

Work Motivation Mediation: Collaboration Work Discipline and Additional Employee Income in to Improve Employee Performance at Jember Regency Dprd Secretariat

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ABSTRACT: Performance is an urgent matter that needs attention in every institution, both government and private institutions. Increasing competition requires every organization to perform better. This paper aims to determine the impact of work discipline, TPP on motivation and performance. The population of this study was all State Civil Apparatus in the Jember Regency DPRD Secretariat totaling 34 employees with a sample size. Purposive sampling is used as a method in sampling. The method is by taking certain criteria that have been determined by the researcher. This study uses the WARPPLS 3.0 application. The results of the validity and reliability tests show that all variables used in this study, such as work discipline, additional income, work motivation and performance, show validity values above 0.5 and reliability values above 0.6. The results of this study are that performance is not influenced by work motivation. Additional income can actually have a positive impact on performance. Employee motivation can increase performance. Employee work discipline can increase motivation and performance. Additional employee income has an effect on work motivation. Work motivation becomes an intervening factor and the results have a positive effect on discipline on performance. Additional employee income has an effect on performance through work motivation at the Jember Regency DPRD Secretariat.

KEYWORD: work discipline, additional income; motivation, performance, DPRD Secretariat.

INTRODUCTION

In order for an organization to achieve its planned goals, it is necessary to have good and quality HR. Human resources will work optimally if the organization can support their career advancement by seeing what their competencies really are (Azhad, et al. 2015). In achieving the set goals, several aspects are needed that can provide superior value in an organization. To improve optimal results, reliable and competitive human resource performance is needed to achieve organizational goals. The main factor needed in order to realize the organization's hopes is the human resource factor (Handoko 2020). Organizations must have excellence through the performance of their human resources.

To achieve organizational goals, human resource management is needed through good performance management (Mangkunegara 2019). Performance is the result of achievements made by an employee in terms of quality and quantity in carrying out a job to maintain and improve his/her performance (Qomariah 2020). Therefore, it is necessary to assess the results of employee work whether they have achieved the company's previously set targets and objectives.

In Regulation No. 6 of 2022 which discusses the issue of performance at the Jember Regency DPRD Secretariat which has been implemented so far, there are several things that have not met the target or have not been realized properly in accordance with the expected performance. A clearer picture of the less than optimal performance of employees at the Jember Regency DPRD Secretariat can be seen in the achievements over the past 2 (two) years in Table 1 below.

Work Motivation Mediation: Collaboration Work Discipline and Additional Employee Income in to Improve Employee Performance at Jember Regency Dprd Secretariat

Table 1. Summary of Employee Performance Targets (SKP) for Employees

No.	Employee Performance Predicate	Year 2022	Year 2023
1.	Need improvement	3 people	0 people
2.	Good	30 people	34 people
3.	Very Good	5 people	0 people
	Total	38 people	34 people

Source: Jember Regency DPRD Secretariat Personnel Data, 2023.

Based on the recapitulation of employee performance targets presented in Table 1, it can be described that performance within the Jember Regency DPRD Secretariat has not been said to be optimal in 2022. This also explains that there are 3 employees who received the predicate of performance in need of improvement and in 2023 experienced a decrease in the predicate of very good performance to zero employees. In other words, human resources (employees) do not yet have good performance, so they have not been able to implement producing satisfactory service outcomes in accordance with the goals and targets that have been determined. The results of achieving performance targets at the Jember Regency DPRD Secretariat require action and encouragement for improvement in order to improve better performance in accordance with the expected targets, therefore this research needs to be conducted.

There needs to be an improvement in employee performance to achieve the targets that were set at the beginning, so that the organization can provide the best service for users. Increasing competition in all sectors will also make organizations continue to improve in terms of employee performance. In one period, an employee can produce performance that is already a burden for the leader. An employee must have strong will and ability so that the assigned tasks can be completed on time. According to (Noe 2015), Performance is the result of the work of employees in completing tasks given by the leadership. Employee performance must continue to be improved. Various efforts to improve performance such as increasing employee work discipline, increasing additional income and also increasing employee work motivation.

Employee work discipline can be interpreted as a person's awareness and willingness to comply with all company regulations and applicable social norms (Hasibuan 2017). Every organization has regulations that must be obeyed by every member of the organization. Compliance from employees to regulations will have an impact on employee performance. Therefore, the organization always works so that every employee always obeys existing regulations. This is in line with research by (Darmadi 2020; Sanjaya 2021; Azis 2021; Syahputra 2021; Titisari, et al. 2021), (Rosalina and Wati 2020; Wiryawan, et al. 2020), (Hutajulu, et al. 2020), (Fathurahman and Ahman 2020), (Jumadil, et al. 2023), (Muhsin and Arifa 2018), (Sya'roni, et al., 2018), (Ekasari et al. 2022), (Mu'ah et al. 2023), (Saputri, et al., 2020), (Sumowo 2017), (Qomariah and Utamy, 2023), which states that work discipline can improve employee performance. On the other hand, there is research that states that work discipline has no impact on employee performance (Hanifah 2017).

In addition to discipline, there are also additional employee income factors that can improve employee performance. Regent Regulation Number 2 of 2023 of Jember Regency, defines the concept of additional employee income (TPP) as an allowance given to ASN to improve ASN welfare based on workload, and other objective considerations. The hope with this TPP is that ASN performance will improve. Thus, ASN must continue to improve performance because they have received TPP from the leadership. Research (Layuk, et al. 2018) The results are that performance allowances have a positive and significant effect on employee work motivation at the Class II A Sungguminasa Women's Penitentiary. Another study by (Jeneponto 2023) stated that employee income allowances will further encourage increased performance of employees of the Jeneponto Regency Regional Secretariat. Several studies also stated that TPP can improve employee performance. (Widiarto and Suryaning 2023; Nur, et al. 2024; Nugroho 2024), (Arnisa, et al. 2024; Achmad, et al. 2024). Different research results were conducted (Hidayanti 2021) with the result that TPP cannot improve employee performance.

One factor that can also be suspected of improving organizational performance is work motivation. Hasibuan (2016) defining motivation is the provision of driving force that creates a person's work drive so that they are willing to work together, work effectively, and integrate with all their efforts to improve performance. On the other hand, the meaning of motivation can

Work Motivation Mediation: Collaboration Work Discipline and Additional Employee Income in to Improve Employee Performance at Jember Regency Dprd Secretariat

be defined as a person's drive to carry out work optimally and try their best to complete their tasks (Qomariah 2020). Meanwhile, according to (Noe 2015), The understanding of work motivation can be said to be a psychological aspect that can influence employee performance. Based on several understandings of work motivation, it can be concluded that with good work motivation, employees can improve their performance. This is in accordance with research conducted by (Ardianti et al. 2018), (Priyono, et al. 2018), (Qomariah, et al., 2020), (Qomariah et al. 2022), (Triasmawan et al. 2023), which states that with work motivation, performance will increase. On the other hand, there are research results that state that motivation does not have an impact on performance (Hanifah 2017).

Work motivation in an organization needs to continue to receive attention from the leadership. Because it has been proven that with good work motivation, performance will also be good. Many factors that increase work motivation include work discipline and additional employee income (TPP). Research (Hadi et al. 2023) stated that performance allowances have a significant influence on work motivation and performance of personnel of the Bondowoso Regency Regional Secretariat. While the results of the study (Octavianti 2019) also stated that performance allowances have a significant effect on work motivation in the Directorate General of Sustainable Production Forest Management Employees of the Ministry of Environment and Forestry. Several other studies that also discuss the problem of increasing work motivation due to the existence of TPP are (Marsyam et al. 2020; Safitri et al. 2022; Silalahi and Sitorus 2018; Suryana et al. 2021; Syahrinullah et al. 2020). Work motivation can also increase due to work discipline that is always adhered to by employees. This is in line with research conducted by (Anggrainy et al. 2017; Istiqomah and Suhartini 2015; Jufrizen and Hadi 2021; Jumadil et al. 2023; Muhsin and Arifa 2018; Munawaroh 2018; Widyawati 2021) the result is that work discipline has an impact on work motivation.

Work discipline from employees can be interpreted as a person's awareness and willingness to obey all company regulations and applicable social norms (Hasibuan 2017). The higher the employee discipline in an organization, the better the performance will be. (Qomariah and Utamy 2023), (Hutajulu et al., 2020), (Anggrainy et al., 2017), (Jumadil et al., 2023), (Widyawati, 2021), (Widyawati 2021), (Jufrizen and Hadi, 2021), (Munawaroh 2018), (Istiqomah and Suhartini 2015), (Darmadi 2020), which states that work discipline can improve employee performance. Thus, the first hypothesis (H1) is that work discipline improves employee performance.

Every employee who already has a fixed salary is still happy if they get additional income every month. Therefore, to anticipate the expectations of employees, the government is trying to make a policy of additional income outside of salary, namely TPP. TPP is an allowance given to ASN in order to improve ASN welfare based on workload. Along with this, it turns out that there are many studies that show that TPP can improve employee performance (Arnisa et al. 2024), (Nugroho 2024), (Widiarto and Suryaning 2023). Based on the description related to the theory and also the results of previous research, the second hypothesis (H2) is that employee performance can increase due to additional income.

As stated that work discipline can increase motivation. Employees who can complete their tasks on time always apply discipline in every task. This is in accordance with research conducted by (Anggrainy et al. 2017; Istiqomah and Suhartini 2015; Jumadil et al. 2023; Muhsin and Arifa 2018; Widyawati 2021). Thus, the third hypothesis (H3) is that discipline can increase motivation.

TPP is an allowance given to ASN in order to improve ASN welfare based on workload. With the TPP, it is hoped that employees will be motivated to work harder so that performance targets are achieved. Research conducted by (Januari and Hasan 2018; Rahma 2022; Safitri et al. 2022; Silalahi and Sitorus 2018) states that TPP has an impact on employee work motivation in the organization. Thus, the fourth hypothesis (H4) is that TPP has an impact on work motivation.

In theory, work motivation is a drive that allows employees to improve their performance. There is a drive why employees are determined to improve their performance. This is because there are targets that must be achieved which will later have an impact on performance allowances. Research conducted by (Atikah and Qomariah 2020), (Wijianto et al. 2020), (Utomo et al. 2019), (Sari et al. 2020); (Ulantini et al. 2022) states that with high motivation, performance will increase. Thus, the fifth hypothesis (H5) is that work motivation can increase employee performance.

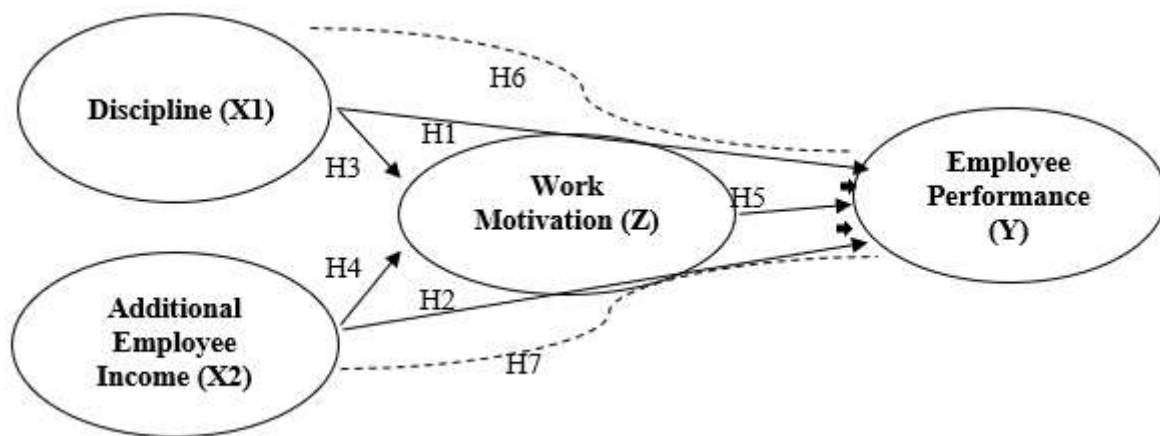
Motivation can also be a mediator to improve performance due to good work discipline from employees. This can be explained that employees who are highly disciplined will always perform well. High discipline can encourage improved performance. This is in accordance with research (Istiqomah and Suhartini 2015), (Muhsin and Arifa 2018), (Anggrainy et al. 2017), (Widyawati 2021), which states that motivation as a mediating variable influences discipline towards performance. Thus, the sixth hypothesis (H6) is that motivation as an intervening variable influences discipline towards performance.

With the TPP provided by the institution to employees, it is expected to be an encouragement to improve employee performance. This is proven based on research conducted by (Octavianti 2019), (Hadi et al. 2023), (Syahrinullah et al. 2020), where the result is that TPP has a positive influence with motivation as a mediating variable. The seventh hypothesis (H7) states that with

Work Motivation Mediation: Collaboration Work Discipline and Additional Employee Income in to Improve Employee Performance at Jember Regency Dprd Secretariat

motivational intervening, it is hoped that TPP will have an impact on performance.

The conceptual framework in this study will be presented in Figure 1. The development of the conceptual framework is based on previous research. The basis for developing the conceptual framework is the theme of work discipline (X1), TPP (X2) and motivation (Z) and performance (Y).



METHODS

This study was designed as a quantitative descriptive study. Jember DPRD Secretariat employees will be used as the research population with a total of 34 people. By using saturated samples, the entire population was used as a sample in the study. The work discipline (X1) and TPP (X2) will be the independent variables. Work motivation (Z) as an intervening. Performance (Y) as a dependent variable. The Likert scale will be the measure in the questionnaire used with a scale of 1 to 5. By using descriptive analysis and also inductive analysis. To answer the hypothesis that was formulated, it is necessary to analyze using SEM with Warp-PLS. In Table 2, this will occur in relation to the operational definition of the variables.

Table 2. Operational Definition of Variables

Variable	Explanation	Indicator
Work Discipline (X1) (Rivai and Sagala 2016)	Measuring discipline to optimize work results by providing applicable rules	1. Presence 2. Procedures 3. Obedience to superiors 4. Responsibility 5. Awareness in working
Additional Employee Income (X2) (Regent Regulation Number 2 of 2023)	Measuring employee work results and discipline by calculating the percentage of each employee	1. Productivity 2. Obey the rules
Motivation (Z) (Mangkunegara 2020)	Explains the provision of encouragement to achieve performance according to organizational goals.	1. Hard work of employee 2. Future orientation of employee 3. High level of ambition of employee 4. Task orientation of employee 5. Effort to progress 6. Diligence in work 7. Relationship with co-workers 8. Time utilization
Employee Performance (Qomariah 2020)	Work results achieved by employees after carrying out work according to work targets.	1. Quality 2. Quantity 3. Punctuality 4. Independence of work

Source: Processed by researchers, 2024.

Work Motivation Mediation: Collaboration Work Discipline and Additional Employee Income in to Improve Employee Performance at Jember Regency Dprd Secretariat

RESULTS

Respondent Characteristics

The results of descriptive statistics by gender category show 28 male employees and 6 female employees. Regarding descriptive statistics based on respondent age at the Jember Regency DPRD Secretariat, the results of respondents aged between 31-40 years were 8.82% or 3 people, aged between 41-50 years were 47.06% or 16 people, then aged >50 years were 44.12% or 15 people. Based on the respondent's education, the respondents who graduated from elementary school were 1 person or 2.9%. Respondents who graduated from junior high school were 1 person or 2.9%. Respondents who graduated from high school were 13 people or 38.2%. D-III were 3 people or 8.9%. D-IV were 0 people or 0.0%. Respondents with a Bachelor's degree were 41.2% or 14 people and respondents with a Master's degree were 5.9% or 2 people.

Results of Validity Test and Data Reliability Test

The cross loading factor value in this study has reached above 0.70. In relation to these results, the conclusion that can be conveyed is that the convergent validity test has met the requirements. For the reliability test, the Cronbach alpha and composite reliability values have reached above 0.60. Therefore, the conclusion that can be conveyed is that all indicators are reliable.

Direct Effect Test Results

There are 5 (five) direct influences in the research hypothesis that will be tested from the work discipline (X1) and TPP (X2) on motivation (Z) and employee performance (Y). Table 3 and Figure 2 will present research results that discuss the problem of direct influence.

Table 3. Results of Direct Influence Test

Information	Original Sample (O)	P-Values	Results
WD (X1) → Mot. (Z)	0,605	0,000	Significant
TPP (X2) → Mot. (Z)	0,359	0,009	Significant
WD (X1) → EP (Y)	0,118	0,236	Not Significant
TPP (X2) → EP (Y)	0,338	0,014	Significant
Mot. (Z) → EP (Y)	0,516	0,000	Significant

Indirect Effect Test Results

The intervening variable functions as an intermediary variable between the influence of work discipline (X1) and TPP (X2) on performance (Y). Table 4 presents the results of the indirect influence with motivation as the intervening variable.

Table 4. Indirect Effect Results

Information	Original Sample (O)	P-Values	Results
WD (X1) → Mot. (Z) → EP (Y)	0,312	0,003	Significant
TPP (X2) → Mot. (Z) → EP (Y)	0,185	0,053	Significant

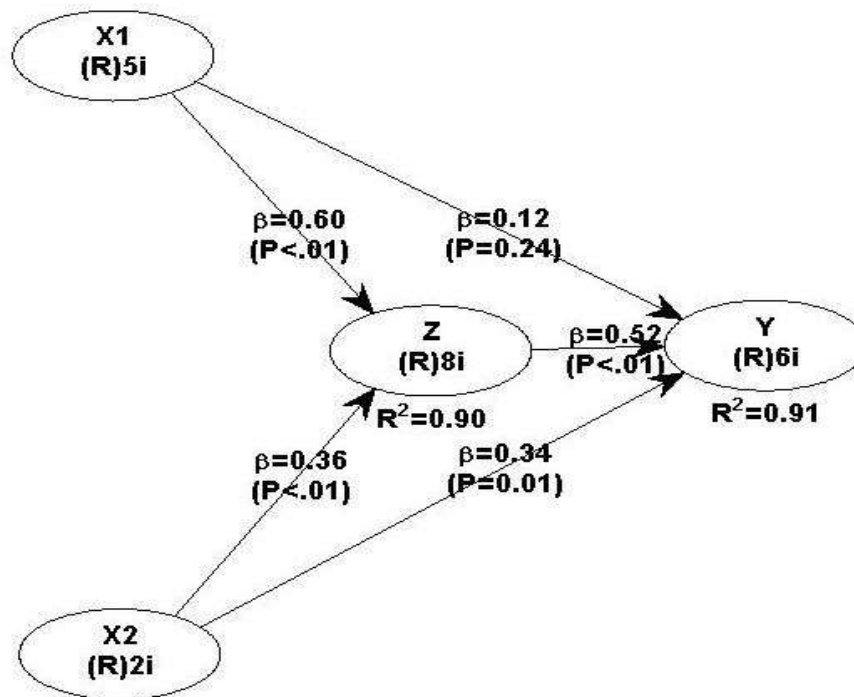


Figure 2. Direct Effect

DISCUSSION

The Influence of Work Discipline on Performance

The statistical results show that work discipline (X1) has a path coefficient value of 0.118 and a p value of 0.236. Based on these results, work discipline can have no an impact on performance. Work discipline means that it cannot have an impact on performance because the p value is greater than 0.05, namely 0.236. Work discipline has indicators that cannot have an impact on performance. Employee attendance on time, work procedures, compliance with rules and superiors and responsibility are some of the indicators that form work discipline, which apparently cannot have an impact on performance. Each employee will play an important role in the company according to what has been assigned. This important role of employees will be accounted for at the end of the period as a form of performance. According to (Mangkunegara 2020), Performance as a result of work in terms of quality or quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. In this study, there are significant similarities in results with previous research conducted by (Syahputra 2021) so that the first hypothesis is proven or can be accepted. Inconsistent research was conducted by Sanjaya (2021), Azis (2021), Titisari et al.(2021), Wiryawan et al. (2020), Mu'ah et al. (2023), Sariyono et al. (2024), Qomariah and Utamy (2023), Ekasari et al. (2022), Nursaid, et. al.(2023), Ingsih, et al. (2021), Sriwitantiningsih et al. (2024), Saputri et al. (2020), Sriwitantiningsih et al. (2024) said that work discipline have an effect on performance.

The Impact of Additional Employee Income on Performance

Based on the data in Table 3, TPP (X2) has a path coefficient of 0.388 and a p-value of 0.014. So, TPP has an impact on performance (Y). The TPP(X2) variable has a p value smaller than the alpha value, which is 0.05. This is what makes TPP (X2) have an impact on performance (Y). This can be caused by indicators related to performance. In this case, if additional employee income is given according to the indicators, performance will be achieved and have a positive effect. In this study, there is a significant difference in results with previous research conducted by (Achmad et al. 2024; Arnisa et al. 2024; Nugroho 2024; Widiarto and Suryaning 2023). It is proven that TPP has an effect on employee performance, so the second hypothesis (H2) is accepted.

The Influence of Work Discipline on Motivation

In Table 3 it can be seen that the work discipline coefficient value (X1) which is related to motivation is 0.603 and the p value is 0.000. The p-value of the work discipline variable (X1) is smaller than the alpha value, so work discipline has an impact on motivation. This is due to the existence of indicators related to work discipline that have a positive impact on motivation. The indicators of work discipline include: attendance, procedures, obedience to superiors, responsibility and

Work Motivation Mediation: Collaboration Work Discipline and Additional Employee Income in to Improve Employee Performance at Jember Regency Dprd Secretariat

awareness in working. According to (Zainal et al. 2018) Work discipline is the awareness and willingness of a person to obey company or organizational regulations and applicable social norms, where employees always come and go home on time and do all their work well. By providing motivation in improving work discipline, it can be ensured that organizational goals will be achieved. This study has significant similarities in results with previous research conducted by (Anggrainy et al. 2017; Muhsin and Arifa 2018; Widyawati 2021) shows that work discipline has a positive and significant effect on motivation.

The Effect of Additional Employee Income on Motivation

The results of the study showed that the TPP path coefficient (X2) when associated with motivation was 0.359 with a p value of 0.009. Thus, TPP (X2) has an impact on work motivation, because it has a p value greater than the alpha value. This is due to the existence of indicators related to additional employee income that have had an impact on motivation. Additional employee income plays an important role in improving employee welfare and driving organizational goals. If the implementation of TPP is carried out correctly, employees will feel satisfied and motivated to work hard. According to research (Junaidi and Mirasanti 2020; Safitri et al. 2022; Syahrinullah et al. 2020) state that employee income benefits have a positive effect on work motivation.

The Influence of Motivation on Performance

The results of the study showed that the motivation coefficient value (Z) when associated with performance was 0.516 with a p value of 0.000. The p-value of the motivation variable (Z) is 0.000, which is smaller than the alpha value, so it can be concluded that performance can increase due to high motivation. This can be caused by the existence of motivation indicators related to performance. Motivation indicators are hard work, future orientation, high ideals, task orientation and seriousness of tasks, efforts to advance, work perseverance, relationships with coworkers. In this study, there are significant similarities in results with previous research conducted by Kurniawan et al. (2019), Sari et al. (2020), Utomo et al. (2019), Maryani, et al. (2022), Basyah et al. (2022), Nursaid et al. (2022), Hosen et al. (2024), Maimunah et al.(2024), Priyono et al. (2018), Setiawan et al. (2022), Nursaid et al. (2020), (Wahyudi et al. (2021), Qomariah et al. (2022), Qomariah et al. (2021), Setiawan et al. (2023), Sari et al. (2020), Qomariah et al. (2024), Rahmadani et al. (2020), Atikah and Qomariah (2020), Martini et al. (2024), Qomariah et al. (2020), Nursaid et al. (2023), Waluyo et al. (2024), Rostina et al. (2024), (Kurniawan et al. (2021), Triasmawan et al. (2023), Suswati (2021),(Nilasari and Nisfiannoor (2021), Setiawan et al. (2022), from the hypothesis testing, the motivation variable has a positive effect on employee performance.

The Influence of Work Discipline on Performance Through Motivation

The results of the analysis show that the work motivation coefficient value (Z) as an intervening variable is 0.312 with a p value of 0.003. Because the p-value is smaller than α ($0.000 < 0.05$), it means that work discipline affects performance through motivation. From the results of the indirect influence test analysis with motivation (Z) as an intervening variable can be concluded that work discipline affects motivation which then affects performance. The better the quality of work discipline, the higher the motivation so that it has an impact on performance. This study is in line with research Istiqomah and Suhartini (2015), Muhsin and Arifa (2018), Anggrainy et al. (2017), Widyawati (2021), where motivation becomes an intervening influence of discipline on performance. Discordant research was conducted by (Jufrizen et al. (2021), Munawaroh (2018) which states that motivation is not an intervening factor in the influence of work discipline on performance.

The Influence of Additional Employee Income on Performance Through Motivation

Table 4 shows the results of the indirect influence for the motivation variable (Z) with a path coefficient of 0.185 and a p-value of 0.053. The p value is smaller than α ($0.000 < 0.05$), thus TPP has an impact on performance mediated by motivation. TPP have an impact on performance mediated by motivation. This study is in line with the results of research conducted by (Octavianti 2019), (Hadi et al. 2023), (Syahrinullah et al. 2020), where the results are that TPP has a positive influence with motivation as a mediating variable.

CONCLUSION AND SUGGESTIONS

Conclusion

Work discipline does not have an effect on performance. Additional employee income has an effect on performance. Motivation has an effect on performance. Work discipline has an effect on motivation. Additional employee income has an effect on motivation. Work discipline has an effect on employee performance through motivation. Additional employee income has an effect on performance through motivation.

Work Motivation Mediation: Collaboration Work Discipline and Additional Employee Income in to Improve Employee Performance at Jember Regency Dprd Secretariat

Suggestion

Suggestions given after providing a conclusion include: For the managerial party, especially the Jember Regency DPRD Secretariat, to pay attention to factors that have a significant effect on performance so that organizational goals are achieved; The Jember Regency DPRD Secretariat needs to evaluate work discipline in an effort to improve performance with the influence of additional employee income on performance having a small value compared to the relationship between other variables; Further research would be better off developing variables that can improve performance. This is because the influence of additional employee income on performance through motivation has a small value compared to others.

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Work Motivation Mediation: Collaboration Work Discipline and Additional Employee Income in to Improve Employee Performance at Jember Regency Dprd Secretariat

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