

Employee Performance Improvement Model at The Sumatra VI Regional Office, Indonesia

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Abstract

The variables considered in this study were work facilities, self-control, work discipline, and employee's performance. Meanwhile, this study aims to contribute to the Sumatra River Region VI Office and provide insight to each reader. Questionnaires marked by the Likert's Scale ranging from 1 – 5 were provided and were meant to be filled out by the employees. The results showed that work facilities (X_1) and self-control (X_2) partially have a positive and significant effect on work discipline (Y). Furthermore, work facilities (X_1) and self-control (X_2) simultaneously have a positive and significant effect on performance (Z). The positive impact occurring partially and simultaneously indicated that work facilities and self-control through work discipline can improve employee's performance at the Sumatra River Region VI Office.

Key word: Work Facilities; Self-Control; Work Discipline; Performance

Abstrak

Pada penelitian ini variabel yang digunakan adalah fasilitas kerja, kontrol diri, disiplin kerja dan kinerja pada pegawai Kantor Balai Wilayah Sungai Sumatra VI. Tujuan penelitian ini untuk memberikan masukan kepada Kantor Balai

Wilayah Sungai Sumatra VI serta memberikan wawasan kepada setiap pembaca. Metode penelitian menggunakan kuisioner untuk diisi oleh pegawai Kantor Balai Wilayah Sungai Sumatra VI, ketika menjawab kuisioner setiap responden memberikan tanda pada kolom yang ditandai oleh Skala Likert's (1 – 5). Temuan pada penelitian ini, secara parsial fasilitas kerja (X_1) dan kontrol diri (X_2) terhadap disiplin kerja (Y) memiliki pengaruh positif dan signifikan, selanjutnya secara parsial fasilitas kerja (X_1) dan kontrol diri (X_2) terhadap kinerja (Z) memiliki pengaruh yang positif dan signifikan, dan secara simultan terdapat pengaruh antara variabel.

Kata kunci: Fasilitas Kerja; Kontrol Diri; Disiplin Kerja; Kinerja

INTRODUCTION

One of the key determinants of organizational activity is human resources (Srimiatun & Prihatinta, 2017). The two organizational types spread across Indonesia include private (Herdiansah & Randi, 2016) and government organizations (Nurasa, 2013).

The Sumatra River Region VI Office in Jambi Province is an example of a government organization.

The activities of this organization cannot be separated from Human Resource Management (HRM). Human resource management (HRM) is the art and science of managing people in organizations and society at large (Hasibuan, 2012).

Additionally, the HRM manages all matters relating to people so that the organization can fulfill its vision and mission.

Employee performance is one of the elements that contributes to

an organization's vision and mission being achieved. Performance, in general, refers to an organization's capability to meet its goals through the effective and efficient use of its resources (Bukit, Malusa, & Abdul Rahmat, 2017).

Between 2017 and 2021, the performance of the employees at the Sumatra River Region VI Office in Jambi Province was fluctuated, with performance particularly decreasing between 2020 and 2021. Obviously, based on the data above, there must be room to improve performance.

There are several factors needed in improving performance. These factors are diverse, and one of them is work discipline, which is a way to make employees comply with existing regulations to ensure an organization's continued existence (Dewi & Harjoyo, 2019).

When it comes to work discipline, an employee must use self-control to follow the set regulations. It is supported by Muna

& Isnowati (2022) and Oktafien & Yuniarsih (2018) which states that work discipline had a positive and significant effect. Other studies, however, states that work discipline had a negative and insignificant effect. (Irawan, Kusjono, & Suprianto, 2021; Kumarawati, Suparta, & Yasa, 2017).

Besides work discipline, the next factor is self-control. Self-control is how individuals control themselves, emotions, thoughts, and behaviors that already exist within themselves (Harahap, 2017).

In addition to self-control, to improve performance, adequate work facilities are needed. Work facilities are facilities or tools that have benefits and can be used in an organization, office, or company (Asnawi, 2019).

This is supported by studies which states that work facilities had a positive and significant effect on performance (Asri, Ansar, & Munir, 2019; Darma, Suryani, & Surono, 2018). However, other studies stated that work facilities had a negative effect on performance (Manurung, Nura, ., Metia, & ., 2021; Sirait, 2013).

Literature review

1. Work Facilities

Work facilities are a means to expedite and facilitate the implementation of functions. It offers individual components that can be easily expanded or reduced

without compromising the quality and model (Faisal, 2005). The dimensions used (Faisal, 2005) include:

- 1) As needed,
- 2) Able to optimize work results,
- 3) Easy to use,
- 4) Speed up the work process,
- 5) Proper placement

2. Self-control

Self-control is an individual's ability to manage desired and unwanted information, and to decide an action based on beliefs (Gufron & Risnawati, 2010). There are two dimensions for this variable (Gufron & Risnawati, 2010), namely:

a. Internal Factor

An example of this factor is the increment in age. Children learn how to react to disappointment, disliking, and failing and learn to regulate them as they get older because as they interact with a larger communities and have more social experiences, this control starts coming within the children.

b. External factors

These external factors include the environment and family.

3. Work Discipline

Work discipline is an individual's willingness to consciously work hard in order to follow and obey all regulations (Saydam, 2005). There are seven dimensions that affect work discipline (Saydam, 2005), as follows :

- a. The amount of compensation
- b. Is there an exemplary leader in the company/organization?
- c. Are there any definite regulation that can be used as a guide?
- d. The decision-making bravery of leaders
- e. Is there a managerial oversight?
- f. Are there any concerns for employees?
- g. The creation of habits that support the establishment of discipline.

4. Employee Performance

Organizational leaders always pay attention to performance, which is defined as the best achievement in relation to an employee's potential (Robbins, 2006). Subsequently, each employee's performance is measured with six dimensions (Robbins, 2006), namely:

- a. **Quality:** This is the quality of work or task performed based

on an employee's abilities and skills.

- b. **Quantity:** This refers to the amount produced and it is indicated in words, such as the number of units manufactured or the activity cycles completed.
- c. **Punctuality.** This is the activity level completed at the beginning of the specified period in order to align with the output and maximize the time available for other activities.
- d. **Effectiveness.** This is the utilization rate of organizational resources, namely manpower, money, technology, and raw materials, which are maximized to improve each entity's performance.
- e. **Independence:** This is a scenario in which employees are able to do their job without supervision.
- f. **Work commitment:** This describes the extent to which employees are committed to working with the agency and have professional responsibilities.

Study Framework

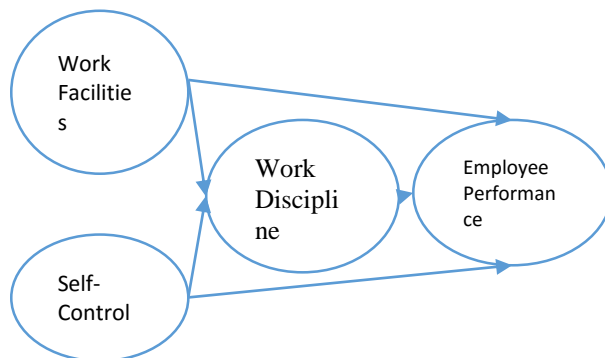


Figure 1
Study Framework

Hypothesis

Based on the problem background, problem formulation, and literature review, the following hypotheses are developed in this study:

1. The Sumatra River Region VI Office is alleged to have good work facilities, good self-control, good work discipline, and good employee performance.
2. It is suspected that work facilities and self-control partially and simultaneously have a positive and significant effect on the employee's work discipline.
3. It is suspected that work facilities and self-control partially and simultaneously have a positive and significant effect on employee's performance.
4. Work discipline is considered to have a positive and significant effect on employee's performance.

5. It is also considered that work facilities and self-control have a positive and significant effect on employee's performance through work discipline.

METHODS

The method applied in this study was descriptive and verification. Specifically, the descriptive is considered as a technique for examining a group of people, the object of a thought system, with the aim of creating a description, a systematic picture according to the facts being studied (Arikunto, 2007).

The descriptive method in this study provides an overview of the answers to the questionnaires that have been distributed to employees of the Sumatra River Region VI Office. The answers to each of these variables are then interpreted or described.

Furthermore, after doing a description of the answers, then proceed with the verification method.

Meanwhile, verification is a method targeting populations or samples in order to test the hypotheses made in a study (Sugiyono, 2017).

RESULTS AND DISCUSSION

1. Validity Test

a. Work Facilities

The work facilities variable (X1) included a total of 13 statements provided to respondents. The data were processed using SPSS 20, and the results are shown in Table 1.

Table 1. Validity Test Results for Work Facilities Variables (X1)

Instrumen	Correlation Coefficient (r-hitung)	R Product Moment (r-table)	Significance	Description
1	2	3	4	5
X1.1	0.771	0.205	0.000	Valid
X1.2	0.851	0.205	0.000	Valid
X1.3	0.889	0.205	0.000	Valid
X1.4	0.669	0.205	0.000	Valid
X1.5	0.444	0.205	0.000	Valid
X1.6	0.771	0.205	0.000	Valid
X1.7	0.851	0.205	0.000	Valid
X1.8	0.889	0.205	0.000	Valid
X1.9	0.669	0.205	0.000	Valid
X1.10	0.851	0.205	0.000	Valid
X1.11	0.889	0.205	0.000	Valid
X1.12	0.771	0.205	0.000	Valid
X1.13	0.851	0.205	0.000	Valid

Table 1 shows that all statements itemized about the work facility variable (X1) are legitimate since $r_{count} > r_{table}$.

b. Self-Control

In the self-control variable (X2), 14 statements were used. The data were processed using SPSS 20, and the results are shown in Table 2.

Table 2. Validity Test Results for Self-Control Variable (X2)

Instrumen	Koefisien Korelasi (r-hitung)	R Product Moment (r-table)	Significance	Keterangan
1	2	3	4	5
X2.1	0.826	0.205	0.000	Valid
X2.2	0.757	0.205	0.000	Valid
X2.3	0.683	0.205	0.000	Valid
X2.4	0.795	0.205	0.000	Valid
X2.5	0.633	0.205	0.000	Valid
X2.6	0.826	0.205	0.000	Valid
X2.7	0.826	0.205	0.000	Valid
X2.8	0.757	0.205	0.000	Valid
X2.9	0.683	0.205	0.000	Valid
X2.10	0.795	0.205	0.000	Valid
X2.11	0.633	0.205	0.000	Valid
X2.12	0.826	0.205	0.000	Valid
X2.13	0.826	0.205	0.000	Valid
X2.14	0.757	0.205	0.000	Valid

From the table above, each question tested gets valid results provided that the value of $r_{count} > r_{table}$.

c. Work Disciplines

About 18 statements were used in the work discipline variable (Y). Subsequently, these statements were distributed and processed using SPSS 20. The results are shown in Table 3.

Table 3. Validity Test Results of Work Discipline Variables (Y)

Instrumen	Koefisien Korelasi (r-hitung)	R Product Moment (r-table)	Significance	Description
1	2	3	4	5
Y.1	0.743	0.205	0.000	Valid
Y.2	0.900	0.205	0.000	Valid
Y.3	0.848	0.205	0.000	Valid
Y.4	0.835	0.205	0.000	Valid
Y.5	0.743	0.205	0.000	Valid
Y.6	0.900	0.205	0.000	Valid
Y.7	0.848	0.205	0.000	Valid
Y.8	0.835	0.205	0.000	Valid
Y.9	0.743	0.205	0.000	Valid
Y.10	0.900	0.205	0.000	Valid
Y.11	0.848	0.205	0.000	Valid
Y.12	0.835	0.205	0.000	Valid

Instrumen	Koefisien Korelasi (r-hitung)	R Product Moment (r-table)	Signifikan	Description
1	2	3	4	5
Y.13	0.743	0.205	0.000	Valid
Y.14	0.900	0.205	0.000	Valid
Y.15	0.848	0.205	0.000	Valid
Y.16	0.835	0.205	0.000	Valid
Y.17	0.743	0.205	0.000	Valid
Y.18	0.900	0.205	0.000	Valid

Table 3 shows the results on the work discipline variable (Y), which all yielded valid results in accordance with the requirements, namely $r_{count} > r_{table}$.

d. Employee Performance

There are 12 statements were included in the performance variable (Z), which SPSS 20 was used to analyze the data. The results of the data processing are shown in Table 4.

Table 4. Validity Test Results of Performance Variables (Z)

Instrumen	Koefisien Korelasi (r-hitung)	R Product Moment (r-table)	Signifikan	Description
1	2	3	4	5
Z.1	0.771	0.205	0.000	Valid
Z.2	0.851	0.205	0.000	Valid
Z.3	0.889	0.205	0.000	Valid
Z.4	0.669	0.205	0.000	Valid
Z.5	0.444	0.205	0.000	Valid
Z.6	0.771	0.205	0.000	Valid
Z.7	0.851	0.205	0.000	Valid
Z.8	0.889	0.205	0.000	Valid
Z.9	0.669	0.205	0.000	Valid
Z.10	0.851	0.205	0.000	Valid
Z.11	0.889	0.205	0.000	Valid
Z.12	0.771	0.205	0.000	Valid

From the table above, each statement on the performance

variable (Z) obtains valid results, namely $r_{count} > r_{table}$.

2. Reliability Test

The reliability test was conducted to check whether the measurements on the same object produced the same results (Sugiyono, 2017). Specifically, reliability tests were performed on each variable, namely work facilities (X1), self-control (X2), work discipline (Y), and performance. Each variable's results are shown in Table 5.

Table 5. Reliability Test Results of Performance Variables (Z)

Variable	Coefficient of Variation (alpha)	R Product Moment (r-table)	Description
1	2	3	4
X1	0.947	0.205	Reliable
X2	0.943	0.205	Reliable
Y	0.974	0.205	Reliable
Z	0.937	0.205	Reliable

Based on the table above, all the variables investigated yielded valid results. This is predicated on coefficient of variance (alpha) that's bigger than r-table.

Discussion

1. First Hypothesis

The first hypothesis was tested to examine how each variable, namely work facilities, self-control, work discipline, and performance, was described. The

results of the test was shown in Table 6

Table 6. Descriptive Results for Each Variable

Variable	Total Score	Scale	Hypothesis Result
Work Facilities	4,473	4,066.4 – 5,023.1	Good
Self-control	4,642	4,379.2 – 5,409.5	Good
Work Disciplines	6,205	5,630.4 – 6,955.1	Good
Employee Performance	4,006	3,830.4 – 4,560	Very Good

It was observed from the table above that the variables of work facilities, self-control, and discipline were in a good category. Meanwhile, the performance was classified in very good category.

2. Second Hypothesis

This second hypothesis is based on the SPSS 20 data processing results, which are shown in Table 7.

Table 7. Partial Test Results Between Work Facilities Variables, Self-Control on Work Discipline

Model		Coefficients				t	Sig.	F	Sig.
		Unstandardized Coefficients	Standardized Coefficients	Std. Error	Beta				
1	(Constant)	653.260		412.157		1,585	,117	61,368	,000 ^a
	Fasilitas Kerja	,587	,135	,401	,401	4,363	,000		
	Kontrol Diri	,590	,125	,434	,434	4,727	,000		

The results of testing the work facilities (X1) on the discipline variable (Y) yielded a t count of 4.363, while the t table was 1.661, with a significance

value of 0.000. This indicated that the t count > t table as shown in table 7.

If the Sig. < 0.05, then H0 is rejected and H1 is accepted, indicating that it is significant. However, if Sig. > 0.05, H0 is accepted and H1 is rejected, indicating that it is not significant. It is important to note that H0 is rejected while H1 is approved because 0.000 < 0.05. (**Significant**).

It was also discovered from Table 7 that the self-control variable (X2) test on work discipline (Y) has a t-count value of 4.727 while the t-table is 1.661 (t-count > t-table) with a significance value of 0.000.

Referring to the decision criteria, namely the significance value which is < 0.05, H0 is rejected and H1 is accepted. It means significant but if the Sig. > 0.05 then H0 is accepted and H1 is rejected. This simply implies it is not significant. Since 0.000 < 0.05, H0 is rejected and H1 is accepted (**Significant**). Consequently, the results of simultaneous hypothesis testing between work facilities and self-control variables on work discipline showed that the f count is 61.368 with a significance of 0.000.

3. Third Hypothesis

The third hypothesis was verified with the results of data processing using SPSS 20. The results can be seen in Table 8.

Table 8. Partial Test Results Between Work Facilities Variables, Self-Control on Work Discipline

Coefficients					
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
1	(Constant)	2462.251		1.240	.218
	Work Facilities	.345	.370	5.326	.000
	Self-control	.504	.582	8.381	.000

a. Dependent Variable: Kinerja

The table demonstrates that the work facilities variable (X1) has a t count of 5.326 and a t table of 1.661, implying t count > t table with a significance value of 0.000 on performance (Z).

When the significance value is less than 0.05, then H0 is rejected and H1 is accepted, indicating that it is significant. Moreover, when the Sig. is bigger than 0.05, H0 is

accepted and H1 is rejected, implying that it is not significant. Since $0.000 < 0.05$, H0 is rejected while H1 is approved (**Significant**).

Furthermore, the results for the self-control variable (X2) on performance (Z) was shown in Table 8, with the acquisition of t count and t table of 8.381 and 1.661, respectively. This infers that t count > t table with a significance value of 0.000.

When the significance value is less than 0.05, H0 is rejected and H1 is accepted, indicating that the difference is significant. Meanwhile, if the value is more than 0.05, H0 is accepted and H1 is rejected, which means the difference is not significant. H0 is rejected and H1 is approved because $0.000 < 0.05$ (**Significant**).

On the other hand, the simultaneous hypothesis testing of work facilities and self-control variables on performance showed that f count is 140.900 with a significance score of 0.000.

4. Fourth Hypothesis

The testing results of the fourth hypothesis are shown in Table 9.

Table 9. Partial Test Results Between Work Discipline Variables on Performance

Table 9 showed that the hypothesis testing of the work

Coefficients						
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.	F
1	(Constant)	6726.121		3.795	.000	270.168
	Work Disciplines	.552	.866	16.437	.000	

a. Dependent Variable: Kinerja

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discipline variable (Y) on performance (Z) realized a t-count of 16.437, while the t-table was 1.661 with a significant value of 0.000. This simply infers that $t \text{ count} > t \text{ table}$.

5. Fifth Hypothesis

In the fifth hypothesis, work facilities and self-control through work discipline on the performance of employees of the Sumatra River Region VI Office are computed as 270.168 with a significance level of 0.000.

CONCLUSIONS

From the description, results, and discussions, the following conclusions were drawn:

1. At the Sumatra River Region VI Office, the following descriptive analysis results of work facilities, self-control, work discipline, and performance were presented. The variables of work facilities (X1), self-control (X2), and discipline (Y) has the respective values of 4473, 4642, and 6205 and are categorized as good, while the performance variable with a score of 4006 was rated as very good.
2. The variables of work facilities (X1) and self-control (X2) have a positive and significant effect, either directly or indirectly on work discipline (Y).

3. In the next test, the work facilities (X1) and self-control (X2) have a positive and significant effect both directly and indirectly on performance (Z).
4. A positive and significant effect was found when testing the work discipline variable (Y) on performance (Z).
5. The variables of work facilities (X1) and self-control (X2) through work discipline (Y) have a positive and significant effect on employee's performance (Z).

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