

# Determinant of Employee Performance: Case in Diskop UKM

Kausar Hanum

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## Abstract

This study aims to analyze the determinant of employee performance. Based on theories indicate several variables the company needs to pay attention to, there are job satisfaction, work environment, employee individual commitment and work motivation. The research object is the Small and Medium Enterprises of Cooperative Service (Diskop UKM) in Aceh. The sampling technique used is a census, takes population as a sample, that is as much as 130 people as the respondents. This study also uses Structural Equation Modeling (SEM) to test the causality model. The result shows that job satisfaction effects work motivation significantly, work environment effects work motivation significantly, individual commitment effects work motivation significantly, job satisfaction effects employee performance significantly, work environment effects employee performance significantly, individual commitment effects employee performance significantly, and work motivation effects employee performance significantly in which the Critical Ratio value is greater than 2.00 and the probability level is above 0.05. It means that all hypotheses are verified. The originality lies in the integration model of causality theories from the previous ones, and uses SEM as a test technique. The limitation is in the number of variables and the object. This has the implication of enriching knowledge in the social sciences, and as a basis for further new research models. It also implies practical people who implement related variables.

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*Index terms*— job satisfaction, work environment, individual commitment, work motivation, employee performance.

## 1 Introduction

employees are people who work and have advantages in terms of their human resources and have a strategic role for the company / institution so that they can manage well and contribute optimally. employee performance is one of the important indicators in determining the progress of a company, in which with the increase in employee performance, the company can maintain and improve its existence in supporting the company progress (Hasibuan, 2007). (Qadariah, Majid and Idris, 2019) employee performance will influence the success of an organization. Thus the organization must always improve the performance of its employees in order to achieve organizational objectives. employee performance is based on the achievement of an employee as it is measured by certain criteria which is set by the organization. According to (Marhayani, Musnadi and Ibrahim, 2019) employee performance is action and results. Therefore, employee performance is considered a multi-dimensional concept. (Marhayani, Musnadi and Ibrahim, 2019) describes job performance as an individual level variable that distinguishes employee performance from organizational performance. Therefore, when compiling employee performance, one must distinguish between aspects of action and aspects of results.

In connection with these conditions, a company is expected to give more attention to improve employee performance to the employees who have performance below the company work standards. This is due to the increase in employee performance of the employees who have low standard. It automatically gives an opportunity for the company to improve itself to be better in the future. In general, the performance of employees in Diskop UKM Aceh in general is good. It is more due to the existence of an application system that causes employees to be more careful in working because it deals directly with the sanctions that will be obtained when violating

45 work restrictions. One of the systems that made a significant change in the employees of Diskop UKM Aceh is  
46 the implementation of e-performance system. The e-performance program is a web-based internet application  
47 program. This program can be used as a measurement of SKPD and PNS work in accordance with the complete  
48 analysis of both positions, workloads and as a basis for calculating income increment.

49 E-Performance makes performance measurement more effective and efficient. Previously the performance  
50 measurement system was still calculated through DP3 format, but now DP3 writing system is irrelevant, so it  
51 is replaced by SKP with PP No. 46 of 2011 which was applicable from 2014. E-Performance is a government  
52 program that is designed to support the management of resources residing in each Service. The existence of  
53 E-Performance is able to answer the problems in management including identifiers, reporting, assessment, and  
54 awarding to employees in the Service. E-performance is an example from the application of human resource  
55 management theories that are summarized in a web-based application. E-performance can measure, identify,  
56 deliver, give an assessment, and award in the form of additional income.

57 Diskop UKM Aceh is a government institution that has become one of the government arms as the executor of  
58 government programs of cooperative and small medium enterprise (SME). They have the aim of trying to build  
59 cooperatives and all small and mediumsized businesses by improving the quality and quantity of both businesses  
60 and HR, so that results are fast, precise and produce competitiveness in both HR and its products. In an effort  
61 to improve employee performance, the company is expected to pay attention to several aspects that will influence  
62 the performance of employees. With more attention by the company to the employees, especially in the factors  
63 of job satisfaction, work environment, individual commitment and work motivation can produce high employee  
64 performance. According to (Idris et al., 2017), motivation is formed from the attitude of employees who work  
65 in companies in certain situations. In other words, work motivation is a picture of energy that is directed at  
66 employees to achieve organizational goals. This condition is positively charged with the work situation so that  
67 it influences the sense of work optimism in completing work in order to achieve maximum performance goals.  
68 According to (Idris et al., 2017), work motivation is part of the enthusiasm from someone who is growing because  
69 of the ultimate goal to be achieved. These goals become stimuli so as to motivate someone to work more diligently,  
70 efficiently and effectively to achieve company goals.

71 (Robbins and Judge, 2012) say that job satisfaction is a response which is expressed by someone to the work  
72 they are doing. (Mathis and Jackson, 2001) job satisfaction is a positive form of employee enthusiasm for work  
73 he is done. Thus the job satisfaction of emotional feelings is shown by someone in a positive way from the results  
74 of work evaluations and one's experience. (Luthans, 2006) says that job satisfaction is one's perception of the  
75 work which they are doing positively. The opinion of (Sutrisno, 2014), job satisfaction will be a problem that is  
76 quite sensitive, because with the feeling of job satisfaction, it will be something that is expressed positively.

77 Work environment is the support of facilities that are owned by workers around the work place in an effort to  
78 support work to be better, therefore the existence of work environment is a component that supports workers in  
79 carrying out their duties, such as appropriate facilities and infrastructure (Isyandi, 2004). (Simanjuntak, 2003),  
80 it is interpreted as the overall supporting equipment that is around the worker in an effort to facilitate the work.  
81 Whereas according to (Mardiana, 2005) work environment is everything around the workers do their work.

82 Individual commitment of the employee is the relationship between a person and the promise that is applied  
83 in the employee himself. Commitment is the basis or the ultimate goal of employees in work and provides great  
84 motivation to continue in achieving what has been promised to the employees themselves in an effort to achieve  
85 company goals. (Robbins, 2006) says that employee individual commitment is an effort to present one's opinion  
86 in an effort to increase the interests of the company without leaving self-interest. Whereas according to (Luthans,  
87 2006), an outline commitment to attitude is shown as loyalty to the sustainability of someone in the company.

88 Based on the previous theories and equipped with data and facts that occur in Diskop and UKM Aceh,  
89 therefore, researchers are interested in conducting study to verify the causality of the variables that contribute  
90 to employee performance, with research paradigm and hypothesis bellows.

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### 93 3 Method

94 The object in this research is in Diskop UKM in Aceh and the respondent is the employees at Diskop UKM  
95 Aceh. The population is 130 employees and the sampling technique uses census, so for the sample takes all the  
96 population so it is 130 people. The model is tested with SEM method by using AMOS as an application. So  
97 there will be a goodness of fit also as fit test. This type of research is a verification research which verify and  
98 analyze the causality theories from the previous ones.

99 This research builds constructs using several theories to measure the variables. (Fadel, 2009) suggests several  
100 indicators used to measure employee performance, namely understanding of basic tasks and functions, Innovation,  
101 working speed, work accuracy, and cooperation. According to (Priansa, Pd and Suwatno, 2011), employee  
102 motivation is influenced by physical needs, the need for security, safety, social needs, the need for self-esteem and  
103 the need for self-

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## 104 4 Result

105 Based on the result of confirmatory factor analysis (CFA) on each indicator, it can be used as it is shown in  
106 Figure 1 below: Based on the comparison of the loading factor value with the limit value, the loading factor  
107 value indicates that it is feasible to be used in the data analysis. There is no elimination of indicators in the  
108 model. Based on the results of the full model from SEM analysis, the figure can be seen below. From the table  
109 3 above, it can be seen that the verification hypothesis tested meets the requirements to be accepted, so it can  
110 be concluded that hypotheses 1, 2, 3, 4, 5, 6, and 7 are accepted. The explanation we can see as follows.

## 111 5 H1 (Accepted):

112 The value of  $CR = 3.526 > 2.00$ . It explains that job satisfaction has a significant effect on work motivation.  
113 This means that by increasing the job satisfaction, there will increase the work motivation. These result is in  
114 line with (Lie and Siagian, 2018) that job satisfaction has an effect on employee motivation and work motivation  
115 and job satisfaction have a significant effect on employee performance.

## 116 6 H2 (Accepted):

117 The value of  $CR = 2.743 > 2.00$ . It figures that work environment has a significant effect on work motivation.  
118 This means that by making a good work environment, there will increase the work motivation. These result is  
119 in line with (Ardiani and Nugraheni, 2015) that the non-physical work environment has a significant positive  
120 effect on motivation, incentives have a negative influence on employee motivation and performance, the non-  
121 physical work environment and motivation does not have a significant positive effect on performance employee  
122 H3 (Accepted): The value of  $CR = 2.683 > 2.00$ . It describes that individual commitment has a significant effect  
123 on work motivation. This means that by increasing the individual commitment, there will increase the work  
124 motivation. This is in line with (Indarti and Anidar, 2015) which states that ability has a positive and significant  
125 effect on motivation, and commitment has a significant positive effect on motivation.

## 126 7 H4 (Accepted):

127 The value of  $CR = 2.371 > 2.00$ . It indicates that job satisfaction has a significant effect on employee performance.  
128 This means that by increasing the job satisfaction, there will increase the employee performance. These result is in  
129 line with research (Indrawati, 2013) Results that obtain results: 1) job satisfaction has a significant positive effect  
130 on employee performance, 2) employee performance also has a significant positive effect on customer satisfaction,  
131 and 3) job satisfaction has a direct positive effect on and indirectly through employee performance on customer  
132 satisfaction.

## 133 8 H5 (Accepted):

134 The value of  $CR = 3.820 > 2.00$ . It states that work environment has a significant effect on employee performance.  
135 This means that by makin a good the work environment, there will increase the employee performance This  
136 result is in line with the research of (Budianto and Katini, 2015) that taking into account the work environment  
137 contained in the agency will affect employee performance.

## 138 9 H6 (Accepted):

139 The value of  $CR = 3.087 > 2.00$ . It explains that individual commitment has a significant effect on employee  
140 performance. This means that by increasing the individual commitment, there will increase the employee  
141 performance. This is in line with the study of (Meidiana, 2015) where there is a positive and significant influence  
142 between employee commitment to the performance of employees in the Mirota Batik Yogyakarta operational  
143 area.

## 144 10 H7 (Accepted):

145 The value of  $CR = 3.118 > 2.00$ . It figures work motivation has a significant effect on employee performance.  
146 This means that by increasing the work motivation, there will increase the employee performance. This is in line  
147 with (Lusri, 2017) reveals that work motivation has a positive effect on employee performance, work motivation  
148 has a positive effect on job satisfaction, job satisfaction has a positive effect on employee performance, and job  
149 satisfaction acts as a mediating variable between work motivation on employee performance.

## 150 11 ( )

151 For the amount of coefficient of the effect, we can see in the table 5 that explains about the magnitude of the  
152 effect between one variable to another. There is the biggest one that affect the employee performance, that is the  
153 individual commitment, as much as 0.899. this describes that the individual commitment has a dominant effect  
154 on the employee performance rather than others. There is also the biggest one that affect the work motivation,  
155 that is individual commitment, means that this is the dominant variable to affect work motivation rather than  
156 others.

157 IV.

158 **12 Conclusion**

159 The result shows that job satisfaction effects work motivation significantly, work environment effects work  
 160 motivation significantly, individual commitment effects work motivation significantly, job satisfaction effects  
 161 employee performance significantly, work environment effects employee performance significantly, individual  
 162 commitment effects employee performance significantly, and work motivation effects employee performance  
 163 significantly. These all findings are the verification of the previous theories, which means that this research  
 164 is a development model from the causality theories. This integrates several models from the past and being an  
 165 update, with the new object. This is also tested with SEM, different from the previous ones. This implies to an  
 166 enrichment of knowledge in the academic area, and can be a basic to develop other research in the further. Other  
 167 than that, this also impacts to the managerial techniques that are implemented by managers who related to the  
 168 variables, especially the object of this case, Diskop UKM Aceh, to pay more attention to the variables that effect  
 its employee performance. <sup>1 2</sup>

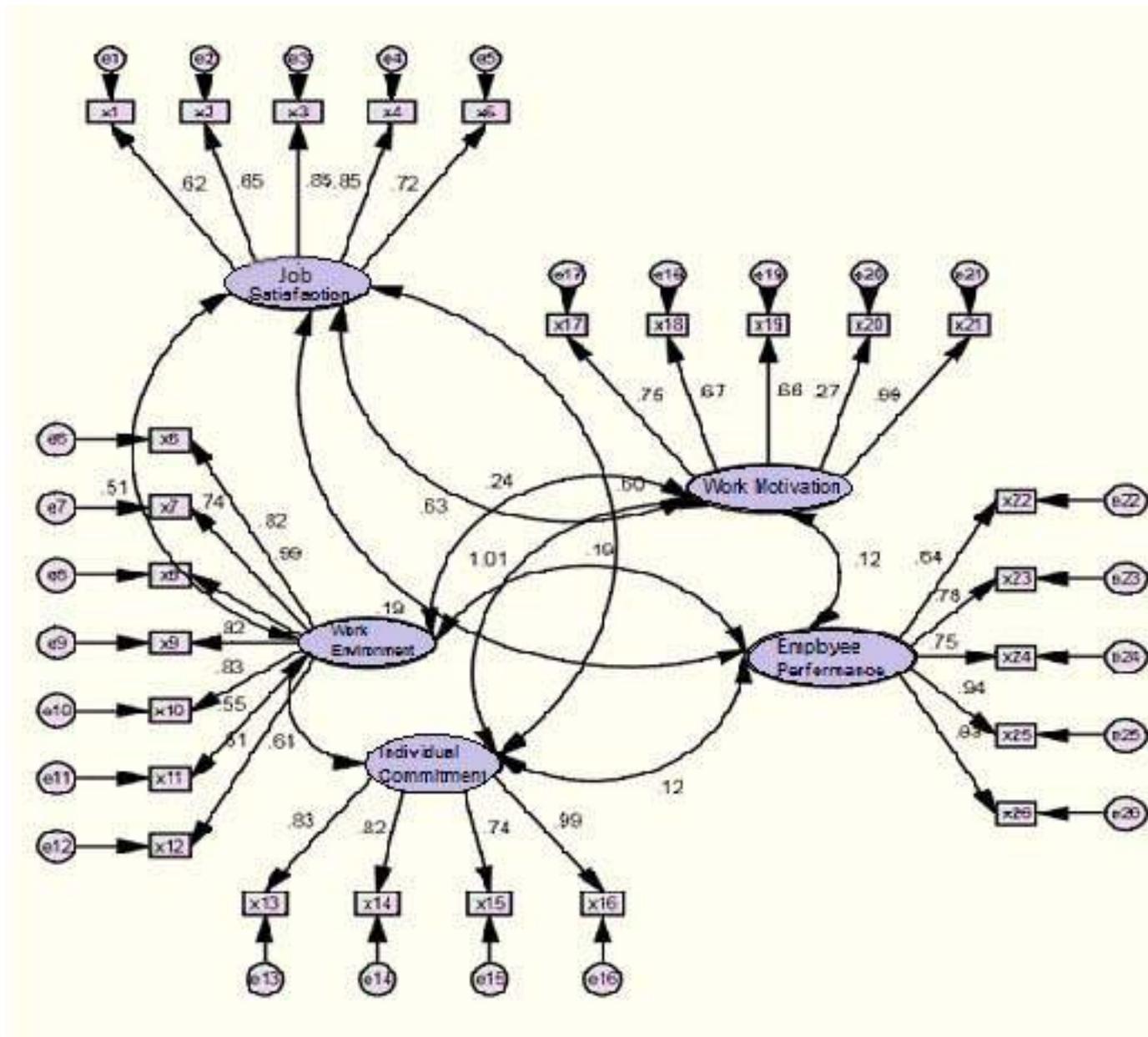


Figure 1: Figure 1 :

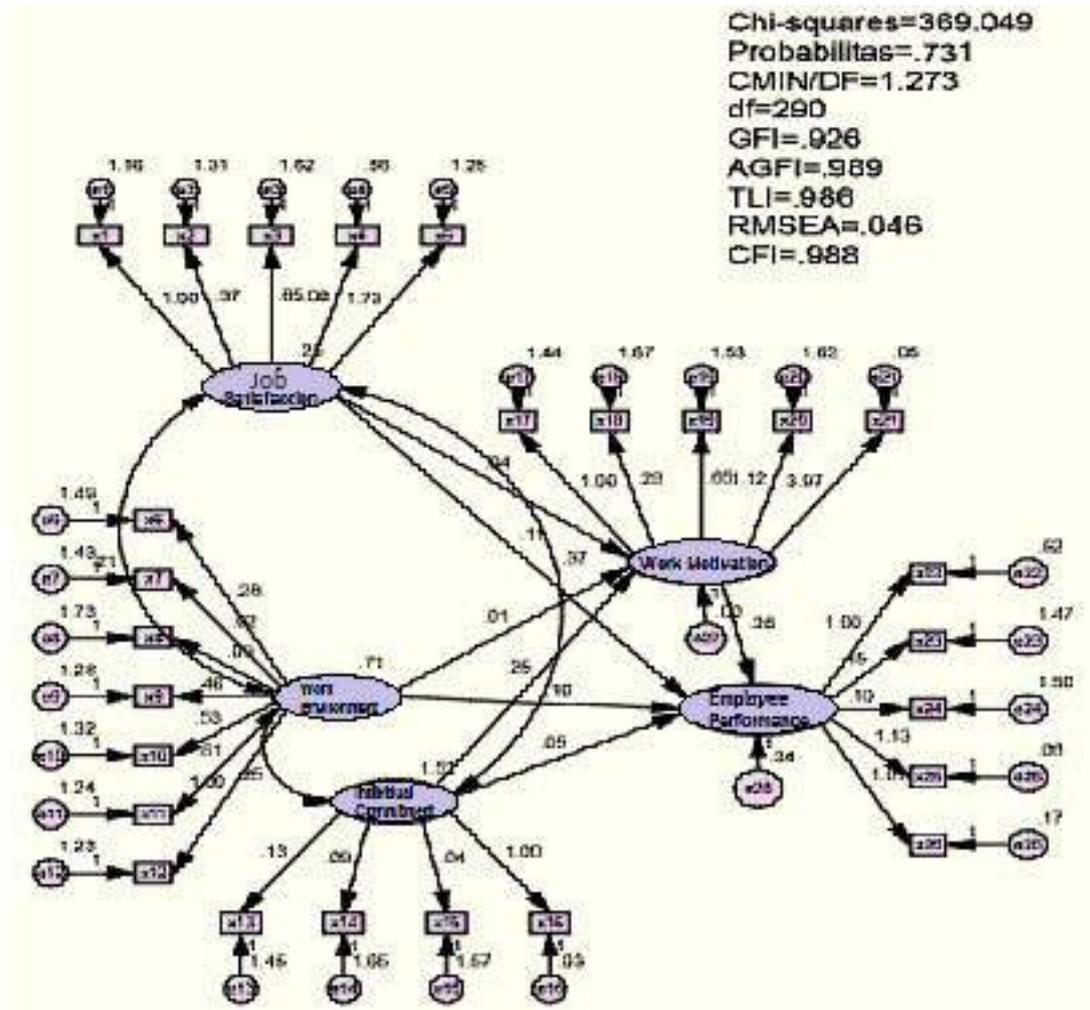


Figure 2:

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No.	Field	Population (Person)
1 2 3	Secretariat Field of Institution Field of Inspection and Su-	22 10 12 13
4 5 6	pervision Field of Cooperative Empowerment Field of SME	10 12 6 28
7 8 9	Empowerment UPTD Training Center for Cooperatives and	12 5
10	SME Widiyaiswara Contract Employees PLUT Consultants and PLUT Contract Work Force PPKL	
	Total	130

Figure 3: Table 1 :

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Indicator		Variable	Estimate	Loading Factor
x1	<—	Job satisfaction	0.72	
x2	<—	Job satisfaction	0.85	
x3	<—	Job satisfaction	0.85	>0.50
x4	<—	Job satisfaction	0.65	
x5	<—	Job satisfaction	0.62	
x12	<—	Work Environment	0.61	
x11	<—	Work Environment	0.73	
x10	<—	Work Environment	0.86	
x9	<—	Work Environment	0.82	>0.50
x8	<—	Work Environment	0.69	
x7	<—	Work Environment	0.71	
x6	<—	Work Environment	0.82	
x16 x15	<—<—	Individual Commitment Individual Commitment	0.99 0.74	>0.50

Figure 4: Table 2 :

3

No.	Hipotesis	CR Cut off	P Value	Keterangan
		2,00	< 0,05	
1	The Influence of job satisfaction on work motivation	2.683	.007	H 1 = Accepted
2	The Influence of work environment on work motivation	2.743	.004	H 2 = Accepted
3	The Influence of individual commitment on work motivation	3.526	.000	H 3 = Accepted
4	The Influence of job satisfaction on employee	3.820	.000	H 4 = Accepted

Figure 5: Table 3 :

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