

THE EFFECTS OF PERFORMANCE ALLOWANCE AND ORGANIZATIONAL SUPPORT
ON WORK MOTIVATION AND EMPLOYEE PERFORMANCE AT INDUSTRY AND
TRADE OFFICE SOUTHEAST SULAWESI PROVINCE

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Abstract: This research aims to determine and analyze the effects of performance allowances on work motivation, the effects of performance allowances on employee performance, the effects of organizational support on work motivation, the effects of organizational support on employee performance, the effects of work motivation on employee performance and the role of work motivation in mediating the effects of performance allowances on employee performance and organizational support on employee performance at Industry and Trade Office Southeast Sulawesi Province. The population in this research is all civil workers working at Industry and Trade Office Southeast Sulawesi Province, namely 87 employees. The research samples were determined by using census method, namely by taking all population as the research sample. Therefore, the research respondents were 87 people. Results of the research conclude that the performance allowances has positive and significant effects on work motivation and employee performance, work motivation has positive and significant effects on employee performance, organizational support has positive and significant effects on work motivation and employee performance meanwhile the mediation role of motivation on the effects of performance allowances and organizational support on employee performance can be found to be able to mediate.

Keywords: Performance Allowances, Organizational Support, Motivation, Performance

1. Introduction

Employee performance is defined as *outcome* that is achieved by the function of certain work or activity during certain period. Employee performance depends on ability, work business and work opportunity (Bernardin and Russel, 2001). High level of employee performance will be greatly profitable for the organization since high level and productive performance will lead to optimal organizational performance. In other way, low level of employee performance means that the organization has no ability to create maximal performance. In order to improve employee performance, an organization must be able to determine any factors that give effects on employee performance. Performance is result of work given by employees or actual behavior presented based on respective role in the organization. Employee performance serves an important role in organizational business in order to achieve its goals so that there are a number of activities that should be taken by organization in order to improve it (Hasibuan, 2017:195). One of the factors that give effects on employee performance is performance allowances. Mangkunegara (2011:72) mentioned that allowance is incentive in the form of money if the allocation is related to the goals, then it will be greatly profitable to improve the employee performance. The performance allowance gives effects on employee performance meaning that if the performance allowance is given to an employee appropriately and correctly then it will create work satisfaction and lead to achievement of organizational goals. If the allowance is given in an inappropriate and less effective manner, then the performance will decrease. Therefore, performance allowance by a civil worker employee can improve performance or on the contrary will decrease the performance that is measured based on institutional main performance indicators.

There is another factor that gives effects on employee performance, namely organizational support. According to Mathis and Jackson (2011), both stated three main factors that give effects on employee performance, namely individual ability, efforts and organizational support. Shaam, et al in (Dana and Dewi, 2016) stated an element that

gives effects on employee behavior namely organizational support meaning that their works, positive support given by superiors and all employees will create conducive work situation so that it can create much better employee performance.

Work motivation can also give effects on employee performance. Kasmir (2016:190) stated that if employees obtain strong drive beyond themselves or external support, then the employees will be encouraged to do better things. Ultimately, good support or encouragement from intern or extern individual will create good performance, and conversely.

Industry and Trade Office Southeast Sulawesi Province is one of the government institutions which has employee with expectation to have good performance. However, it found a number of phenomena facts showing some problems based on observation results by researchers, namely: there are some employees having less responsibility of their tasks and responsibilities given to them; there are many employees neglecting their works so that there are often latenesses in office activities; employee performance is still not well-adjusted to the institutional expectation; completion of meetings is not also well-adjusted to the SOP so that there is less maximal completion, it can be seen from the aspect of time of starting the meeting which is not based on the determined time, so that the meeting decision is not maximal caused by shortly period of time. Report on the employee performance achievement at Industry and Trade Office Southeast Sulawesi Province.

Based on the data, it showed that the target of employee work in 2018 was 79,65%, in 2019 was 79,13% and in 2020 was 78,41% with mean of 79,01%. Meanwhile, the mean of work behavior for the last three years was 80,63%. Such condition showed that employee performance assessment decreased quantitatively. Therefore, the decrease of this performance value must be increased based on the determined targets and the behavior must be improved so that there will be better increase compared to previous years.

Not only the phenomena, it is also found some previous research results showing differences related to performance allowance, organizational support and work motivation on employee performance. Results of the research by Moses Wombaibabo et.all (2018) found that performance allowance gives significant effects on performance. However, a research conducted by Muhammad Ramadhan and Syarifuddin (2016) showed that performance allowance had insignificant effects on performance. Results of the research by Ronny Riantoko (2017) found that organizational support gave significant effects on performance. However, a research conducted by Josua Ridel Tombokan et.all (2019) showed that organizational support had insignificant effects on performance. Results of the research conducted Nesmi Seo (2020) found that motivation gave significant effects on employee performance. However, a research conducted by Neni Triastuti and Fahmi Sulaiman (2017) found that motivation gave insignificant effects on performance.

This research aims to determine and analyze: (1). The effects of performance allowances on work motivation, (2) The effects of performance allowances on employee performance, (3). The effects of organizational support on work motivation, (4). The effects of organizational support on employee performance (5). The effects of work motivation on employee performance, (6). The role of work motivation in mediating the effects of performance allowances on employee performance and (7). The role of work motivation in mediating the effects of organizational support on employee performance at the Industry and Trade Office of Southeast Sulawesi Province.

2. Literatur Review

2.1. Concept of Performance Allowance

Performance allowance is one of the organizational efforts to maintain its employees in order to realize the expectation that the employees can improve work achievement and commitment to the organization. According to Bangun (2012:295), allowance is a part of the compensation offered to employees. Compensation is a stimulant offered to employees in order to conduct the work based on or exceeding the determined standards (Handoko, 2011:176). Further, pursuant to the Regulation of Minister of Manpower number 10 of 2017, performance allowance is the allowance given to employees based on the achievement of employee performance in line with the achievement of organizational performance. Based on the definitions, it can be conclude that the performance allowance is a payment given to employees routinely as a reward on employee contribution to an organization. By performance allowance, civil workers are required to meet the determined targets so that it can optimize their

performance. There are two indicators of performance allowance according to Mondy and Noe, (1993:443) namely allowances in the form of financial and non-financial.

2.2. Concept of Organizational Support

Perception of organizational support is a main concept of organizational support theory. The organizational support theory states that to meet emotional needs and to assess profits obtained by business improvement in working, employees forms general perception on the level of organization appreciate their contributions and pay attention to their welfare (perception of organizational support). Eisenberger, et al. in (Mangundjaya, 2016). Simultaneously, Erdogan and Enders (2016:8) stated that organizational support is a level of individual trust to organization that the organization pay attention to them, assess any suggestion given, and provide assistance and help for them. There are three indicators of Organizational Support according to Rosyiana (2019: 62) in the organizational support variables namely justice, support from superiors and rewards given by organization.

2.3. Concept of Work Motivation

Motivation is defined as encouragement. Encouragement is a movement of one's soul and behavior to take any actions. Meanwhile, motive can be defined as a driving force meaning a thing that can move human to do certain actions or behavior, in the action, there are certain goals. According to Umam (2012 :159) definition of motivation includes various aspects of human behavior which can encourage to behave or not behave. According to Usman (2013:276), motivation is an encouragement by one person to take certain action; meanwhile motive is *need, wish, desire* or impulse. There are two indicators of work motivation according to Uno (2015:73) namely internal and external motivations.

2.4. Concept of Employee Performance

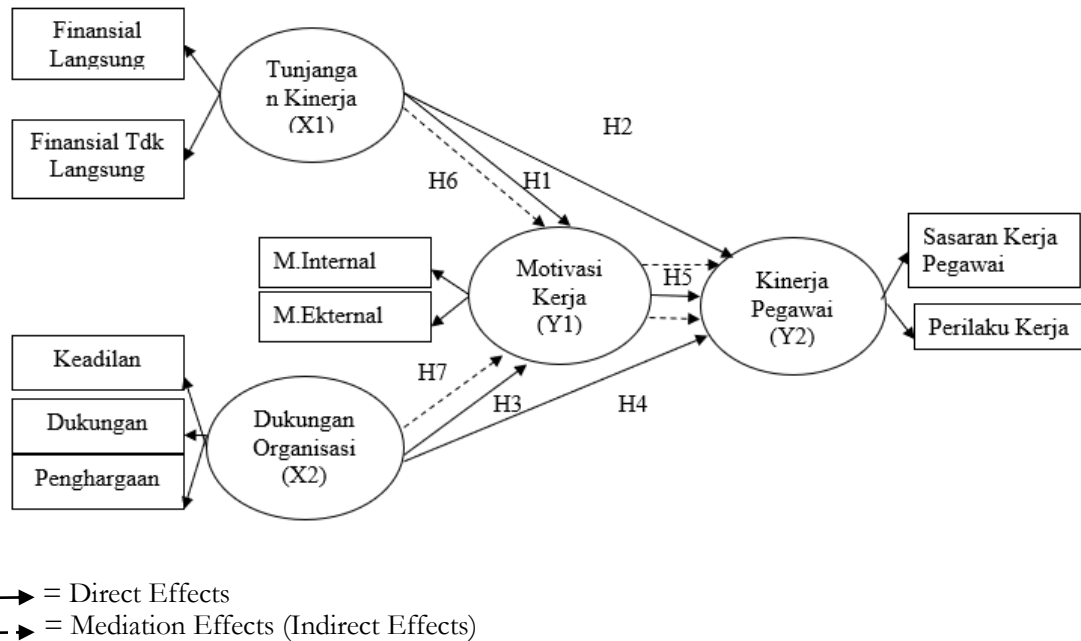
Mahsun (2016:25) stated that *performance* is a description of achievement level of implementation of an activity or program or policy in realizing targets, goals, mission and vision of an organization which are presented in an organizational strategic planning. According to Mangkunegara (2015:67) performance (work achievement) is result of work qualitatively and quantitatively achieved by a worker in implementing his or her tasks based on the responsibility given to him or her. Hasibuan (2017:93) stated that "performance is result of a work achieved by a person in implementing tasks given to him or her based on his capability, experiences and seriousness as well as time. Indicators used in this research refer to Regulation of Government of the Republic of Indonesia Number 30 of 2019 concerning Assessment of Civil Worker Work Achievement namely employee performance targets with indicators of quantity, quality, time and cost as well as work behavior dimension with indicators of service orientation, work initiative, cooperation and leadership.

3. CONCEPTUAL FRAMEWORK AND HYPOTHESES

3.1. Conceptual Framework

This research aims to determine and analyze the effects of performance allowances and organizational support on performance that is mediated by work motivation. Employee performance in an organization is basically expected to be good. Theoretically, employee performance is influenced by many factors, one of which is performance allowances. Mangkunegara (2011: 72) stated that allowances are incentives in the form of money if the allocation is related with the goals, it will greatly give effect on the improvement of employee performance. Performance allowances have an effect on employee performance, namely if an employee's performance allowance is given appropriately and correctly, then it will obtain work satisfaction and be encouraged to achieve organizational goals. Another factor that can give effect on employee performance is organizational support. Work motivation can also give effect on employee performance. Kasmir (2016: 190) stated that if the employee has a strong internal drive or an external drive, the employees will be motivated to do something well. Ultimately, encouragement or stimulation both from within and from outside a person will lead to good performance, and the contrary. More details of the conceptual framework can be shown through the following schema:

Figure 3.1. Research Conceptual Framework



3.2. Research Hypotheses

Based on the description of the background, the hypotheses in the study are as follows:

- H1 Performance allowance has positive and significant effects on work motivation
- H2 Performance allowance has positive and significant effects on performance
- H3 Organizational support has positive and significant effects on work motivation
- H4 Organizational support has positive and significant effects on employee performance
- H5 Work motivation has positive and significant effects on employee performance
- H6 Work motivation mediates the effects of performance allowances on employee performance
- H7 Work motivation mediates the effects of organizational support on employee performance at the Industry and Trade Office of Southeast Sulawesi Province.

4. METHOD

The object of this research is the performance of employees at Industry and Trade Office of Southeast Sulawesi Province. The research implementation time until the closing examination is carried out by the following stages: proposal preparation, proposal seminar implementation, proposal revision, research permit arrangement, instrument preparation, instrument testing, field data collection, data processing/analysis, research report preparation, seminar implementation results, improvement of research reports and the last is the report presentation (thesis exam).

The population in this study were all civil workers at Industry and Trade Office of Southeast Sulawesi Province namely 87 people. The research samples were determined by census method, which took all members of the population as research samples. Thus, the respondents of this study were 87 civil workers.

The data collection method used in this study used questionnaires and documentation, namely taking reports or documents that have been published by the Industry and Trade Office of Southeast Sulawesi Province which are considered relevant to the research. To determine the effects of the research variables, it used the Partial Least Square (PLS) analysis technique. The solution was using the PLS Smart program.

5. ANALYSIS RESULTS AND DISCUSSION

5.1. Evaluation of Measurement Model (Outer Model) Convergent Validity

Measuring the validity of the indicator as a measure of the construct that can be seen from the outer loading. Convergent validity measures the validity of the indicator as a construct measure, which can be seen from the outer loading. The indicator is considered valid if it has an outer loading value of 0.70 which is highly recommended (Hair et al., 2017), however, the loading factor value of 0.50-0.60 can still be tolerated with a p-value <0.05. More details on the testing and evaluation of the variable measurement model are shown in the following table:

Table 5.1. Values of Outer Loadings, AVE, and Composite Reliability (Alpha)

Variables/Indicators	Loadings			AVE	Alpha
	Outer loading	t-statistik	Sig. t		
Performance Allowance (X1):					
Direct Financial (X1.1)	0.976	132.348	0.000	0.950	0.975
Indirect Financial (X1.2)	0.974	102.833	0.000		
Organizational Support (X2):				0.918	0.971
Justice (X2.1)	0.945	39.477	0.000		
Superior Support (X2.2)	0.970	104.071	0.000		
Rewards (X2.3)	0.960	61.039	0.000		
Work Motivation (Y1):				0.958	0.979
Internal Motivation (Y1.1)	0.979	115.794	0.000		
External Motivation (Y1.2)	0.979	110.399	0.000		
Employee Performance (Y2):				0.972	0.986
Targets of Employee Work (Y2.1)	0.986	140.397	0.000		
Work Behavior (Y2.2)	0.986	141.711	0.000		

The computational results of the measurement model in Table 5.1 show that two indicators of measuring the performance allowance variable, three indicators of measuring organizational support, two indicators of measuring work motivation and two indicators of measuring employee performance as a whole are valid to be used in reflecting the measurement of the variables of performance allowance, organizational support, work motivation and employee performance. It is proven by the estimated value of the outer loading of the four variables as a whole has a value of 0.60 and a significant p-value at = 0.05.

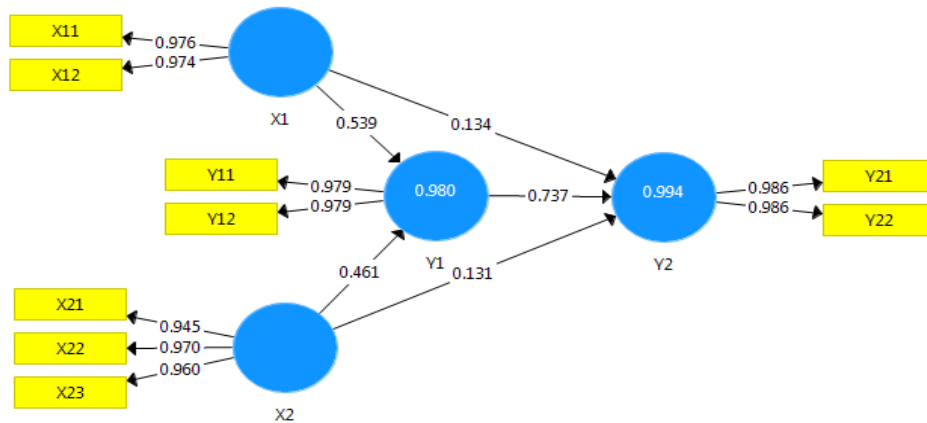
Composite reliability (Alpha)

Table 5.1 shows the overall alpha values of the variables ranging from 0.971 to 0.986 (performance allowance = 0.975; organizational support = 0.971; work motivation = 0.979; and employee performance = 0.986). The test results prove that these criteria are met because the composite reliability value is greater than 0.70.

5.2. Measurement of Inner Model and Hypotheses Testing

Hypothesis testing is carried out to find out the truth of the hypothesis that has been proposed with the criteria that have been determined by statistical provisions. In this case, it is known that there are 7 (seven) hypotheses proposed. Based on the results of the analysis using partial least squares analysis, the results of the path analysis can be displayed in the following scheme:

Scheme 5.1. Direct Effects of Research Variables



The results of testing the effects of the variables in Scheme 5.1. in full can be presented in the following table:

Table 5.2. Summary of Analysis Results and Hypotheses Testing.

Inter-Variable Effects	Path Coefficient	t-Statistic	t-Critics	P-Value	Alfa (α) Values	Decision
Direct Effects						
X1 → Y1	0.539	6.113	1.96	0.000	0,05	+&Sig
X1 → Y2	0.134	2.227	1.96	0.026	0,05	+&Sig
X2 → Y1	0.461	5.226	1.96	0.000	0,05	+&Sig
X2 → Y2	0.131	2.781	1.96	0.006	0,05	+&Sig
Y1 → Y2	0.737	9.835	1.96	0.000	0,05	+&Sig
Inter-Variable Effects	Path Coefficient	t-Statistic	t-Critics	P-Value	Alfa (α) Values	Decision
Indirect Effects						
X1 → Y1 → Y2	0.397	5.197	1.96	0.000	0,05	+&Sig
X2 → Y1 → Y2	0.339	4.338	1.96	0.000	0,05	+&Sig

Table 5.2 and Figure 5.1 show that the performance allowance on work motivation has statistically positive and significant effects ($\beta = 0.539$, and sig. $t = 0.000 < 0.05$), thus, H1 is accepted. Then, the performance allowance has positive and significant effects on employee performance statistically evidenced by the value of $= 0.134$, and sig. $t = 0.026 < 0.05$), thus, H2 is accepted. Organizational support has positive and significant effects on work motivation as evidenced by $= 0.461$ and sig $t = 0.000 > 0.05$), thus, H3 is accepted. Then, organizational support has positive and significant effects on employee performance ($\beta = 0.131$ and sig $t = 0.006 < 0.05$) thus, H4 is accepted. Furthermore, H5 shows that work motivation has significant positive effects on employee performance. The results of this study indicate that work motivation has positive and significant effects on employee performance as evidenced by the value of $= 0.737$, and sig $t = 0.000 < 0.05$), thus, H5 is proven to be accepted, indicating work motivation can encourage increased employee performance. As a result, when work motivation is combined with performance benefits and organizational support, it can lead to higher employee performance improvements.

The results of data analysis obtained from the PLS output in Table 5.2, the mediating effect of work motivation on the effect of performance allowances on employee performance ($\beta = 0.397$, and sig $t = 0.000 < 0.05$). Thus, it can be concluded that work motivation serves as a partial mediation of the effects of performance allowances on employee performance, thus, H6 is accepted. Furthermore, there is mediating effect of work motivation on the effect of organizational support on employee performance ($\beta = 0.339$, and sig $t = 0.000 < 0.05$). Thus, it can be concluded that work motivation serves as a partial mediation of the effects of organizational support on employee performance, thus, H7 is accepted.

5.3. Discussion and Research Results

5.3.1. Effects of Performance Allowance on Work Motivation

Based on the results of the analysis, it can be seen that the performance allowance has positive and significant effects on the work motivation of employees at the Industry and Trade Office of Southeast Sulawesi Province. This means that better perceived performance allowance on the indicators of direct financial performance allowances and indirect financial performance allowances can increase employee work motivation which is reflected in internal work motivation and external work motivation. Empirical facts show that performance allowance in the form of direct financial is perceived well by respondents. Meaning that the salary is paid to the employees on time; the salary is given based on the levels of civil workers; the performance allowance is paid to the employees based on the applicable regulations in the organization; the performance allowance is paid to the employees to be able to assist the addition of employee salary and the performance allowance is paid to the employees in order to improve employee motivation.

5.3.2. Effects of Performance Allowance on Employee Performance

Based on the results of the analysis, it can be seen that the performance allowance has positive and significant effects on the performance of employees at the Industry and Trade Office of Southeast Sulawesi Province. This means that better perceived performance allowance on the indicators of direct financial performance allowances and indirect financial performance allowances can increase employee performance which is reflected in employee work targets (quantity, quality, time and cost) and employee work behavior (service orientation, initiative, commitment and cooperation). Empirical facts show that performance allowance in the form of direct financial is perceived well by respondents. Meaning that the salary is paid to the employees on time; the salary is given based on the levels of civil workers; the performance allowance is paid to the employees based on the applicable regulations in the organization; the performance allowance is paid to the employees to be able to assist the addition of employee salary and the performance allowance is paid to the employees in order to improve employee motivation.

5.3.3. Effects of Organizational Support on Work Motivation

Based on the results of the analysis, it can be seen that organizational support has positive and significant effects on employee motivation at the Industry and Trade Office of Southeast Sulawesi Province. This means that better perceived organizational support on the indicators of justice, superior support and appreciation leads to better employee work motivation which is reflected in internal work motivation and external work motivation. Empirical facts show that the reward indicator has been well perceived by the respondents. Meaning that the organization treats the employees in the same way in terms of office program; the employees are given opportunity to develop themselves and the organization listen to their opinions if it is needs. The justice indicator has also been well perceived by the respondents. Meaning that the organization gives job description to the employees based on their scientific field; the organization give the same treatment to all employees and superiors are friendly in making any communication with subordinates in implementation of office tasks.

5.3.4. Effects of Organizational Support on Employee Performance

Based on the results of the analysis, it can be seen that organizational support has positive and significant effects on employee performance at the Industry and Trade Office of Southeast Sulawesi Province. This means that better perceived organizational support on the indicators of justice, superior support and appreciation leads to better employee performance which is reflected in employee work targets (service orientation, initiative, commitment and cooperation). Empirical facts show that the reward indicator has been well perceived by the respondents. Meaning that the organization treats the employees in the same way in terms of office program; the employees are given opportunity to develop themselves and the organization listen to their opinions if it is needs. The justice indicator has also been well perceived by the respondents. Meaning that the organization gives job description to the employees based on their scientific field; the organization give the same treatment to all employees and superiors are friendly in making any communication with subordinates in implementation of office tasks.

5.3.5. Effects of Work Motivation on Employee Performance

Based on the results of the analysis, it can be seen that work motivation has positive and significant effects on employee performance at the Industry and Trade Office of Southeast Sulawesi Province. This means that better perceived work motivation on indicators of internal motivation and external motivation can improve employee performance which is reflected in employee work targets (quantity, quality, time and cost) and employee work behavior (service orientation, initiative, commitment and cooperation). Empirical facts show that external motivation has been well perceived by the respondents. Meaning that the employees work to meet their life needs and work needs; the employees eagerly obtain compliment of what they have done; the employee work by expectation to obtain good allowance and the employees work maximally with expectation to obtain attention from colleagues and superiors.

5.3.6. Role of Work Motivation in Mediating the Effects of Performance Allowance on Employee Performance

Based on the results of the calculation of the mediation effect, it can be seen that work motivation mediates the effect of performance allowances on employee performance at the Industry and Trade Office of Southeast Sulawesi Province. This means that work motivation can be used as a mediating variable in bridging the effect of performance allowances on employee performance at the Industry and Trade Office of Southeast Sulawesi Province. In addition, work motivation indirectly has significant effects on employee performance at the Industry and Trade Office of Southeast Sulawesi Province. This is caused by work motivation which has been well perceived in its implementation which external motivation has been perceived well by the respondents. Meaning that the employees work to meet their life needs and work needs; the employees eagerly obtain compliment of what they have done; the employee work by expectation to obtain good allowance and the employees work maximally with expectation to obtain attention from colleagues and superiors.

5.3.7. Role of Work Motivation in Mediating the Effects of Organizational Support on Employee Performance

Based on the results of the calculation of the mediation effect, it can be seen that work motivation mediates the effect of organizational support on employee performance at the Industry and Trade Office of Southeast Sulawesi Province. This means that work motivation can be used as a mediating variable in bridging the effect of organizational support on employee performance at the Industry and Trade Office of Southeast Sulawesi Province. In addition, work motivation indirectly has significant effects on employee performance at the Industry and Trade Office of Southeast Sulawesi Province. This is caused by work motivation which has been well perceived in its implementation which external motivation has been perceived well by the respondents. Meaning that the employees work to meet their life needs and work needs; the employees eagerly obtain compliment of what they have done; the employee work by expectation to obtain good allowance and the employees work maximally with expectation to obtain attention from colleagues and superiors.

VI. CONCLUSION AND RECOMMENDATION

Conclusion

Based on the description in the discussion, it can be concluded that the performance allowance has positive and significant effects on employee work motivation and employee performance, work motivation has positive and significant effects on employee performance, organizational support has positive and significant effects on employee work motivation, while it also found the mediating role of motivation gives effects on the allowance performance and organizational support for employee performance.

Recommendations

Based on the conclusion, it is recommended to the Industry and Trade Office some issues, namely:

1. It should provide employee rights, it can be understood that by fulfillment of employee rights, employee negative behavior can be minimized such as committing corruption.

2. It should provide support to employees in carrying out office tasks both during office hours and outside office hours.
3. It should increase work motivation, if employees try to work as much as possible by meeting the targets that have been set with full responsibility.
4. It should optimize employee performance by paying attention to work quality standards by carrying out works in accordance with standard operating procedures for its implementation so that it can improve the quality of work results.

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