

*ANALYSIS OF THE INFLUENCE OF
PERFORMANCE BENEFITS AND WORK DISCIPLINE
ON THE PERFORMANCE OF EMPLOYEES OF THE
MINISTRY OF RELIGION OF NORTH SUMATRA*

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Abstract. *This study was conducted to find out how the influence of Performance Allowance on performance, how the influence of Work Discipline on employee performance and to determine the simultaneous effect of the impact of performance allowances, leadership, and work discipline on the performance of the Regional Office of the Ministry of Religion of North Sumatra. data collection using a questionnaire (Questionnaire) with 66 respondents, then analyzing the data using multiple linear regression. The results showed that partially, Performance Allowance had a positive and significant effect on employee performance, Work Discipline had a positive and significant impact on employee performance, and the results obtained that Performance Allowance and Work Discipline had a positive effect. and significant performance of the Regional Office of the Ministry of Religion of North Sumatra.*

Keywords: *Performance Allowance 1, Work Discipline 2, Employee Performance 3*

Introduction

Human Resource Management (HRM) is a system that aims to influence the attitudes, behavior, and performance of employees so that they can provide optimal contributions in order to achieve organizational goals [1]. Human resources are the main key in an organization to achieve goals. Organizations are required to optimize employee performance by the responsibilities given to them. Where employee performance is expected to ensure the survival of the company so that hopes of achieving company goals will be achieved.

The most important asset for a company to pay attention to is its employees or

people. Talking about human resource issues can be seen from two aspects, namely quantity and quality. Quantity certainly concerns the number of human resources, while quality concerns the quality of human resources. For this reason, human resource management is needed to manage human resources effectively and efficiently both in terms of quantity and quality. An organization that implements HR management well can avoid problems related to labor unions. Regularity in the relationship between company leaders and company members can prevent labor unions such as strikes, demonstrations, and other problems related to labor.

The Regional Office of the Ministry of Religion of Northern Province is a government institution that has the formulation of vision, mission, and technical policies in the field of service and guidance in the life of religious communities to the community in North Sumatra Province, as required to be friendly to every community who wishes to request services in matters of religion and of course Must be loyal and have good interactions with every employee around you. The ministry's regional office is at Jl. Gen. Gatot Subroto Km. 7 No. 261, Medan, 20127. In an agency, it is very important to improve its human resources by providing benefits to each employee which will improve employee performance. Performance allowances are a form of reward that employees receive for the efforts they produce [3]. Performance allowances are given to employees by the performance targets/goals set at the beginning of each year which are calculated based on the category and value of employee performance achievements assessed at the beginning of each year. The purpose of providing performance allowances is to improve employee performance. Performance Allowances are paid based on the employee's daily attendance as seen from absences. If an employee is late for absenteeism in the morning (after 7.30) and leaves early before 16.00, the performance allowance will be deducted for every minute of delay by 0.5%. Performance allowances are also given based on performance achievements seen from daily performance reports written in the form of a daily agenda. By providing this performance allowance, it is hoped that employees will be more disciplined

and provide good performance. In this case, the Ministry of Religion (KEMENAG) provides performance allowances to its employees once a month, but the provision of performance allowances is not timely due to the calculation of the number of employees present and the punctuality of arrival and departure time for each employee. This is what makes the accuracy in providing allowances not timely because there are a lot of employees and it will take time to calculate them.

Another factor that influences performance is work discipline. Work discipline can be interpreted as the implementation of management to strengthen organizational guidelines [9]. For organizations, the existence of work discipline will ensure the maintenance of order and smooth implementation of tasks, so that optimal results are obtained. Thus, discipline is the attitude of an individual or group that reflects obedience and obedience to the regulations that apply within an organization, while the definition of work discipline can be said to be the attitude of a person or group that obeys and complies with the rules or regulations that apply in carrying out their duties and obligations. in an organization to achieve organizational or company goals. In this case, the problem at the Ministry of Religion of North Sumatra is that discipline is not yet optimal. During a pandemic like now, employee attendance becomes erratic during office working hours, this is due to the attendance system switching from a finger system to a manual attendance system which makes employees arrive later than before. because the manual attendance system does not have a time limit unlike the attendance system which uses fingers, so completing work tends not to be done on time. Lack of awareness within employees

can influence poor performance within the agency.

Human resources are important because they influence the efficiency and effectiveness of the company and are the company's main function in running the business and increasing the company's added value. Human resources are like the driving force in an organization. Human Resource Management (HRM) is a system that aims to influence the attitudes, behavior, and performance of employees so that they can provide optimal contributions to achieve organizational goals [1]. Human resource management is a science that explains human activities or activities starting from planning, organizing, driving, and controlling HR practices [14]. Human resource management is a determining role in the life of an organization, namely how well the organization performs, how well the organization's strategy can be implemented, and how far the predetermined goals can be achieved [1]. Performance is a description of the level of achievement in implementing an activity program. or policies in realizing an organization's goals, objectives, vision, and mission as outlined through an organization's strategic planning [15]. Employee performance is the work results that can be achieved by employees in accordance with their roles or duties within the company in order to achieve company goals within a certain period. Performance is often defined as an employee's success in carrying out a job. Because each employee has different levels of abilities and skills in completing their work [16]. Another opinion says that employee performance is the workability that is achieved and desired from

employee behavior in carrying out and completing work tasks that are their individual and group responsibilities. while Performance can be a means for an agency to measure the abilities of employees in an agency [17]. Performance is the result of work both in quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given to him [18].

To improve employee performance, various improvement efforts to stabilize and improve organizational performance are continuously carried out by applicable statutory provisions. One of the things that is done is to provide performance allowances to employees by the achievements or quality of work of each employee. Performance allowances are one implementation of providing adequate compensation or rewards for work performance or achievement [22]. Several previous researchers revealed that Performance Allowances are income other than salary given to active employees based on competency and performance, which is a function of the successful implementation of bureaucratic reform based on the performance that has been achieved by an individual employee which is in line with the performance to be achieved by the agency [23]. Another opinion says that performance allowances are defined as a form of direct compensation paid to employees because their performance exceeds specified standards [24]. Discipline is a procedure that corrects or punishes subordinates for violating rules or procedures. Discipline is a form of employee self-control and regular implementation and shows the level of seriousness of the work team in an organization [34]. Other researchers

suggest that work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase a person's awareness and willingness to comply with all company regulations and applicable social norms [35]. Another opinion says that work discipline is a mental attitude reflected in the actions or behavior of individuals, groups, or communities in the form of obedience to the rules or regulations set by the government or ethical norms and rules that apply in society for certain purposes [36].

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Research Methodology

This research uses a quantitative type of research. Quantitative research methods can be interpreted as research methods that are based on the philosophy of positivism, and used to research certain populations or samples. This research was conducted to analyze and test the influence between the independent variables (Performance Allowances, Work Discipline) and the dependent variable (Employee Performance). Data collection

was carried out by giving questionnaires to respondents, then the data was converted into quantitative data to make it easier to process the data into the SPSS program. In this research, the author used the SPSS version 21 program. This research was conducted at the regional office of the Ministry of Religion, North Sumatra, which is located at Jend. Gatot Subroto Km. 7 No. 261 Medan City, North Sumatra Province. In this study, the population was 191 employees of the Ministry of Religion of North Sumatra.

Table 1.

Positions of the Ministry of Religion of North Sumatra

Position	Number of employees
Structural Position	45
Functional	146
Total	191

The sampling technique used is a random sample because there is no prior knowledge that can be used to assess the degree of population uniformity. Random samples are a type of probability sample collection in which everyone in all target populations has the same opportunity to choose. This sample will be selected randomly so that the results are not biased in representing the total population. This sampling was carried out on employees of the Ministry of Religion of North Sumatra, Medan City. In determining the number of samples using the Slovin formula with an error percentage of 10%, namely [40]. Thus, the number of samples in this study was 66 employees.

The data analysis method used in this research is multiple linear regression analysis with the help of the SPSS (Statistical Product and Service Solutions) program for data processing. This research was tested with several statistical tests consisting of descriptive statistics,

classical assumption tests, and hypothesis testing.

Results and Discussion

Based on the results of research conducted on 66 respondents, and distributing questionnaires to employees of the Regional Office of the Ministry of Religion of North Sumatra, several descriptions of the characteristics of the respondents studied can be drawn. In the following tables, descriptions of respondents are presented which relate to the condition of the respondents at the research location. The number of respondents was 66 respondents with characteristics based on gender, age, and position, as in the following Tables 2.

Table 2.

Characteristics of Respondents Based on Gender

Characteristics	Criteria	Frequency	Percentage
Gender	Man	35	53%
	Woman	31	47%
Total		66	100%

Source: Data processed by the Author

Based on Table 2 above, it can be concluded that 53% of the respondents were men. This is because male employees usually have a higher level of focus and are more active in their work, this is very necessary for the smooth running of the agency in the future.

Table 3.

Characteristics of Respondents Based on Age

Characteristics	Criteria (years)	Frequency	Percentage (%)
Age	28 - 35	19	28.8
	36 - 43	18	27.3
	44 - 51	13	19.7
	52 - 59	16	24.2
Total		66	100

Source: Data processed by the Author

Based on the results of Table 3, it shows that the fewest respondents were

employees who were aged 44 - 51 years at least 19.7%, and who were vulnerable. The majority of respondents were vulnerable aged 28 - 35 years, amounting to 28.8%. This is because younger employees have a high level of concentration at work and have the potential to regenerate older employees or those who will retire shortly so that it can continue their positive performance for the agency.

Table 4.

Characteristics of Respondents Based on Position

Characteristics	Criteria	Frequency	Percentage
Position	Structural	22	33.3%
	Functional	44	66.7%
Total		66	100%

Source: Data processed by the Author

Based on Table 4 above, it can be seen that the most common positions are functional positions at 66.7%. This is because in agencies functional positions have more roles than structural positions which only lead to each functional position within the agency.

Table 5.

Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	,535	4,463		,120	,905		
1 Performance Allowance	,365	.122	,292	2,991	,004	,722	1,386
Work Discipline	,412	.134	,382	3,063	,003	,443	2,256

Source: Data processed by the Author

Based on the variables in Table 5, it can be seen that the tolerance values for the Performance Allowance, Leadership, and Work Discipline variables are above the stipulated value, namely 0.1, and the VIF value for all independent variables is smaller than the stipulated value, namely 10. Therefore, in the research, this means that Performance Allowances and Work Discipline do not experience multicollinearity problems.

Table 6.
Normality Test Results

		Unstandardized Residual
N		66
Normal Parameters, b	Mean	.0000000
	Std. Deviation	2.63332260
	Absolute	.157
	Positive	.106
Most Extreme Differences	Negative	-.157
Kolmogorov-Smirnov Z		1,274
Asymp. Sig. (2-tailed)		,078

Source: Data processed by the Author
Based on the data in Table 6 above, it can be seen that the Kolmogorov Smirnov value is 1.274 and is significant in Asymp. Sig. (2-tailed) 0.078 > 0.05, thus the residual is normally distributed.

Table 7.
Glejser Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error				
	(Constant)	-1,485	2,779		-.534	,595
1	Performance Allowance	,026	,076	,051	,344	,732
	Work Discipline	,068	,084	,153	,814	,419

Source: Data processed by the Author
Based on Table 7, it can be seen that the independent variables, namely Performance Allowances and Work Discipline, have a significant value greater than 0.05, so it can be concluded that the independent variables do not have heteroscedasticity.

Based on table 8, the Multiple Linear Regression equation can be formulated as follows:

$$\text{Employee Performance} = 0.535 + 0.365 \text{ Performance Allowance} + 0.412 \text{ Work Discipline}$$

Table 8.
Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error				
	(Constant)	,535	4,463		,120	,905
1	Performance Allowance	,365	,122	,292	2,991	,004
	Work Discipline	,412	,134	,382	3,063	,003

Source: Data processed by the Author
The interpretation of the multiple linear regression equation is as follows:

- The constant value of 535 shows a positive sign, which means that if the variables Performance Allowance, Leadership and Work Discipline are considered zero, then employee performance is 535 units.
- The regression coefficient value for the Performance Allowance variable shows a positive value of 0.365, which means that if the Performance Allowance variable increases by one unit, employee performance will increase by 0.365 with other variables considered constant.
- The regression coefficient value for the Work Discipline variable shows a positive value of 0.412, which means that if the Work Discipline variable increases by one unit, employee performance will increase by 0.412 with other variables considered constant.

Table 9.
Hypothesis Testing Results Partial Test (t-Test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error				
	(Constant)	,535	4,463		,120	,905
1	Performance Allowance	,365	,122	,292	2,991	,004
	Work Discipline	,412	,134	,382	3,063	,003

Source: Data processed by the Author

Based on the partial test results in table 9, it can be seen that the test results for each independent variable are as follows:

1. The test results for the Performance Allowance variable show the t-value count is $2.991 > 1.999$ t-table with a significant value of $0.004 < 0.05$. So H_0 is rejected and H_a is accepted, meaning that Performance Allowances have a significant effect on employee performance.
2. The test results for the Work Discipline variable show the t-value is $3.036 > 1.999$ t-table with a significant value of $0.003 < 0.05$. So H_0 is rejected and H_a is accepted, meaning that Work Discipline has a significant effect on employee performance.

Table 10.
Hypothesis Testing Results Simultaneous Test (F-Test)

Model	Sum of Squares	df	Mean Square	F
1 Regression	603,704	2	201,235	27,680
Residual	450,735	62	7,270	
Total	1054.439	65		

Source: Data processed by the Author

Table 11.
Coefficient of Determination Calculation Results (R²)

Model	R	R Square	Adjusted R Square	Std. Error Estin
1	.757a	.573	.552	

Source: Data processed by the Author

Based on the data in table 11, it can be seen that the coefficient of determination (adjusted R²) obtained is 0.552. This shows that the variables Performance Allowances and Work Discipline can explain employee performance by 55.2%, while the remaining 44.8% is influenced by other variables not examined in this research.

Conclusion

Based on the results of research and discussion regarding Performance Allowances and Work Discipline on Employee Performance at the Regional Office of the Ministry of Religion, North Sumatra, the following conclusions were obtained:

- a. The results of the research show that partially the Performance Allowance variable influences the performance of employees at the Regional Office of the Ministry of Religion of North Sumatra. Proven by the t-calculated value of the performance allowance of 2.991 with a t-table value of 1.999. With a significant value of 0.004 where $0.004 < 0.05$ and a t value of $2.991 > 1.999$ t-table.
- b. The results of the research show that work discipline has a positive and significant effect on the performance of employees at the Regional Office of the Ministry of Religion, North Sumatra. Proven by the t-value of Work Discipline of 3.063 with a t-table value of 1.999. With a significant value of 0.003 where $0.003 < 0.05$ and t-value value $3.063 > 1.999$ t-table.
- c. The results of the research show that simultaneously the variables Performance Allowance and Work Discipline have a positive and significant effect on the performance of employees at the Regional Office of the Ministry of Religion, North Sumatra. As evidenced by the value of the coefficient of determination (Adjusted-R Square) of 0.552, this means that the contribution of the independent variables (Performance Allowances and Work Discipline) influences the dependent variable

(Employee Performance) by 55.2% while the remaining 44.8% is influenced by other variables. not examined in this study.

Based on the research results above, the researchers provide the following suggestions:

- a. For the Regional Office of the Ministry of Religion of North Sumatra, it is recommended that agencies retain employees who can have quality at work which will result in better performance and it is also recommended that agencies pay attention to employees who cannot work together inside or outside of work so that the work they do will be bad. The solution that must be taken by the organization is to take an approach to provide direction and evaluate its performance so as not to repeat the same mistakes.
- b. For the Head of the Regional Office of the Ministry of Religion of North Sumatra, it is hoped that leaders can pay more attention to employees who are not in the room during working hours and are also expected to be able to lead with the character that employees expect. The solution taken by leaders is to be even better at providing good direction, establishing good relationships with employees, and continuing to pay attention to all employee performance so that undesirable things do not happen.
- b. For future researchers who are interested in studying similar aspects, namely Performance Allowances, Leadership, and Work Discipline, it is recommended that they research

other variables that can influence employee performance which were not examined in this research. Such as the Work Environment, because this research does not cover all aspects that influence employee performance, so by adding this variable we can find out more about how much influence this variable has on employee performance.

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