

Cooperative employee performance analysis in Pekanbaru City

Arif Rahman¹, Saipul Al Sukri^{2✉}, Irsyad Kamal³, Sonia Sischa Eka Putri⁴,
Asepma Hygi Prihastuti⁵

¹Sriwijaya State Polytechnic, Palembang.

^{2,4}Faculty of Economics and Social Sciences UIN Sultan Syarif Kasim, Riau.

³Faculty of Economics and Business Padjadjaran University, Bandung.

⁵STIE Persada Bunda, Riau.

Abstract

This study aims to determine the effect of motivation, job satisfaction, work discipline on performance. The method used in this research is descriptive statistics. Data analysis used linear regression with the help of SPSS 22.0. The population in this study are those who work as employees in cooperatives in the city of Pekanbaru. Data were collected using a Likert scale. The number of samples was determined by the slovin method with consideration of a sample of 100 people. A total of 92 questionnaires were returned. The findings of this study indicate that employee motivation has a positive effect on employee performance, while job satisfaction and work discipline do not have a positive effect on employee performance. The final result of employee performance variables is influenced by motivation, job satisfaction and work discipline by 69.8%, while the remaining 31.2% is influenced by other variables outside of this study.

Key words: Motivation; job satisfaction; work discipline; employee performance

INTRODUCTION

The increasing economy in the province of Riau, especially in the city of Pekanbaru, has also boosted the development of cooperatives. In order to become a superior institution, cooperatives need to be supported by planned, intensive, and measurable development, especially for employees. The development of the quality of human resources must be the primary target for the management to create a healthy, independent, qualified, and competitive cooperative. Based on data on the number of cooperatives in the city of Pekanbaru, as quoted from Antara news, in Pekanbaru, there are currently 1,074 cooperatives. Of these, 413 cooperatives are in the healthy and relatively healthy category, and the remaining 661 are under supervision and inactive.

Human resources, in this case, employees, are a central figure in an organization and company. According to Ardana et al. (2012), the existence of employees in an organization and company is the most valuable asset. It is one of several components that determine the achievement of organizational goals (Notoadmodjo, 2009). The expression resource-based view holds that human resource expertise is a potential source of sustainable competitive advantage for a company or organization. Therefore, serious efforts to improve employee performance continue to be put forward.

Performance is expected and wants to be achieved by organizations and companies. Companies that deliver good performance will find it easier to face an increasingly competitive business environment. The decline in employee performance is a serious problem and has long been a concern of many personnel managers. Researchers have also studied many of these performance issues, some of which are related to motivation.

Motivation is the power that arises in a person to arouse enthusiasm and persistence to take action (Sansone and Harackiewicz, 2000). In other words, the motivation we give to an employee will also affect their productivity. Research conducted by Burney et al. (1991) found evidence that increased performance was supported by employee skills and the level of motivation provided.

Job satisfaction, according to Robbins (in Wibiwo, 2007), is a person's attitude towards the work they provide with the results they should receive. In conclusion, employees who are satisfied with their work will be more effective at work than employees who are not satisfied. In line with that, Latif (2013) research strengthens how employees who are confident with their work will positively influence employee performance.

In addition to motivation and work motivation, work discipline is also considered important in improving employee performance. The field in carrying out the work is critical. Indiscipline will lead to unfinished work and, in the end, can hinder the program or goal from being executed. In other words, discipline is a tool that managers can apply in communicating with employees to change their habits while at the same time raising employee awareness to comply with all norms and rules that exist in the company.

There have been many studies that highlight the elements that play a role in improving a company's performance. Among them were found research gaps. Research on the effect of work motivation on performance was conducted by (Güngör, 2011), (Teck-Hong & Waheed, 2011), (Kurniawan, 2012), (Susanty & Baskoro, 2012), (Murti & Srimulyani 2013), (Muogbo, 2013), (Noermijati & Primasari, 2015), (Juniantara & Riana, 2015), (Kasim, Rantetampang, & Lumbantobing, 2016), (Siagian, 2018) found work motivation gave positive results to employee performance. However, different results are shown in the research of Prananta (2008), Dhermawan (2012), and Novitasari (2018), which show that motivation does not have a positive and significant effect on employee performance.

Job satisfaction variables associated with performance as done by (Pushpakumari 2008), (Teck-Hong & Waheed 2011), (Kurniawan 2012), (Juniantara & Riana 2015), (Juniantara & Riana, 2015), and (Sari & Hadijah, 2016) showed positive results, on the contrary research conducted by (Sekartini, 2016), (Nugrahaningsih & Julaela, 2017), (Novitasari, 2018) showed adverse effects, where job satisfaction did not affect employee performance.

Another variable, work discipline, provides support for employee performance. The results of this study are as done by (Murti & Srimulyani, 2013), (Kasim et al, 2016), (Sari & Hadijah, 2016), and (Siagian, 2018). On the other hand, different results were obtained from the research done by Setiawan (2013) that work discipline does not support the performance variable. From the description above,

seeing the phenomenon of cooperatives in Pekanbaru city and the research gap, the researchers proposed research to determine the variables that influence the performance of cooperative employees in Pekanbaru city.

METHOD

This research is based on a field survey using a questionnaire about the respondents' perceptions. The questionnaire was designed using a Likert scale in measuring attitudes, opinions, or perceptions of a person or respondent about a social phenomenon. The social phenomenon in this study is the lack of development of healthy cooperatives as registered in the city of Pekanbaru. The object of this research is the employees in 413 cooperatives in Pekanbaru City. The population of this research is all cooperative employees in Pekanbaru.

In this study, the determination of the number of samples used the Slovin formula. The results of the calculation of the existing population get the number of samples to be surveyed, as many as 96 people. Based on the results of these calculations and considering the missing or incomplete data, the authors determined a sample size of 100 people. Determination of the sample in this study refers to the random sampling technique. Data collection includes interviews, questionnaires, and observations. Researchers get data from questionnaires in the form of closed questions. The researchers have provided the answers to these questions so that respondents answer from the available alternatives. The responses given are measured on a 5-point Likert scale. The data analysis method used multiple linear regression. The influence between variables will be analyzed and tested with the help of SPSS version 22.0.

RESULTS AND DISCUSSION

Before getting to the calculation of the effect, the questionnaire will first be tested for validity. Based on the results of SPSS calculations, the indicators in this study can already be used to measure variables where all of the items presented for each variable have a valid value. This is evidenced by the value of the r-count, which is greater than the r-table, where the overall value of the r-count is above the value of the r-table (0.30).

The next test, which is also essential in research, is the instrument reliability test. This test is intended to determine whether each of the variables studied is reliable or worthy of further analysis. The measurements used in this test are based on current opinion (2013). If the Cronbach alpha value is more significant than 0.60, then the variable can be reliable. Based on table 2 below, it is known that all research variables have met the value above Cronbach alpha. So it can be concluded that all items in the questionnaire are declared reliable.

Table 1.
Reliability Test

Variable	Cronbach alpha	Description
Motivation (X1)	0,856	Reliabel
Job satisfaction (X2)	0,754	Reliabel
Work discipline (X3)	0,779	Reliabel
Employee performance (Y)	0,713	Reliabel

This study also uses multiple linear regression in looking for a linear relationship to see the positive and negative effects between the independent and dependent variables. The results of these calculations can be seen in the following table:

Table 2.
Multiple linear regression analysis

Model	Standardized coefficients	
	B	Std. Error
(Constant)	16.178	4.581
Motivation (X1)	.598	.066
Job satisfaction (X2)	.030	.054
Work discipline (X3)	.011	.072

After analysis, Standardized coefficients are then presented into the following equation:

$$Y = 16,178 + 0,598 X1 + 0.030 X2 + 0.011 X3 + e$$

The results of these equations explain:

The regression coefficient of motivation gives a value of 0.598. The addition of motivation by one time will affect the performance variable of 0.598;

On the job satisfaction variable (X2), the regression coefficient is obtained at 0.030, which means that the job satisfaction variable affects the performance by 0.030. it means that if job satisfaction increases one time, the performance will increase by 0.030; and

The regression coefficient of work discipline gives a value of 0.011, which means that if work discipline is increased one time, the performance will increase by 0.011 and vice versa.

The results of the F test are intended to see whether all of the independent variables in this model affect the dependent variable. This test is carried out by comparing the calculated f value, and the additional conditions for the hypothesis can be accepted if sig. < 0.05. The test results can be seen in the following table:

Table 3.

Simultaneous Test (Test F)		
Model	F	Sig.
Regresion Residual	27.845	0,000

Based on the results of the simultaneous test in table 5 above, it is obtained that the calculated F value is 27,845 > from the F table of 2.71, so that all independent variables together are significant explanations for the dependent variable and with a significance level of 0.00 < 0.05. Simultaneously, independent variables (motivation, job satisfaction, work discipline) significantly influence employee performance.

Testing the coefficient of determination (R2) will obtain information about the magnitude of the influence of the independent variable on the dependent variable. The output results are presented in the following table:

Table 4.

Coefficient of Determination			
Model	R	R Square	Adjusted R Square
1	0,698	0,487	0,469

Based on the table above, the coefficient of determination is 0.698. This shows that 69.8% of employee performance variables can be explained by variables of motivation, job satisfaction, and work discipline. The remaining 31.2% is influenced by other variables that are not included in this research model.

The Effect of Work Motivation on Employee Performance

Testing on the first hypothesis that there is an influence between the motivation variable and an employee's performance. The results of the t-test obtained that the t-table value is greater than the t count of 3,565 > 1,998. The sig value of work motivation is also at 0.001, which is smaller than 0.05 (0.001 < 0.005), so it is evident that the motivation variable has a positive and significant effect on employee performance. These results prove previous research conducted by (Güngör, 2011), (Teck-Hong & Waheed, 2011), (Kurniawan, 2012), (Susanty & Baskoro, 2012), (Murti & Srimulyani, 2013), (Muogbo, 2013), (Noermijati & Primasari, 2015), (Juniantara & Riana, 2015), (Kasim, Rantetampang, & Lumbantobing, 2016), (Siagian, 2018) which states that motivation has a positive and significant effect on employee performance. Motivation is an internal mechanism that guides behavior (Sansone and Harackiewicz, 2000). Motivation enables employees to increase productivity, efficiency, and overall organizational performance. It can be concluded that if someone receives good motivation in his work, it will significantly improve the employee's performance.

The Effect of Job Satisfaction on Employee Performance

Job satisfaction has a negative and significant effect on performance. The results of this study reject the hypothesis that the researcher proposes in this paper. From the results of the t-test, as shown in table 4, the t-count value of 0.972 is smaller than the t-table of 1.998. If the value of the t count is more minor than the t table, then Ho is accepted, and H1 is rejected. The significance of the job

satisfaction variable is at a value of 0.013, where the significance level is lower than 0.05. It can be concluded that job satisfaction negatively and significantly affects employee performance.

Job satisfaction is a match between what is expected and the reality received. This study finds evidence that job satisfaction does not significantly affect employee performance. This means that the level of employee performance is not determined by employee satisfaction within the company. These results support research (Sekartini, 2016), (Nugrahaningsih & Julaela, 2017), (Novitasari, 2018). This means that job satisfaction does not have a positive and significant effect on employee performance.

The Effect of Work Discipline on Employee Performance

The following hypothesis testing is work discipline on employee performance. Judging from the test results using t-test analysis where the t count is 0.100, which is smaller than the t table (0.972 < 1.998) and sig of 0.021 is more significant than 0.005, Ho is accepted, and H1 is rejected. It can be concluded that there is an important but insignificant effect between work discipline and employee performance. The results of this study are not relevant to the hypothesis that the researcher previously proposed. This study is relevant to that found by Setiawan (2013) found evidence that the relationship between work discipline and performance was not significant. This may be because the performance of cooperative or financial employees is more focused on services and is not bound by time and place. Therefore, work discipline can be said to support the implementation of regulations.

CONCLUSIONS

Knowledgeable and competent employees are an asset to the company in helping companies maintain their competitive advantage. Likewise, companies that want to compete globally must also be able to manage adequate human resources. Knowledge of the factors that affect employee performance is a serious concern for companies so that the achievement of organizational goals can be achieved. In this paper, the researcher proposes three variables that affect employee performance. Namely motivation, job satisfaction, and work discipline. Based on the analysis results, it was found that the motivational variable had a positive and significant influence on employee performance, with the t-test count more excellent than the t-table of 3,565 > 1,998. Meanwhile, the variables of job satisfaction and work discipline, respectively, the results of the t-test were .972 < 1.998 and 100 < 1.998. These results indicate that job satisfaction and discipline variables do not affect employee performance.

REFERENCE

- Ardana, K., Mujiati, W. N., & Sriathi, A. A. A. (2012). Buku ajar perilaku keorganisasian. Denpasar: Graha Ilmu.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of management*, 17(1), 99-120.
- Dhermawan, Anak Agung Ngurah, I Gede Adnyana Sudibya, I Wayan Mudiarta Utama. 2012. Pengaruh Motivasi, Lingkungan Kerja, Kompetensi dan Kompensasi terhadap Kepuasan Kerja dan Kinerja Karyawan di Lingkungan Kantor Dinas Pekerjaan Umum Provinsi Bali. *Journal Manajemen, Strategi Bisnis dan Kewira Usaha*. Vol. 6, No 2, pp. 174-184.
- Frislidia. 2020. Sebanyak 413 Koperasi di Pekanbaru Tercatat Aktif. <https://www.antaraneews.com>. Diakses pada 20 Februari 2021.
- Güngör, P. (2011). The relationship between reward management system and employee performance with the mediating role of motivation: A quantitative study on global banks. *Procedia - Social and Behavioral Sciences*. <https://doi.org/10.1016/j.sbspro.2011.09.029>
- Juniantara, I. W., & Riana, I. G. (2015). Pengaruh Motivasi dan Kepuasan Kerja terhadap Kinerja Karyawan Koperasi di Denpasar. *E-Jurnal Ekonomi Dan Bisnis*.
- Kasim, D., Rantetampang, A. L., & Lumbantobing, H. (2016). Relationships of Work Discipline, Leadership, Training, and Motivation to Performance of Employees Administration Abepura Hospital Papua 2015. *International Journal of Sciences: Basic and Applied Research (IJSBAR)* International Journal of Sciences: Basic and Applied Research.

- Kurniawan, A. W. (2012). Pengaruh kepemimpinan dan pengembangan sumber daya manusia terhadap kepuasan kerja, motivasi kerja, dan kinerja karyawan bank sulselbar. *Ekuitas (Jurnal Ekonomi Dan Keuangan)*. <https://doi.org/10.24034/j25485024.y2012.v16.i4.2332>.
- Latif, A. (2010). Relationship between organizational climate and nurses' job satisfaction in Bangladesh (Doctoral dissertation, Prince of Songkla University).
- Malayu, H., & Hasibuan, H. (2012). *Manajemen sumber daya manusia, Edisi Revisi*. PT Bumi Aksara. Jakarta.
- Muogbo, U. S. (2013). The Impact of Employee Motivation On Organisational Performance. *The International Journal Of Engineering And Science (IJES)*.
- Murti, H., & Srimulyani, V. A. (2013). Pengaruh Motivasi Terhadap Kinerja Pegawai Dengan Variabel Pemediasi Kepuasan Kerja Pada Pdam Kota Madiun. *JRMA Jurnal Riset Manajemen Dan Akuntansi*.
- Noermijati, N., & Primasari, D. (2015). The effect of job stress and job motivation on employees' performance through job satisfaction (A study at PT. Jasa Marga (Persero) Tbk. Surabaya - Gempol branch). *Journal of Economics, Business & Accountancy Ventura*. <https://doi.org/10.14414/jebav.v18i2.450>
- Novitasari, D. (2018). Pengaruh Kemampuan Dan Lingkungan Kerja Terhadap Kinerja Karyawan Bank Syariah Melalui Motivasi Kerja Sebagai Variabel Mediator (Studi Kasus Pada Karyawan BTN Syariah KC Surakarta) (Doctoral dissertation, IAIN SALATIGA).
- Nugrahaningsih, H., & Julaela. (2017). Pengaruh Disiplin Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan dengan Kepuasan Kerja Sebagai Variabel Intervening pada PT Tempuran Mas. *Jurnal Online Internasional & Nasional*.
- Notoatmodjo, S. (2009). *Pengembangan sumber daya manusia*. Jakarta: Rineka Cipta.
- Prananta, M. I. (2008). Pengaruh Kepemimpinan dan Budaya Organisasi serta Motivasi terhadap Perilaku Kerja dan Kinerja Karyawan Hotel Berbintang di Kalimantan Timur.
- Pushpakumari, M. D. (2008). *The Impact of Job Satisfaction on Job Performance : An Empirical Analysis*. City Forum.
- Rintuh, Cornelis. (1995). *Perekonomian Indonesia*. Yogyakarta: Liberty Offset.
- Rivai Veithzal dan Basri. 2005. *Performance Appraisal: Sistem yang Tepat untuk menilai Kinerja Karyawan dan meningkatkan Daya saing Perusahaan*. Raja Grafindo Persada. Jakarta.
- Robbins, S. P. (2006). *Perilaku Organisasi Jilid 2 Edisi Bahasa Indonesia*. Jakarta: Prenhallindo.
- Sansone, C., & Harackiewicz, J. M. (Eds.). (2000). *Intrinsic and extrinsic motivation: The search for optimal motivation and performance*. Elsevier.
- Sari, R. N. I., & Hadijah, H. S. (2016). Peningkatan kinerja pegawai melalui kepuasan kerja dan disiplin kerja. *Jurnal Pendidikan Manajemen Perkantoran*. <https://doi.org/10.17509/jpm.v1i1.3389>.
- Sekartini, N. L. (2016). Pengaruh Kemampuan Kerja, Disiplin Kerja, Motivasi Kerja Terhadap Kepuasan Kerja Dan Kinerja Karyawan Administrasi Universitas Warmadewa. *Jurnal Ekonomi & Bisnis*. <https://doi.org/10.22225/jj.3.2.130.64-75>
- Setiawan, A. (2013). Pengaruh disiplin kerja dan motivasi terhadap kinerja karyawan pada rumah sakit umum daerah kanjuruhan malang. *Jurnal Ilmu Manajemen (JIM)*, 1(4).
- Siagian, M. (2018). Peranan disiplin kerja dan kompensasi dalam mendeterminasi kinerja karyawan dengan motivasi kerja sebagai variabel intervening pada pt cahaya pulau pura di kota batam. *JIM UPB (Jurnal Ilmiah Manajemen Universitas Putera Batam)*. <https://doi.org/10.33884/jimupb.v6i2.675>

- Susanty, A., & Baskoro, S. W. (2012). Pada Kinerja Karyawan (Studi Kasus Pada Pt . Pln (Persero) Apd Semarang). Jati UNDIP.
- Teck-Hong, T., & Waheed, A. (2011). Herzberg's motivation-hygiene theory and job satisfaction in the Malaysian retail sector: The mediating effect of love of money. *Asian Academy of Management Journal*.
- Sekaran, Uma. 2013. *Research Methods for Business*. Jakarta. Salemba Empat
- Turangan, R. B., Pangemanan, S. S., & Tielung, M. V. (2016). Employee performance analysis through leadership style, motivation & work discipline (at Waroeng Charity Manado). *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 4(1).
- Ulrich. D. (1997). *Human Resource Champion*. Harvard Business School Press. Boston: Massachusett.
- Yualina, Riastuti P. dan Suhana. 2012. Efektivitas Motivasi Kerja Dalam Meningkatkan Kinerja Pegawai. *Buletin Pengelolaan Reaktor Nuklir*, 9 (2), h:57-65.