

Analysis of the Effect of Bureaucratic Reform and Performance Allowances on Employee Performance through Motivation in Balai Besar Karantina Pertanian (BBKP) Belawan

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ABSTRACT

This study aims to identify the variables of bureaucratic reform and performance allowances to analyze and evaluate the problems that arise so that steps and solutions can be found in improving employee performance through motivation at BBKP Belawan. This research uses descriptive and causal research with a quantitative approach. The sample in this study amounted to 95 civil servants. The data analysis technique used was the instrument test, namely the validity test and the reliability test as well as the analysis method consisting of the t-test, f test, and path analysis. The results showed that bureaucratic reform directly had a significant positive effect on motivation. Performance allowances directly have a positive effect on motivation. Motivation directly has a significant positive effect on employee performance. Bureaucratic reform has a direct effect on employee performance. And vice versa, direct performance allowance has a significant positive effect on employee performance. Then from the results of the analysis of the bureaucratic reform pathway through motivation has a significant positive effect on employee performance. And performance allowances through motivation have a significant positive effect on employee performance.

Keywords: bureaucratic reform, performance allowances, motivation, and employee performance.

BACKGROUND

Bureaucratic reform which also includes reforms in the field of public services has been gradually implemented but the results are still not as expected. The demand for services that are conducive to the creation of people's welfare is still being pursued. One of these improvement efforts is to critically adopt the private sector management pattern. This is because private sector organizations have proven to be better at providing services to their customers. After all, they are more responsive to the demands of their customers. Public services are one of the indicators that show the success of bureaucratic reform and government performance. So that the problems that arise in every process of public service make the benchmark for assessing performance in government.

As one of 52 of the Technical Assistance Units that help carry out the main tasks and functions of the Agricultural Quarantine Agency Scope of the Ministry of Agriculture in the Belawan Port area, Sumatera Utara Province, through its activities to provide services to the community, especially to quarantine service users by implementing prime service principles. With the main task and function in the context of preventing the entry, spread, and release of Quarantine Animal

Disease Pests and Quarantined Plant Destruction Organisms.

Based on the 2019 BBKP Belawan performance report, there are several achievements and targets for quarantine performance indicators that have decreased, namely the Community Satisfaction Index (IKM) for Belawan BBKP public services based on the results of a survey conducted by the Agricultural Quarantine UPT every semester. Comparison of the realization of performance until 2019 with the medium-term target. Judging from the performance achievements of the Community Satisfaction Index for the last 5 years in 2015-2019 seems to have fluctuated and a decrease which indicates that there are problems with performance indicators.

To overcome performance problems, it is necessary to pay attention to and evaluate the bureaucratic reform process that is being implemented to improve performance. According to Mustafa (2018), bureaucratic reform and governance are the main priorities of the current government and in the future, it is hoped that bureaucratic reform and improvement of governance can support development strategies and policy directions in bringing about stabilization of the implementation of bureaucratic reform.

To improve the professionalism and welfare of employees, it can also be carried out in stages through improving the fair remuneration system and based on the results of job grading and job pricing so that equal work for equal pay is realized. And the remuneration system within the Ministry of Agriculture is better known as performance allowances. That the adjustment of the performance allowance has been adjusted from 70% (seventy percent) to 80% (eighty percent) effective from 1 May 2018. With the increase in the performance allowance as compensation, it is hoped that there will be a sense of reciprocity from employees to work with good performance. So that it provides additional motivation for employees and

agencies themselves to improve performance through the bureaucratic reform process, one of which is to improve employee performance.

Hasibuan (2017) understands motivation as something that causes, distributes, and supports human behavior so that they are willing to work hard and enthusiastically to achieve optimal results. Therefore, one of the causes of the encouragement of the work enthusiasm of subordinates is to increase the compensation received by the government at the Ministry of Agriculture by providing an increase in performance allowances as one of the motivations of employees in implementing bureaucratic reform to produce a good performance.

The research gap contained in this study with several previous studies, where Mai Damai Ria (2016) with the research title Analysis of the influence of bureaucratic reform on local government performance: a case study in the West Java Provincial government, with the results of research that bureaucratic reform affects service performance public welfare and public welfare but has no effect on economic performance. Meanwhile, Ernisa Sanja Bernia (2017) with the research title The influence of internal control, bureaucratic reform on the performance of the State Civil Apparatus through the implementation of good governance, with the results of the study on the contrary stating that bureaucratic reform has a positive and significant effect on ASN performance.

Furthermore, Yusnia Hanafiah (2017) with the research title the effect of performance allowances on work motivation, work discipline, and employee performance at the Watershed Management Center in East Java, shows the results of research that performance allowances have no effect on work motivation, and also have a significant negative effect on employee performance, then work motivation does not affect employee performance.

From the explanation of the problems and theories, the researchers in trying to analyze the effect of bureaucratic reform and performance allowances on the quality of public services through motivation at the Balai Besar Karantina

Pertanian (BBKP). Where are the bureaucratic reform and performance allowances as extrinsic motivation for the Civil Servant in improving the performance of employees in government agencies?

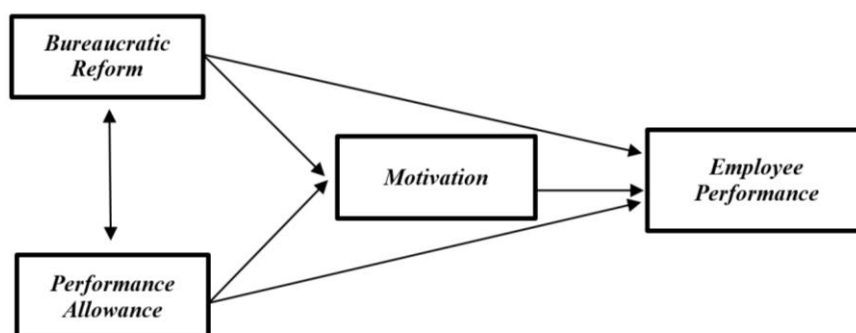


Figure 1. Conceptual Framework

Hypothesis

1. Bureaucratic reform has a positive and significant effect on motivation
2. Performance allowances have a positive and significant effect on motivation
3. Motivation has a positive and significant effect on employee performance
4. Bureaucratic reform has a positive and significant effect on employee performance
5. Performance allowances have a positive and significant effect on employee performance
6. Bureaucratic reform has a positive and significant effect on employee performance through motivation as an intervening variable
7. Performance allowances have a positive and significant effect on employee performance through motivation as an intervening variable

RESEARCH METHOD

This research is quantitative descriptive research. This research was conducted at the Agricultural Quarantine Agency Scope of the Ministry of Agriculture, namely the UPT Balai Besar Karantina Pertanian (BBKP) Belawan. Research time starts from November to December 2020. The population in this study were all employees of BBKP Belawan, with a total of 124 employees. The sampling method in this study used a non-probability sampling method, namely by using the Slovin method technique. Only 5% error is allowed, so the sample size is 95 employees. Data collection through Questionnaires, and testing using SPSS Software.

RESULT AND DISCUSS

Coefficient of Determination Test (R Square)

Table 1. Model Summary regression equation substructure 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.909 ^a	.825	.822	2.753

a. Predictors: (Constant), Performance Benefits, Bureaucratic Reform

b. Dependent Variable: Motivation

The adjusted R square value of 0.825 means that bureaucratic reform and performance allowances can explain the motivational variable of 82.5%, while the remaining 17.5% (100%–82.5%) of the motivational variable is explained by other

variables not examined in this study. this research. The correlation coefficient (R) of 0.909 indicates that there is a very strong relationship between the variables X1 and X2.

Table 2. Model Summary regression equation substructure 2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.873 ^a	.762	.752	2.690

a. Predictors: (Constant), Motivation, Performance Benefits, Bureaucratic Reform
 b. Dependent Variable: Employee Performance

The adjusted R square value of 0.762 means that bureaucratic reform, performance allowances, and motivation can explain employee performance variables by 76.2%, while the remaining 23.8% (100%–76.2%) employee performance

variables are explained by other variables, which were not investigated in this study. The value of the correlation coefficient (R) of 0.873 indicates that there is a very strong relationship between the variables X1, X2, and Y.

Hypothesis Testing | Partial Significance Test (Test – T)

Table 3. T-test results on the regression equation substructure 1 (Coefficients)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-2,787	2,415		-1,154	0,252
Bureaucratic Reform	0,623	0,061	0,616	10,274	0,000
Performance Allowance	0,471	0,077	0,368	6,138	0,000

a. Dependent Variable: Motivation

Table 3. T-test results on the regression equation substructure 2 (Coefficients)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,897	2,377		2,481	0,015
Bureaucratic Reform	0,193	0,087	0,229	2,217	0,029
Performance Allowance	0,187	0,089	0,176	2,104	0,038
Motivation	0,433	0,102	0,521	4,252	0,000

a. Dependent Variable: Employee Performance

The effect of bureaucratic reform on motivation is obtained Account for bureaucratic reform is 10.274 and T-table is 1.986, thus T-count > Table (10.990>1.986), and a significant value of 0.000, which is <0.05. It means that bureaucratic reform partially has a positive and significant effect on motivation, so Ho is rejected and Ha is accepted, the hypothesis reads "bureaucratic

reform has a significant effect on motivation".

The effect of performance allowance on motivation obtained t count performance allowance of 6.138 and T table 1.986 thus T count > T table (6.138> 1.986) and a significant value of 0.000 that is < 0.05. It means that the performance allowance partially has a positive and significant effect on motivation, so Ho is rejected and Ha is

accepted, the hypothesis reads "performance allowance has a significant effect on motivation".

The effect of motivation on employee performance is obtained by Account of 4.252 and Table of 1.986, thus $T\text{-count} > T\text{-table}$ ($4.252 > 1.986$) and a significant value of 0.000, which is < 0.05 . It means that motivation partially has a positive and significant effect on employee performance, so H_0 is rejected and H_a is accepted, the hypothesis reads "motivation has a significant effect on employee performance".

The effect of bureaucratic reform on employee performance is obtained by Account of 2.217 and T-table of 1.986, thus $T\text{count} > T\text{table}$ ($2.217 > 1.986$) and a significant value of 0.029, namely < 0.05 . It

means that bureaucratic reform partially has a positive and significant effect on employee performance, so H_0 is rejected and H_a is accepted, so the hypothesis reads "bureaucratic reform has a significant effect on employee performance".

The effect of performance allowances on employee performance is obtained by T-count of 2.104 and T-table of 1.986, thus $T\text{-count} > T\text{-table}$ ($2.104 > 1.986$) and a significant value of 0.038, which is < 0.05 . This means that the performance allowance partially has a positive and significant effect on employee performance, so H_0 is rejected and H_a is accepted, the hypothesis reads "performance allowance has a significant effect on employee performance".

Simultaneous Significance Test (Test – F)

Table 4. F-Test Results on the 1 substructure regression equation

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3298,915	2	1649,458	217,581	.000 ^b
Residual	697,442	92	7,581		
Total	3996,358	94			

a. Dependent Variable: Motivation

b. Predictors: (Constant), Performance Benefits, Bureaucratic Reform

From the results of the F test on the structural equation 1 in table 4.20, the F value at a significant level of $0.000 < 0.05$ and F count 217.581 using a distribution level of 95%, $= 5\%$, $df_1 (k-1) = 3-1 = 2$, $df_2 (NK) = 95 - 3 = 92$, then F table is 3.10. Then $F \text{ Count} > F \text{ Table}$ ($217.581 > 3.10$) so

that H_0 is rejected and H_a is accepted, meaning that the hypothesis that reads "bureaucratic reform and performance allowances simultaneously has a significant effect on employee performance" is accepted.

Table 5. F-Test Results on substructure regression equation 2 (ANOVA[®])

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2104,138	3	701,379	96,933	.000 ^b
Residual	658,451	91	7,236		
Total	2762,589	94			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Performance Benefit, Bureaucratic Reform

From the results of the F test on structural equation 2 in table 4.21, the F

value at a significant level of $0.000 < 0.05$ and F count 96.933 using a distribution level

of 95%, $\alpha = 5\%$, $df_1 (k-1) = 4-1 = 3$, $df_2 (NK) = 95 - 4 = 91$, then F table is 2.70. Then $F_{count} > F_{table}$ ($96.933 > 2,10$) H_0 is rejected and H_a is accepted, meaning that the hypothesis that reads "bureaucratic reform, performance allowances and motivation simultaneously has a significant effect on employee performance" is accepted.

Path Analysis

The conclusion is that Regression model II, namely the variables X1 and X2 and Z has a significant effect on Y. The following is the interpretation of the path analysis that has been obtained through the image:

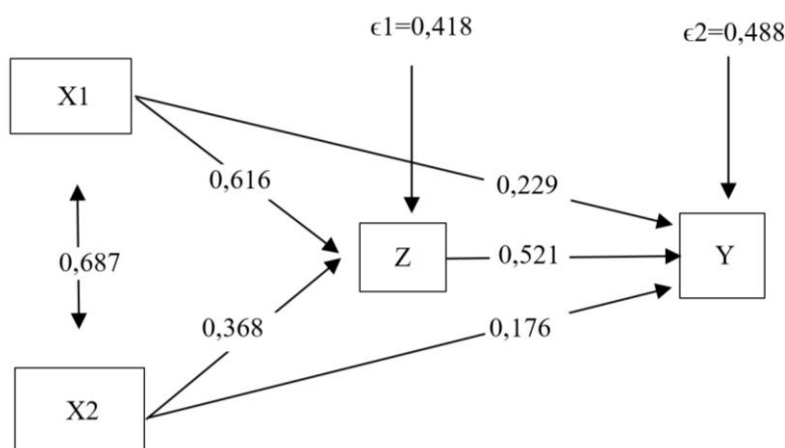


Figure 2: Structure of the regression equation

Figure 2 shows the direct effect of bureaucratic reform on employee performance of 0.229. While the indirect effect through motivation is $0.616 \times 0.521 = 0.321$. The calculation results obtained indicate that the value of the indirect effect through motivation is greater than the value of the direct influence of bureaucratic reform on employee performance, namely ($0.321 > 0.229$). With these results, it can be concluded that motivation can be a variable that mediates the effect of bureaucratic reform on employee performance.

Then from Figure 4.9 also shows the effect of performance allowances on employee performance of 0.176. While the indirect effect through motivation is $0.368 \times 0.521 = 0.192$. The calculation results obtained indicate that the value of the indirect effect through motivation is greater than the value of the direct influence of performance allowances on employee performance ($0.192 > 0.176$). With these results, it can be concluded that motivation can be a variable that mediates the effect of

performance allowances on employee performance.

CONCLUSION

1. Bureaucratic reform has a positive and significant effect on motivation at the Balai Besar Karantina Pertanian (BBKP) Belawan.
2. Performance allowances have a positive and significant effect on motivation at the Balai Besar Karantina Pertanian (BBKP) Belawan.
3. Motivation has a positive and significant effect on employee performance at the Balai Besar Karantina Pertanian (BBKP) Belawan.
4. Bureaucratic Reform has a positive and significant effect on employee performance at the Balai Besar Karantina Pertanian (BBKP) Belawan.
5. Performance Allowance has a positive and significant effect on employee performance at the Balai Besar Karantina Pertanian (BBKP) Belawan.
6. Bureaucratic reform has a positive and significant impact on employee

performance through motivation at the Balai Besar Karantina Pertanian (BBKP) Belawan.

7. Performance allowances have a positive and significant effect on employee performance through motivation at the Balai Besar Karantina Pertanian (BBKP) Belawan.

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