

Performance is Reviewed from Motivation, Competency, Discipline and Organizational Culture of UPT PLDPI Employees of The Surakarta City Education Service

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ABSTRACT

This research uses a quantitative descriptive approach. In this quantitative descriptive research, the author focuses research on Motivation, Ability and Work Discipline which influence the performance of UPT PLDPI Employees at the Surakarta City Education Service. This research was used to see the influence of motivation, ability and work discipline on the performance of UPT PLDPI employees at the Surakarta City Education Service by collecting data using questionnaires, observation and documentation. Research Location UPT PLDPI Office Surakarta City Education Service Jl, Agung Timur 6A Ngemplak Sutan, Mojosongo Jebres Surakarta. In conducting this research, the time required is 6 months from March – September 2023, starting from observation to producing data results and research conclusions. The population in this study were employees of the UPT PLDPI Surakarta City Education Service, totaling 41 employees. The samples taken in this research were 41 employees of the UPT PLDPI Surakarta City Education Service. Questionnaire collection results using multiple linear regression analysis tools with the help of the SPSS 23 application. Based on the results of the analysis that has been carried out, then Motivation, Competence, Discipline, Organizational culture influence employee performance at UPT PLDPI Surakarta City Education Service.

Keywords: Motivation, Competence, Discipline, Organizational culture

ABSTRAK

Penelitian ini menggunakan pendekatan deskriptif kuantitatif. Pada penelitian deskriptif kuantitatif ini penulis memusatkan penelitian pada Motivasi, Kemampuan, dan Disiplin kerja berpengaruh terhadap kinerja Pegawai UPT PLDPI Dinas Pendidikan Kota Surakarta. Penelitian ini digunakan untuk melihat pengaruh Motivasi, Kemampuan, dan Disiplin kerja berpengaruh terhadap kinerja Pegawai UPT PLDPI Dinas Pendidikan Kota Surakarta dengan pengumpulan data menggunakan kuesioner, observasi dan dokumentasi. Lokasi Penelitian Kantor UPT PLDPI Dinas Pendidikan Kota Surakarta Jl, Agung Timur 6A Ngemplak Sutan, Mojosongo Jebres Surakarta. Dalam melakukan penelitian ini waktu yang dibutuhkan yaitu selama 6 bulan mulai Maret – September 2023, yang dimulai dari observasi hingga pembuatan hasil data serta kesimpulan penelitian. Populasi dalam penelitian ini adalah pegawai UPT PLDPI Dinas Pendidikan Kota Surakarta yang berjumlah 41 pegawai. Sampel yang diambil dalam penelitian ini adalah sebanyak 41 pegawai UPT PLDPI Dinas Pendidikan Kota Surakarta. Hasil Pengumpulan Kuesioner menggunakan alat analisis Regresi linear Berganda dengan bantuan aplikasi SPSS 23. Berdasarkan hasil analisis yang telah dilakukan, maka Motivasi, Kompetensi, Disiplin, Budaya organisasi berpengaruh terhadap kinerja pegawai di UPT PLDPI Dinas Pendidikan Kota Surakarta.

Kata kunci: Motivasi, Kompetensi, Disiplin, Budaya organisasi

INTRODUCTION

Success in achieving goals can be seen from the results of organizational performance. Performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission and vision of an organization as stated in an organization's strategic planning. In order to produce optimal performance in an organization, it can be measured from the results of the work that has been done compared to the standards set by the organization, because the success of an organization is influenced by employee performance. Performance is also referred to as the work results achieved by employees in carrying out tasks in accordance with their responsibilities. The resources needed to run an organization cannot be seen as independent parts, but must be seen as a strong unit forming a synergy (Ainanur and Tirtayasa, 2018).

Government and private organizations certainly have directions and goals to achieve. The realization of organizational goals is demonstrated by the performance of its employees. High employee performance is the dream of all organizations. The important role of employees in an organization/agency forces all employees to be directed towards a positive path and nurtured to develop the potential of their employees or human resources (Puspitasari and Verawati, 2020).

HR management is a vital need for organizations that requires special attention and treatment. This is because human resources are not the same as other resources in the organization. HR management is closely related to improving employee performance in an organization. In addition, providing motivation by the organization has a role in increasing employee performance (Umar and Norawati, 2022).

Work motivation is a driving force within a person to behave and work diligently in accordance with the tasks assigned to him. With this work motivation, it is hoped that employees will provide the best performance, work more productively and increase work effectiveness. Providing work motivation to UPT PLDPI employees of the Surakarta City Education Service is very necessary considering that there are still many clients who must be handled properly and correctly. The phenomenon that occurred at the UPT PLDPI Surakarta City Education Office shows that employee work motivation in providing therapy to children with disabilities is still far from expected. Staff carry out routine work without paying attention to the needs of each child with a disability.

One thing that influences performance is competence. Competence for several professions is an important requirement in carrying out organizational frameworks and goals. Problems regarding employee performance are also influenced by competency factors which can be seen from the lack of optimal potential of employees in carrying out their duties. Employees have not carried out their duties in accordance with their functions in carrying out their activities. It is very important to increase competency to support employee work abilities as well as improve employee performance, meaning that the higher an employee's competency, the higher the employee's performance is expected to be (Firmansyah, 2020).

The phenomenon that occurred at the UPT PLDPI Surakarta City Education Service shows that it is felt that employee competence is still far from the established standards. UPT PLDPI Surakarta City Education Office still lacks experts who are experienced as companions for people with disabilities so that providing assistance/motivators is sometimes just a formality without paying attention to the quality of the assistance.

Discipline factors play an important role in the implementation of employee work, where disciplined employees will come regularly and on time, obey superiors' orders, and work by following predetermined work rules so that they have an impact on improving the employee's own performance. Work discipline is one of the factors that influences employee performance. (Shihab, et.al., 2020).

Work discipline is referred to as a person's attitude and behavior that shows obedience, conformity, loyalty, regularity and order to the applicable company or organization regulations. Work discipline is also stated as a management action to encourage members to meet organizational demands. Enforcing work discipline is very important for an organization, the existence of work discipline will ensure orderliness and smooth work implementation so as to obtain optimal results. Meanwhile, for employees, work discipline has the impact of a pleasant work atmosphere so that it will increase enthusiasm in carrying out their work (Dewi and Wulandari, 2022).

The phenomenon in the field shows that employees at the PLDPI Surakarta City Education Office do not have good work discipline. If you look at the arrival and departure times, maybe everything is according to procedure. However, if we look at the quality of time spent providing services to people with disabilities, it is still far from what was expected. The limited number of employees sometimes actually makes employees less disciplined in their work. This is because from the start I felt tired due to the imbalance between the number of employees and the number of people with disabilities who had to be served. Based on several problems that occur in the field, researchers want to examine the influence of motivation, competence and work discipline on the performance of PLDPI employees at the Surakarta City Education Service.

Organizational culture is also a factor that can produce optimal performance. Organizational culture reflects the traits and characteristics that are felt to exist in the work environment and arise due to organizational activities carried out consciously or not, and are considered to influence behavior and personality (Robbins, 2015).

The organizational culture phenomenon in the PLDPI Surakarta City Education Office does not yet look good enough. There is still a lot of unclear roles and responsibilities in the PLDPI Surakarta City Education Office. This can hamper employee productivity and work efficiency. Apart from that, there is still a culture of absenteeism and a tendency to be less productive: Several civil service organizations have a reputation for low levels of attendance and productivity. High absenteeism rates and a lack of drive to achieve high performance are sometimes problems in this work environment.

RESEARCH METHODS

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The population in this study were employees of the UPT PLDPI Surakarta City Education Service, totaling 41 employees. The samples taken in this research were 41 employees of the UPT PLDPI Surakarta City Education Service. Questionnaire collection results using multiple linear regression analysis tools with the help of the SPSS 23 application.

RESULTS AND DISCUSSION

The multiple linear regression equation can be interpreted as meaning that motivation (X1), competence (X2), discipline (X3), organizational culture (X4), have a positive effect on employee performance. For more details, see the multiple linear regression results table below.

Table 1. Multiple Linear Regression Results

Variable	Regression coefficient	t statistics	Sig. Q
Constant	-10,526	-2,449	0.019
Motivation	0.401	3,076	0.004
Competence	0.483	3,465	0.001
Discipline	0.374	3,288	0.002
Organizational culture	0.338	3,560	0.001
R square	0.710		
F statistics	25,467		
Sig. F	0,000		

Source: Processed primary data, 2023

So the multiple linear regression equation is obtained, namely:

$$Y = -10.526 + 0.401 X1 + 0.483 X2 + 0.374 X3 + 0.338 X4$$

From the equation above it can be described as follows.

1. $a_0 = -10.526$ is a constant that describes the average value of employee performance if the motivation, competency, discipline and organizational culture variables are zero.
2. $b_1 = 0.401$. If the motivation variable increases by 1 score, employee performance will increase by 0.401 score. The sign of parameter b_1 in the study above is positive. This means that motivation has a positive (unidirectional) relationship, so if the better the motivation provided by employees, the better the employee's performance will be.
3. $b_2 = 0.483$. If the competency variable increases by 1 score, then employee performance will increase by 0.483 scores. The sign of parameter b_2 in the research above is positive. This means that competence has a positive (unidirectional) relationship, so if the better the competence provided by the employee, the better the employee's performance will be.
4. $b_3 = 0.374$. If the discipline variable increases by 1 score, then employee performance will increase by 0.374 score. The sign of parameter b_3 in the study above is positive. This means that discipline has a positive (unidirectional) relationship, so if the better the discipline given by the employee, the better the employee's performance will be.
5. $b_4 = 0.338$. If the organizational culture variable increases by 1 score, then employee performance will increase by 0.338 score. The sign of parameter b_4 in the research above is positive. This means that organizational culture has a positive (unidirectional) relationship, so if the better the organizational culture provided by employees, the better the employee's performance will be.

DISCUSSION

1. The influence of motivation on employee performance at UPT PLDPI

Motivation variables have a significant influence on employee performance. The results of this research are in line with Azmy, et.al. (2022), Winda, et.al. (2022), Dewi and Wulandari (2022), Umar and Norawati (2022), Shihab, et.al. (2020) which states that motivation has a positive and significant effect on employee performance.

High motivation can have a positive impact on individual productivity and performance, while low motivation can have a negative impact on their performance. In this discussion, we will explore the influence of motivation on employee performance. High motivation can trigger increased employee productivity. When employees feel motivated, they tend to be more enthusiastic, focused, and work harder to achieve set goals. Strong motivation can also help employees overcome obstacles and challenges more effectively, so they can achieve better performance.

When employees feel motivated, they tend to be more dedicated in carrying out their duties. Employees will be more detail-oriented, carry out better analysis, and provide better work results. Strong motivation can also encourage

employees to continuously improve themselves, seek learning opportunities, and develop the skills needed to improve the quality of their work.

2. The influence of competency on employee performance at UPT PLDPI Surakarta City Education Service.

The competency variable has a significant influence on employee performance. This research is in line with Firmansyah (2020), Afriana (2021), Krinawati and Bagia (2021), Manulang, et.al. (2020), Efrinawati, et.al. (2022) which states that competence has a positive and significant influence on employee work performance. However, this research is not in line with Sinaga (2021) and Indradewi and Randi (2021) who stated that competency does not have a significant effect on employee performance.

The influence of competency on employee performance is an important aspect in human resource management. Strong competencies in employees can improve the quality and effectiveness of their work. When employees have extensive knowledge, relevant skills, and the right attitude towards their tasks, employees tend to be able to carry out their work well. Good competencies help employees to better understand job requirements, overcome complex tasks, and produce results that meet or even exceed expectations.

Good competency in employees allows them to be more adaptive and flexible in facing change. Nowadays, all agencies need employees who can adapt quickly to changes in technology, market demands and other changes. Strong competencies help employees to develop new skills, learn quickly, and adapt to changing work environments. This will have a positive impact on their performance in facing new challenges.

3. The influence of discipline on employee performance at UPT PLDPI Surakarta City Education Service.

Discipline variables have a significant influence on employee performance. This research is in line with that conducted by Azmy, et.al. (2022), Shihab, et.al (2020), Iptian, et.al. (2020), Dewi and Wulandari (2022), Sukardi and Raharjo (2020). that work discipline positively and significantly influences employee performance.

Discipline is an important factor in achieving good performance at work. The influence of discipline on employee performance can have a significant impact on productivity, work quality and efficiency. In this discussion, we will explore the influence of discipline on employee performance and the factors that influence it.

High discipline in employees can increase their productivity. Disciplined employees tend to have a regular work routine, stick to a schedule, and complete their tasks on time. They also tend to avoid distractions or behavior that hinders productivity, such as being frequently late or spending work time on things unrelated to work. Strong discipline helps employees stay focused on important tasks and increases efficiency in carrying out work.

Strong discipline among employees also has a positive impact on overall team discipline. Employees who show good discipline will be an example for other colleagues, encouraging the creation of better discipline within the team. Strong

discipline can also form an organizational culture based on the principles of discipline, order and responsibility, which supports efficiency and high performance.

4. The influence of organizational culture on employee performance at UPT PLDPI Surakarta City Education Service.

Organizational culture variables have a significant effect on employee performance. This research is in line with Ainanur and Tirtayasa (2018), Mohsen et.al. (2021), Kuswati (2020), and Surya (2022) who state that organizational culture has a positive and significant effect on employee performance. However, this research is not in line with Girsang (2019) who stated that organizational culture has no effect on employee performance.

Organizational culture has a strong influence on employee performance. Organizational culture reflects the values, norms, and behaviors held and practiced by organizational members. An organizational culture that has a strong orientation towards performance and results has a positive impact on employee performance. A culture that encourages goal achievement, focuses on measuring performance, and rewards success tends to motivate employees to achieve high performance. Employees will feel motivated to provide the best results and continue to improve their performance to achieve organizational goals.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the analysis that has been carried out, this research draws the conclusion that:

1. Motivation has a positive and significant effect on employee performance at UPT PLDPI Surakarta City Education Service.
2. Competency has a positive and significant effect on employee performance at UPT PLDPI Surakarta City Education Service.
3. Discipline has a positive and significant effect on employee performance at UPT PLDPI Surakarta City Education Service.
4. Organizational culture influences employee performance at UPT PLDPI Surakarta City Education Service.

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