discipline has a positive and significant effect on employee performance. That is, if work discipline has increased, employee performance will also increase *ceteris paribus*. The results of the equation in table 4.2 are known that the work discipline variable (X3) has a sig value of 0.000. The sig value is less than 1%, then H_a is accepted, H_0 is rejected. The work discipline variable (X3) has a t value of 3.698 and t table 2.36898 with df 89 ($nk = 93 - 4 = 89$). So, t count $3.698 > t$ table 2.36898. This means that there is a linear relationship between work discipline and employee performance (Y).

2. Correlation Test

The strength and direction of the linear relationship between pairs of variables can be explained by a statistical test called person correlation test. All of these variables are said to be correlated if one of the variables is accompanied by other changes, either in the same direction or in the opposite direction. The correlation test aims to determine the level of closeness of the relationship between variables which is expressed by the relation coefficient (r). In this test, it will be seen the correlation value between the performance allowance variable (X1), work motivation (X2) and work discipline (X3) on the employee performance variable (Y) and the results of data processing can be seen in table 4.3 below:

Table 4.3 Correlation of variables X1, X2 and X3 to Y

| | | Correlations | | | |
|-------------------|---------------------|-------------------|----------------|----------------|-----------------|
| | | Tunjangan Kinerja | Motivasi Kerja | Disiplin Kerja | Kinerja Pegawai |
| Tunjangan Kinerja | Pearson Correlation | 1 | .807** | .567** | .565** |
| | Sig. (2-tailed) | | .000 | .000 | .000 |
| | N | 93 | 93 | 93 | 93 |
| Motivasi Kerja | Pearson Correlation | .807** | 1 | .709** | .676** |
| | Sig. (2-tailed) | .000 | | .000 | .000 |
| | N | 93 | 93 | 93 | 93 |
| Disiplin Kerja | Pearson Correlation | .567** | .709** | 1 | .669** |
| | Sig. (2-tailed) | .000 | .000 | | .000 |
| | N | 93 | 93 | 93 | 93 |
| Kinerja Pegawai | Pearson Correlation | .565** | .676** | .669** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | |
| | N | 93 | 93 | 93 | 93 |

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data processed (2022)

The results from table 4.3 are known as follows:

- 1) Value of Sig. (2 tailed) between the performance allowance variable (X1) and employee performance (Y) of $0.000 < 0.05$, which means that there is a significant correlation between the variables X1 and Y. The Person Correlation value in the correlation of the two variables is positive or unidirectional. of 0.565. It can be interpreted that the two variables have a strong correlation or the higher the performance allowance, the higher the performance
- 2) Value of Sig. (2 tailed) between the work motivation variable (X2) and employee performance (Y) of $0.000 < 0.05$, which means that there is a significant correlation between the variables X2 and Y. The Person Correlation value in the correlation of the two variables is positive or unidirectional. of 0.676. It can be interpreted that the two variables have a strong correlation or the higher the work motivation, the higher the performance.
- 3) Value of Sig. (2 tailed) between work discipline variables (X3) and employee performance (Y) of $0,000 < 0,05$, which means that there is a significant correlation between variables X3 and Y. Person Correlation value in the correlation of the two variables is positive or unidirectional. equal to 0.565. It can be interpreted that the two variables have a strong correlation or the more work discipline increases, the performance also increases

3. F Uji test

This test was conducted to measure the accuracy of the sample regression function in estimating the actual value statistically. This test measures whether all variables independent has an influence on the dependent variable. The test criteria:

- a) P value < 0.05 indicates that this model test is feasible to be used in research.

b) P value > 0.05 indicates that this model test is not suitable for use in research

The results of the F test in this study are shown in table 4.4

Table 4.4 Model Feasibility Test Results (F Test)

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 1098.513 | 3 | 366.171 | 33.523 | .000 ^b |
| | Residual | 972.132 | 89 | 10.923 | | |
| | Total | 2070.645 | 92 | | | |

a. Dependent Variable: Kinerja Pegawai (Y)

b. Predictors: (Constant), Disiplin Kerja (X3), Tunjangan Kinerja (X1), Motivasi Kerja (X2)

Source: Primary data processed (2022)

Based on the test results in the table 4.4 the calculated F probability value (Sig.) is 0.000 which is smaller than the 0.05 significance level. So it can be concluded that the estimated model is statistically significant and feasible to use to explain the impact of variable X1, variable X2 and variable X3 on variable Y.

4.3 The Effect of Performance Allowance on Employee Performance

The results showed that the performance allowance variable had a positive effect but not statistically significant. This means that if the performance allowance increases, the employee's performance will also increase *ceteris paribus*. However, the increase in performance allowances does not significantly increase employee performance. Benefits according to Simamora (2004) are payments and services that protect and complement the basic salary and the organization can pay all or part of the benefits. The allowance in this case is an element of the working relationship with the level of employee ability in carrying out performance so as to facilitate or facilitate the achievement of the expected goals.

According to Fathoni (2006:294) allowances are part of compensation. Allowances are seen as a reward system. The reward system consists of two components, namely direct compensation related to work performance. The existence of a positive influence of performance allowances on employee performance is also supported by research by Hidayat (2020). The results of his research show that compensation or allowances have no significant effect on employee performance and research from Sardjana, et al (2019), states that there is an insignificant positive effect on employee performance.

4.4 The Effect of Work Motivation on Employee Performance

The results showed that the work motivation variable had a positive and significant effect on employee performance. This means that if work motivation increases, performance will increase employees also increased and vice versa *ceteris paribus*. The results of this study are in accordance with the theory which states that work motivation affects employee performance. Flippo (2016:143) reveals that motivation is a skill, in directing employees and organizations to want to work successfully, so that the wishes of employees and organizational goals are simultaneously achieved. There is also according to Mathis and Jackson (2012: 312) motivation is a desire in a person to cause that person to take an action. Someone takes action for something in achieving a goal. Therefore, motivation is a driving force that leads to goals and it rarely appears in vain.

4.5 The Effect of Work Discipline on Employee Performance

The results showed that the work discipline variable had a positive and significant effect on employee performance. This means that if work discipline increases, employee performance also increases and vice versa *ceteris paribus*. The results of this study are in accordance with the theory which states that work discipline affects employee performance. According to Sutrisno (2016), stating that Work Discipline is an attitude of willingness and willingness of a person to obey and obey the norms of the regulations that apply around him. Furthermore, Siswanto (2013: 291) states that "work discipline is an attitude of respect, respect, obedience and obedience to the applicable regulations, both written and unwritten, and is able to carry it out and does not avoid receiving sanctions if he violates his duties. and the powers conferred on him. The results of this study are supported by research conducted by Syamsuddin, et al (2020) which shows that discipline has a positive and significant effect on employee performance.

4.6 The Effect of Performance Allowance, Work Motivation, Work Discipline on Employee Performance

Based on the results of the study, it shows that simultaneously or simultaneously the variables of performance allowance, work motivation and work discipline have a positive and significant effect on employee performance. Good performance allowances and good motivation supported by work discipline will result in good employee performance as well.

Conclusion

Based on the test results and information through discussions that have been carried out and written, in this research it is concluded that:

1. The results showed that the performance allowance variable had a positive effect but not statistically significant. This means that if the performance allowance increases, the employee's performance will also increase *ceteris paribus*. However, the increase in performance allowances does not significantly increase employee performance.
2. The results showed that the work motivation variable had a positive and significant effect on employee performance. This means that if work motivation increases, employee performance also increases and vice versa *ceteris paribus*. The results of this study are in accordance with the theory which states that work motivation affects employee performance.
3. The results showed that the work discipline variable had a positive and significant effect on employee performance. This means that if work discipline increases, employee performance also increases and vice versa *ceteris paribus*. The results of this study are in accordance with the theory which states that work discipline affects employee performance.
4. Performance allowances, motivation and work discipline simultaneously affect the performance of civil servants in the Assistant Bureau I of the Regional Secretariat of North Sulawesi Province.

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