

EFFECT OF WORK MOTIVATION, WORK DISCIPLINE AND PERCEPTION OF ORGANIZATIONAL SUPPORT ON EMPLOYEE PERFORMANCE IN MANYARAN SUB-DISTRICT OFFICE

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Abstract: *This research aims to determine and analyze the effect of work motivation, work discipline and perceptions of organizational support on employee performance at Manyaran Sub-District Office with a quantitative approach. The hypothesis of this study is that work motivation, work discipline and perceived organizational support have a positive and significant effect on employee performance. The population of all employees of Manyaran Sub-District Office is 42 people.using saturated samples. The research instrument used a questionnaire with a Likert scale. The data used are primary and secondary data. To test the quality of the data used validity, reliability, classical assumption test consisting of normality test, multicollinearity test and heteroscedasticity test. The hypothesis Testing with Multiple Linear Regression Analysis. The results of hypothesis testing indicate that work motivation and perceived organizational support have a positive and significant effect on employee performance. Work discipline has no significant positive effect on employee performance. Work motivation is the most dominant variable in influencing employee performance. The results of the regression calculation can be seen that the coefficient of determination of Adjusted R Square is 0.888. This means that 88.8% of the variation in employee performance variables can be explained by the variables of work motivation, work discipline and perceived organizational support, while the remaining 11.2% is explained by other variables not proposed in this study.*

Keywords: *work motivation, work discipline, perceived organizational support, employee performance*

1. Introduction

In various fields, especially organizational life, the human resource factor is the main problem in every activity in it. Human resources are one of the most strategic and fundamental factors in the organization. Human resources play a role in determining the success or failure of the organization in achieving the vision and mission that has been set.

A government agency is an organization consisting of a group of people where they work together in carrying out planned activities. An organization can run effectively if management functions such as planning, organizing, competence, discipline and supervision are in it to function properly, and the supporting elements are available and meet the requirements (Dzulrifli, 2013). An important factor in the agency is the employee, therefore the performance of the employee must be considered by the agency. According to Robbins (2008) employee performance is a function of the interaction between abilities and competencies. Performance is work performance,

which is a comparison between actual work results and established work standards. Each agency will try to always improve the performance of its employees in order to achieve agency goals.

Organizations in an effort to create maximum employee performance, it is necessary to have a leadership line with the main task of managing and leading the agency concerned. The existence of leaders in agencies is very important because they have a strategic role in achieving agency goals, because without good and quality leadership, it will be difficult to achieve agency goals, in addition, the role of leaders is also very important in influencing employee morale. A leader must be able to influence his subordinates to act in accordance with the vision, mission and goals of the agency. Leaders must be able to provide insight, arouse pride, and foster respect and trust from their subordinates.

The work environment is everything around the workers and can affect them in carrying out the tasks assigned to employees (Sofyan, 2013). The condition of the work environment is not good, such as a narrow, dirty, hot workspace, so it is possible for employees to work less than optimally, making it difficult for employees to focus on their work, it is even possible that it can lead to increased stress for employees, higher absenteeism levels, emotional employees become uncontrolled, so that the performance of employees decreases and makes it difficult for the company to develop.

An organization in carrying out activities to achieve its goals has several interrelated and influential factors. One of these factors is very important to use to drive other factors, namely human resources. Organizations are required to manage and optimize human resources. According to Marihot (2005), human resource management itself is very important in a company in addition to other factors such as capital. Because the management of human resources itself is to get reliable employees who are able to carry out their duties correctly and responsibly can increase the effectiveness of the organization in order to achieve goals. According to Wirawan (2009), human resources are important because they play a role in mobilizing and synergizing other resources to achieve organizational goals. In HR management, if individuals in the organization, namely their human resources, can run effectively, the organization will continue to run effectively. Some human resources management, the activities are such as procurement, assessment, protection, motivating employees, empowering employees, improving discipline, guidance, etc. Human resource management and optimization cannot be separated from the employee factor. Organizations must have employees who have good performance. In other words, the continuity of an organization is determined by the performance of its employees. According to Nitisemito (Halim, 2012) the work environment is everything around the workers that can affect them in carrying out their duties. The work environment must be considered by the agency, although the work environment does not carry out the factors of production, the work environment has a direct influence on employees carrying out the tasks of the organization.

High employee performance is one of the company's competitive advantages. Work performance is highly dependent on high human resources and good morals. Employee performance according to Prasetyo et al. (2014) employee performance is work performance, namely the comparison between works results can be seen in real terms with work standards that have been set by the company. Competence owned by employees is very important in improving employee performance. Competence reflects the ability of employees to collaborate and interact with others in working to achieve personal goals and organizational goals. Low competence can be seen from the lack of ability of employees to interact with the community, so that employees are less able to convince and influence the public to use financing services. Competence is the

ability to build and maintain cooperative relationships and interact with others in carrying out tasks as an effort to achieve personal goals and organizational goals.

The Era of Regional Autonomy is an important stage in providing a new climate for the people of Indonesia. Regional Autonomy is the beginning of a fundamental change in the paradigm of governance. Today's government is a service and community empowerment. In other words, the new current of our state life is the reality of the shift in power from the center (central) to the region (decentral) based on the power of the community itself.

These changes require local governments to carry out their functions efficiently. Government efficiency can be achieved if government organizations have quality human resources capable of managing regional resources productively and are able to design policies and service programs to the community with efficient principles.

The existence of quality human resources, especially in government organizations will affect the performance of employees and organizations. Improving the quality of human resources is a key factor for the Manyaran Sub-District Office, Wonogiri Regency to improve employee performance. Good employee performance will not appear easily just like that. But it needs support from various aspects, both internally from within the individual employee and external stimulus to make employees able to perform their duties well. Employee performance is influenced by work motivation embedded in employees, work discipline is carried out in the organization and the perception of organizational support is felt by employees.

According to Uno (2012), work motivation is a force within people that influences the direction, intensity and persistence of a person's voluntary behavior to do work. Employees must be continuously motivated to stay motivated to do their jobs. In the context of work, motivation is one of the important factors in encouraging someone to produce performance. Motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. These attitudes and values are invisible, giving strength to encourage individuals to behave in achieving goals. If someone is motivated then he will try his best to achieve the goal, but not necessarily high effort will result in high performance. Therefore, it takes the intensity and quality of these efforts and is focused on organizational goals. In general, high performance is associated with high motivation. In contrast, low motivation is associated with low performance.

Sutrisno (2011: 96) says that discipline is an attitude of willingness and willingness of a person to obey and obey the norms of the surrounding regulations, and good employee discipline will accelerate the achievement of company goals, while declining discipline will become a barrier and slow down the achievement of company goals. Work discipline must also be considered by all members of the organization so that the organizational goals that have been previously set can be achieved. The application of work discipline in an organization will be a guideline for employees, so that they can realize organizational goals. One of the keys to success lies in discipline, and a good discipline is that even though it is small, it is carried out continuously. Because by doing it continuously, the results of this discipline will produce tangible results that will be seen in the future.

According to Yusuf and Syarif (2018: 96) the perception of organizational support is the level of employee confidence by evaluating the organization's treatment of what employees have done and what employees get. According to Rhoades & Eisenberger in Artatio et al (2015) perceived organizational support refers to employees' perceptions of the extent to which the organization values their contribution and cares about their welfare. If employees perceive that the organizational support they receive is high, then the employee will integrate membership as a member of the organization into their self-identity and then develop a more positive relationship

and perception of the organization. By integrating membership in the organization with the identity of the employee, the employee feels part of the organization and feels responsible for contributing and giving his best performance to his organization.

The research conducted by Triyaningsih (2014), Koesmono (2004) and Umar (2011) shows that work motivation has a positive and significant effect on employee performance, this means that the higher the motivation embedded in employees and the implementation of orderly discipline will improve employee performance. However, the research conducted by Sudarmo and Lukita (2015), Khairiyah and Anisa (2013) and Marjaya and Pasaribu (2019) showed that there was no influence between work motivation on performance. This means that every decrease and increase in performance is not influenced by work motivation and work discipline.

The research conducted by Triyaningsih (2014), Sudarmo and Lukita (2015) found that work discipline partially has a significant positive effect on performance. This shows that the higher the work discipline, the employee's performance also increases. However, in contrast to Bawelle and Sepang (2016) and Arianto (2013), they found that work discipline partially did not have a significant positive effect on performance.

The research conducted by Khairiyah and Anisa (2013), Susmiati and Sudarma (2015), and Tobing (2009) shows that there is an influence of perceived organizational support on employee performance. This means that the higher organizational support felt by employees will improve employee performance within the company. However, Kambu et al. (2001) and Harin (2014) found that perceived support for organizational support had no effect on employee performance. This indicates that the organizational support they feel is not being paid too much attention, so it is not an important thing and is a reason to improve their performance.

2. Literature Review And Hypotheses Development

a. Literature Review

1. Work Motivation

According to Uno (2012), work motivation is a force within people that influences the direction, intensity and persistence of a person's voluntary behavior to do work. According to Mangkunegara (2013), motivation is the driving force for a person to contribute as much as possible to the success of the organization to achieve its goals. According to Siagian (2015), what is meant by employee work motivation is the driving force that causes a member of the organization to be willing and willing to direct abilities in the form of expertise and skills of manpower and time to carry out various activities that are his responsibility and fulfill his obligations, in the context of achieving goals and various targets. has been determined by the previous agency.

2. Work Discipline

Discipline comes from the word "disciple" which means an orderly state and is happy to follow the teachings of its leader, that was originally called discipline. If we observe carefully in organizational life, the word is then often used in the field of industry or work called discipline subordinates do not always behave in accordance with the goals and applicable provisions According to Hasibuan (2011) discipline is "a person's awareness and willingness to obey all organizational rules and applicable social norms. Good discipline reflects the magnitude of a person's responsibility for the tasks he is given. This encourages work enthusiasm and the realization of organizational goals. According to Dermawan (2013) work discipline as an attitude, behavior, and actions according to the regulations of the organization in written form or not. Meanwhile, according to Sutrisno

(2016) discipline is a person's behavior in accordance with regulations, work procedures exist, attitudes, behavior and actions in accordance with the regulations of the organization both written and unwritten.

3. Organizational Support Perception

According to Yusuf and Syarif (2018: 96) the perception of organizational support is the level of employee confidence by evaluating the organization's treatment of what employees have done and what employees get. According to Rhoades & Eisenberger in Artatio et al (2015) perceived organizational support refers to employees' perceptions of the extent to which the organization values their contribution and cares about their welfare. If employees perceive that the organizational support they receive is high, then the employee will integrate membership as a member of the organization into their self-identity and then develop a more positive relationship and perception of the organization. By integrating membership in the organization with the identity of the employee, the employee feels part of the organization and feels responsible for contributing and giving his best performance to his organization

4. Understanding Performance

Performance is a real behavior displayed by everyone as work performance produced by employees according to their role in the agency. According to Prawirosentono in (Edison, Anwar, & Komariah, 2016), performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violate the law and in accordance with norms and ethics. According to (Hasibuan, 2016), performance is a work achieved by a person in carrying out the tasks assigned to him. According to Moeheriono (2014) performance is a description of the level of achievement of the implementation or program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization. According to Sutrisno (2016), performance is the result of a person's efforts to be found by the ability of his personal characteristics and perceptions of his role in the job. From the opinions of the experts above, we can conclude that performance is a result of work that can be found in quality and quantity in carrying out the tasks assigned to an employee in realizing the goals, vision, mission, and goals of an organization or company.

b. Hypothesis

A hypothesis is a generalization or formulation of a temporary conclusion that will only apply if it is proven true. The hypotheses proposed in this study are as follows:

1. The effect of work motivation on employee performance

According to Uno (2012), work motivation is a force within people that influences the direction, intensity and persistence of a person's voluntary behavior to do work. Employees must be continuously motivated to stay motivated to do their jobs. In the context of work, motivation is one of the important factors in encouraging someone to produce performance. This is in line with research conducted by Triyaningsih (2014), Koesmono (2004) and Umar (2011) showing that work motivation has a positive and significant effect on employee performance, this means that the higher the motivation embedded in employees and the implementation of orderly discipline will improve performance. employee.

However, contrary to research conducted by Sudarmo and Lukita (2015), Khairiyah and Anisa (2013) and Marjaya and Pasaribu (2019) showed that there was no influence between work motivation on performance. This means that every decrease and increase in performance is not influenced by work motivation and work discipline.

Based on the description above, the first hypothesis is formulated as follows:

H1: It is suspected that there is a positive and significant effect of work motivation on employee performance in Manyaran Sub-District.

2. The effect of work discipline on employee performance

Sutrisno (2011: 96) says that discipline is an attitude of willingness and willingness of a person to obey and obey the norms of the surrounding regulations, and good employee discipline will accelerate the achievement of company goals, while declining discipline will become a barrier and slow down the achievement of company goals. Work discipline must also be considered by all members of the organization so that the organizational goals that have been previously set can be achieved.

This is in line with research conducted by Triyaningsih (2014), Sudarmo and Lukita (2015) finding that work discipline partially has a significant positive effect on performance. This shows that the higher the work discipline, the employee's performance also increases. However, in contrast to Bawelle and Sepang (2016) and Arianto (2013), they found that work discipline partially did not have a significant positive effect on performance.

Based on the description above, the second hypothesis is formulated as follows:

H2: It is suspected that there is a positive and significant effect of work discipline on employee performance at the Manyaran District Office.

3. The effect of perceived organizational support on employee performance

According to Yusuf and Syarif (2018: 96) the perception of organizational support is the level of employee confidence by evaluating the organization's treatment of what employees have done and what employees get. If employees feel that they receive organizational support and their perceived well-being is high, then this will be an important reason to improve their performance.

This is in line with research conducted by Khairiyah and Anisa (2013), Susmiati and Sudarma (2015), and Tobing (2009) showing that there is an influence of perceived organizational support on employee performance. This means that the higher organizational support felt by employees will improve employee performance within the company. However, Kambu et al. (2001) and Harin (2014) found that perceived support for organizational support had no effect on employee performance. This indicates that the organizational support they feel is not being paid too much attention, so it is not an important thing and is a reason to improve their performance.

Based on the description above, the third hypothesis is formulated as follows:

H3: It is suspected that there is a positive and significant influence on the perception of organizational support on employee performance at Manyaran Sub-District Office

4. The most dominant variable affecting employee performance

According to Uno (2012), work motivation is a force within people that influences the direction, intensity and persistence of a person's voluntary behavior to do work. Employees must be continuously motivated to stay motivated to do their jobs. In the context of work, motivation is one of the important factors in encouraging someone to produce performance. This is in accordance with research conducted by Triyaningsih (2014) showing that work motivation has the strongest influence on employee performance.

Based on the description above, the fourth hypothesis is formulated as follows:

H4: It is suspected that work motivation has the most dominant influence on employee performance at Manyaran Sub-District Office.

3. Research Method

a. Research Design

The type of research the author does is quantitative research. Sugiyono (2015:7) defines quantitative research as research by obtaining data in the form of numbers or qualitative data in numbers.

b. Research sites

The research location is Manyaran Sub-District Office, Wonogiri Regency

c. Population, Sample and Sampling Technique

1. Population and Sample

The population in this study were all employees consisting of both civil servants and honorary staff at the Manyaran District Office totaling 42 people. Arikunto (2008: 116) says that the determination of sampling is as follows: if it is less than 100, it is better to take all of them until the research is a population study. If the number of subjects is large, it can be taken between 10-15% or 20-55% or more depending on the number of:

- a. The ability of researchers seen from the time, energy and funds
- b. The narrow area of observation of each subject, because this involves a lot of funds.
- c. The size of the risk is borne by the researcher for the researcher, the risk is large, of course the larger the sample the better the results.

From the theory above, the research sample is all employees at the Manyaran District Office, the number is 42 people with different positions.

2. Sampling Tehcnique

The sampling method in this study will use the probability sampling method. Sugiyono (2015:141) probability sampling is a sampling technique by providing equal opportunities/opportunities for each element or member of the population to be selected as a sample. The probability sampling technique was chosen by using saturated sampling (census) which is a sampling method when all members of the population are used as samples.

d. Data analysis method

The hypothesis testing of this study using multiple regression testing model with the help of SPSS software version 21.00. This research was conducted using (1) Instrument Test (Validity Test and Reliability Test), (2) Classical Assumption Test (Normality Test, Multicollinearity Test and Heteroscedasticity Test), (3) Hypothesis Test (Multiple Linear Regression Analysis, t Test, Test F and R2 test).

4. Result And Discussion

a. Analysis Result

1) Regression Equation

Table 1 t test results

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0,083	0,220		0,379	0,706		
	Work Motivation	0,399	0,132	0,387	3,016	0,005	0,167	6,000
	Work Discipline	0,254	0,156	0,241	1,628	0,112	0,125	8,008
	Perceptional of Organizational Support	0,340	0,113	0,359	3,015	0,005	0,193	5,169

a. Dependent Variable: Employee Performance

Source: Data processed, 2020

Based on the results of multiple linear regression analysis obtained the following equation: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$

$$Y = 0,083 + 0,399 X_1 + 0,254 X_2 + 0,340 X_3$$

$$(0,706)** (0,005)** (0,112)** (0,05)**$$

Description: Y : Work Variable
 X1 : Work motivation variable
 X2 : Variable work discipline
 X3 : Organizational support perception variable
 β_0 : constant
 $\beta_1, \beta_2, \beta_3$: Regression coefficient of each variable
 e : error

From the above equation it can be explained that:

a) Constant of 0.083

If work motivation (X1), work discipline (X2) and perceived organizational support (X3) are equal to 0 (zero) then employee performance (Y) will be positive with a regression coefficient of 0.083.

b) The regression coefficient of work motivation variable (X1) is 0.399

If the other independent variables are zero and work motivation (X1) increases, then employee performance (Y) will increase with a regression coefficient of 0.399. The positive coefficient means that there is a positive relationship between work motivation and employee performance, if work motivation is increased, employee performance will increase.

c) The regression coefficient of work discipline variable (X2) is 0.254

If the other independent variables are zero and work discipline (X2) has increased, then employee performance (Y) will increase with a regression coefficient of 0.254. The positive coefficient means that there is a positive relationship between work discipline and employee performance, if work discipline is improved, employee performance will increase.

d) The regression coefficient of the perceived organizational support variable (X3) is 0.340

If the other independent variables are zero and the perception of organizational support (X3) has increased, then employee performance (Y) will increase with a regression coefficient of 0.340. The positive coefficient means that there is a positive relationship between the perception of organizational support and

employee performance, if the perception of organizational support is increased, the employee's performance will increase.

2) Model Feasibility Test

a) Simultaneous regression coefficient test (F Test)

Table 2. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3,775	3	1,258	109,100	.000 ^b
	Residual	0,438	38	0,012		
	Total	4,213	41			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Perceptonal of Organizational Support, Work Motivation, Work Discipline						

Source: Data processed, 2020

Based on the calculation results show that F count > F table ($109.100 > 2.85$), then H_0 is rejected, meaning that there is a significant influence between work motivation, work discipline and perceptions of organizational support together on employee performance.

1) Coefficient of Determination Test (*Adjusted R Square*)

Tabel 3. Determination Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.947 ^a	0,896	0,888	0,10740	2,234
a. Predictors: (Constant), Perceptonal of Organizational Support, Work Motivation, Work					
b. Dependent Variable: Employee Performance					

Source: Data processed, 2020

Based on the table above, the number of Adjusted R² (R Square) is 0.888 or (88.8%). This shows that the percentage contribution of the influence of the independent variable (work motivation, work discipline and perceived organizational support) on the dependent variable (employee performance) is 88.8%. Or the variation of the independent variables (work motivation, work discipline and perceived organizational support) used in the model is able to explain 88.8% of the variation in the dependent variable (employee performance). While the remaining 11.2% is influenced or explained by other variables not included in this research model.

3) Regression Coefficient Test (t test)

With a significance level using $\alpha = 5\%$ ($\alpha = 0.05$ with degrees of freedom (df) $n-k$ or $42-3 = 39$) then we get $t_{table} = 1.685$.

Table 4. t test results

Coefficients ^a					
Model		Unstandardized		Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	0,083	0,220		0,706
	Work Motivation	0,399	0,132	0,387	0,005
	Work Discipline	0,254	0,156	0,241	0,112
	Perceptonal of Organizational Support	0,340	0,113	0,359	0,005

a. Dependent Variable: Employee Performance

Source: Data processed, 2020

1) Partial test

a) Testing the regression coefficient of work motivation variable

• Determining the hypothesis

H0 : Partially there is no positive and significant effect between work motivation and employee performance

H1 : Partially there is a positive and significant influence between work motivation and employee performance

• Comparing t_{count} dengan t_{table}

$$3.016 > 1,685 \rightarrow t_{count} > t_{table}$$

Then H0 is rejected, then work motivation has a positive and significant effect on employee performance.

b) Testing the regression coefficient of the work discipline variable

• Determining the hypothesis

H0 : Partially there is no positive and significant effect between work discipline and employee performance

H1 : Partially there is a positive and significant effect between work discipline and employee performance

• Comparing t_{count} dengan t_{table}

$$1.628 < 1,685 \rightarrow t_{count} < t_{table}$$

Maka H0 diterima maka disiplin kerja berpengaruh positif dan signifikan terhadap kinerja pegawai tidak terbukti.

c) Testing the regression coefficient of the perceived organizational support variable

• Determining the Hypothesis

H0 : Partially there is no positive and significant effect between perceptions of organizational support and employee performance

H1 : Partially there is a positive and significant influence between perceptions of organizational support and employee performance

• Comparing t_{count} dengan t_{table}

$$3.015 > 1,685 \rightarrow t_{count} > t_{table}$$

Then H0 is rejected, the perception of organizational support has a positive and significant effect on employee performance.

2) Dominant Variable

The coefficient of work motivation variable is 0.399, the highest of the three independent variables, thus it can be concluded that work motivation is the dominant variable affecting employee performance.

b. Discussion

1. The effect of work motivation (X1) on employee performance (Y)

The test results show that work motivation has a positive and significant effect on the performance of the Manyaran District Office employees. These results are in line with research Darolia et al, (2010) which states that motivation affects employee performance. This indicates that efforts to increase work motivation will cause employee performance to have a positive impact. So if the employee's work motivation is higher, the employee's performance will increase. Work motivation is a willingness to expend a high level of effort towards organizational goals, conditioned by the ability of these efforts to meet an individual need. The strength of employees' work motivation to work/performance is directly reflected in how far their efforts are to work hard to produce better performance in order to achieve company goals. The indicators of work motivation consist of: a) Driving force, b) Willingness, c) Willingness, d) Developing skills, e) Developing skills, f) Responsibilities, g) Obligations, h) Goals.

Using the indicators above, it can be said that:

- a) With the driving force, willingness, willingness and great responsibility, it can increase employee work commitment.
- b) With high employee expertise and skills, it can increase employee independence.
- c) By carrying out the obligations according to their duties and functions, work effectiveness can be achieved.

2. The effect of work discipline (X2) on employee performance (Y)

The test results show that work discipline does not have a significant effect on the performance of the Manyaran District Office employees. This result is in line with Sutianingsih (2018) which states that work discipline has a significant effect on employee performance. This can be seen from the presence of employees:

- a) Have not obeyed the rules of time, i.e. even though they come to work, take a break and go home from work according to the specified time, there are still employees who leave the workplace during working hours for personal matters.
- b) Not complying with organizational regulations, namely there are still employees who do not wear uniforms and attributes according to applicable regulations.
- c) Not obeying the rules of behavior at work, namely there are still employees who have not done work according to their respective positions, duties, and responsibilities.
- d) Not complying with other regulations in the organization, namely there are still employees doing tasks outside the organization's affairs during working hours.

From the above, it is necessary to increase employee discipline by:

- a) Giving warnings, namely

Employees who violate work discipline need to be given the first, second and third warning letters. The purpose of giving warnings is so that the employees concerned are aware of the violations they have committed. In addition, the warning letter can be used as material for consideration in assessing the employee's condition.

- b) The imposition of sanctions must be immediate
Employees who violate discipline must be immediately sanctioned in accordance with applicable organizational regulations. The goal is that the employee concerned understands the sanctions for violations that apply in the organization. Failure to impose sanctions will weaken existing discipline. In addition, it provides opportunities for violators to ignore organizational discipline.
 - c) Sanctions must be consistent
Sanctions for undisciplined employees must be consistent. It is intended that employees are aware of and respect the regulations applicable to the organization. Inconsistency in the provision of sanctions can result in employees conducting employee discrimination, light sanctions, and neglect of discipline.
 - d) The sanction must be impersonal
Sanctions for disciplinary violations must not discriminate against employees, young and old, male and female, but they are still applied the same in accordance with applicable regulations. The goal is for employees to realize that work discipline applies to all employees with sanctions for violations in accordance with applicable regulations in the organization.
3. The effect of perceived organizational support (X3) on employee performance (Y)
- The test results show that the perception of organizational support has a positive and significant effect on the performance of the Manyaran District Office employees. This indicates that efforts to increase perceptions of organizational support cause employee performance to have a positive impact. So if the perception of organizational support is higher, the employee's performance will increase. This result is in accordance with the findings of Biswakarma (2016) which states that the perception of organizational support has a significant effect on job performance, and also supports the findings of Guan, Sun, Hou, Zhao, & Luan, (2014) which indicates that perceived organizational support affects job performance indirectly. Miao and Kim (2010) stated there was a significant positive relationship between perceived organizational support with work performance. Perception of organizational support can be defined as employee perceptions of the extent to which the organization provides support to employees and the extent to which the organization is ready to provide assistance when needed. According to Eisenberger and Rhoades (2002:701), the perception of organizational support refers to the employee's perception of the extent to which the organization values their contribution and cares about their welfare. If employees perceive that the organizational support they receive is high, then the employee will integrate membership as a member of the organization into their self-identity and then develop a more positive relationship and perception of the organization. By integrating membership in the organization with the identity of the employee, the employee feels part of the organization and feels responsible for contributing and giving his best performance to his organization.
- Perception of organizational support uses 3 (three) indicators as follows:
- 1) Justice
Procedural fairness is used to determine how to distribute resources among employees.
 - 2) Supervisor support
Employees develop a general view of the extent to which superiors value their contributions and care about their well-being.
 - 3) Organizational rewards and working conditions

- a. Training
- b. Salary, recognition and promotion.
- c. Safety at work.
- d. The role of stressors.

With the indicators above, it can be said that:

- a. With justice given by superiors in the division of labor, effectiveness in work can be achieved.
- b. With high supervisor support for employee welfare, it will improve the quality of employees, quantity of work and can carry out tasks on time.
4. The most dominant variable affecting employee performance
The test results show that work motivation is the most dominant variable in influencing employee performance. This is in accordance with research conducted by Triyaningsih (2014) showing that work motivation has the strongest influence on employee performance.

5. Conclusion

Based on the t-test, it can be found that work motivation has a positive and significant effect on employee performance at Manyaran Sub-District Office. Work discipline has no positive and significant effect on employee performance at Manyaran District Office. Perception of organizational support has a positive and significant effect on employee performance at Manyaran Sub-District Office. Work motivation is the most dominant variable affecting employee performance at Manyaran Sub-District Office.

Recommendations

Based on the results of the study, it is known that the need for giving employee work motivation by superiors is by giving awards, providing comfort in work and giving fair responsibilities for all employees. The Manyaran District Office must foster self-motivation in order to create willingness, willingness, increase in abilities and skills as well as great responsibility in working so as to increase employee independence. Although employee discipline does not have a positive and significant effect on employee performance, it is still necessary to increase employee discipline. This can be done by providing appropriate compensation, setting an example of discipline to subordinates, setting clear rules in writing, giving disciplinary warnings fairly, carrying out supervision to employees and creating habits that support the establishment of discipline. Organizational support and organizational readiness to provide assistance when needed by employees because if employees feel that they receive organizational support and their perceived welfare is high then this will be an important reason to improve their performance. This can be done by: Responding to employee ideas as a constructive contribution, maybe it can be realized through careful planning, so that individuals working in that place have a positive perception of organizational support for themselves. Providing assistance to employees experiencing problems both in terms of completing work and in other cases that are still related to work. Provide guarantees for employee welfare and health through BPJS Employment for temporary workers who do not have one.

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