



THE EFFECT OF EMPLOYEE WORK ETHICS AND TRAINING ON EMPLOYEE PERFORMANCE AND SERVICE QUALITY AT PT XL AXIATA RIAU

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Article History

Received

29 June 2021

Received in revised form

28 July 2021

Accepted

27 August 2021

Published Online

29 September 2021

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Abstract

The quality of customer service in companies is often affected by ethics and poor employee performance, lack of employee training on the necessary skills. These challenges lead to companies losing customers, declining quality, and being criticized in terms of service, lack of morale which leads to low productivity and hinders the achievement of PT XL AXIATA's goals. This study aims to determine the effect of employee work ethics and employee training on customer service quality in the service department. In particular, with the main objective to determine the relationship between Employee Performance and Customer Service Quality at PT XL AXIATA, the mediation results of employee training and the influence on the relationship between Employee Performance and Customer Service Quality at PT XL AXIATA. As well as the combined effect of ethics and employee training on the quality of customer service at PT XL AXIATA. The author adopted a descriptive research design. This study uses quantitative methods. The type of data used in this study is primary data, which means that the data is obtained directly by the respondent. In this study, the distribution of questionnaires as many as 83 respondents. The test used to test is a research instrument in the form of validity test, reliability test and classical assumption test. From the results of data processing using the T test (partial) variable Ethics (X1), Employee Training (X2) Able to Influence Employee Performance (Y1) and Service Quality (Y2).

Keywords: Employees, Performance, Ethics, Quality, Customer Service

1.0 INTRODUCTION

The development of telecommunications technology has progressed very rapidly. The rapid advancement of cell phone technology has also pushed telecommunications companies to issue a variety of cell phone products. According to data from the Indonesian Cellular Telecommunication Association (ATSI) it shows that the number of cellular subscribers in Indonesia in the first quarter of 2017 was recorded at 255 million.

Since the enactment of Law No. 36 of 1999 concerning Telecommunications which regulates convenience for new players and encourages competition, the growth of the cellular telephone industry has also increased rapidly. Cell phone companies compete fiercely for market share.

Many new customers come and many also switch to other products. XL AXIATA measures Customer Service (CS) performance using criteria set by industry standards. The measurement results show that XL Axiata not only meets the standards of the Indonesian Telecommunication Regulatory Body (BRTI), but has exceeded these standards, as shown in the following figure:

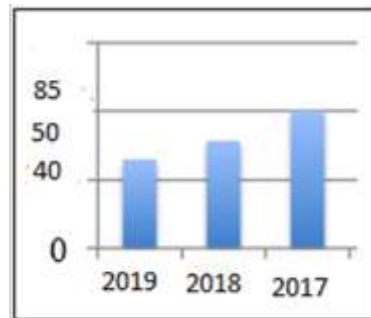


Figure 1. XL Complaint Index 2017-2019

Based on Figure 1.2, it can be seen that from year to year the number of complaints at XL in Riau continues to decrease. Even though in 2017 there were 85 XL customers who experienced complaints and increased handling, in 2018 the number of complaints decreased because the handling was quickly handled not only via the call center or xlcenter but via social media and email which had been carried out to address problems and complaints customer, where in 2018 the number of complaints that came in was 50 people. However, XL managed to reduce the overall complaint rate by 22% during the year in which 2019 fell to 40 people due to more than 600 customer service officers consisting of call centers, XL Centers and XL Care ready to respond to customer needs 24 hours a day, 7 days a week. A week on telephone line 817. Customer messaging services via social media Twitter accounts at @ask_AXIS and Facebook myXLCare. Contact customer service through the myXL Application, live chat at xl.co.id, and email customerservice@cxl.co.id 95 XL Centers spread throughout Indonesia.

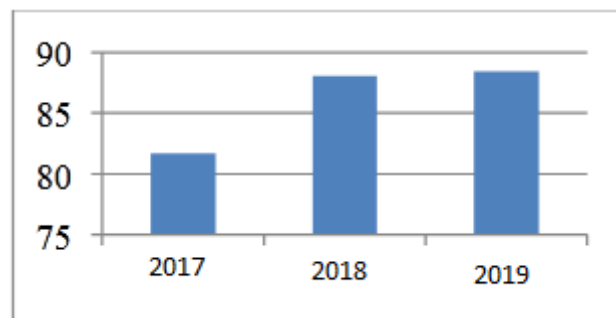


Figure 2. XL Customer Satisfaction Index (in percent)

Based on Figure 1.3, XL's Customer Satisfaction Index continues to increase from year to year. This is a good thing because XL is able to maintain customer satisfaction for the services that XL has provided. This Customer Satisfaction Index is obtained from a survey conducted by XL to evaluate customer satisfaction with its products and services. XL conducts a Customer Satisfaction Survey (CSAT) twice a year, covering XL's customers and competitors throughout Indonesia. This survey conducted by XL is very useful to find out to what extent customers are satisfied with the services provided by XL, this survey also shows that XL continues to improve its services. According to Kotler (2009: 192) some companies think they have gained customer satisfaction by checking complaints, but 96% of dissatisfied customers do not make complaints; they just stop buying. The best a company can do is make it easier for customers to complain. Of course the customer satisfaction index cannot be separated from the ethics of its employees, every year there are role models and customers feel satisfied when served and not a few are still criticized by customers. This phenomenon makes the author want to examine how important employee ethics are in serving and how training can improve the quality of employee performance as an example of the phenomenon, namely one customer complained when being served by an XL employee, the customer felt the service was not friendly and did not provide a solution activating the internet package and when complaining that customers feel the service is very bad.

2.0 LITERATURE REVIEW

Service Quality

According to Tjiptono (2002, p.59) states that service quality is the fulfillment of customer needs and desires and the accuracy of their delivery to offset customer expectations. Thus, there are two main factors that influence service quality, namely expected service and perceived service. Dimensions of Service Quality According to Parasuraman et al. (1988) revealed that there are 22 determinants of service quality which are summarized into five dominant factors or better known as SERVQUAL, namely reliability, responsiveness, assurance, empathy, and tangible.

1. Reliability. Ability to provide the promised service reliably and accurately. In a broad sense, reliability means that a company delivers on its promises regarding supply, problem solving and price. When viewed in the field

of cinema service business, a reliable service is when a cinema employee is able to provide services as promised and help solve problems faced by viewers quickly.

2. Responsiveness. Willingness to help customers and provide prompt service. This dimension emphasizes attentiveness and promptness when dealing with customer requests, questions, and complaints. Then, if we take a deeper look at the responsive service at a cinema, we can see it from the ability of cinema employees to quickly provide service to visitors/audiences and quickly handle their complaints.
3. Assurance. Employee knowledge, courtesy, and ability to engender confidence and trust. This dimension may be very important in services that require a fairly high level of trust. Examples include banks, insurance, and brokers. Of course, in a cinema service, certainty is an important thing to be able to provide to the audience, such as guarantees of security and safety while watching in the cinema.
4. Empathy. Care and personal attention given to customers. The essence of the empathy dimension is to show customers through the services provided that customers are special, and their needs can be understood and fulfilled. In maintaining good relations, of course the services provided by employees must be able to show their concern for the audience.
5. Tangibles. In the form of the appearance of physical facilities, equipment, staff, and buildings. This dimension describes the physical form and services that will be received by consumers. Examples include the condition of cinema studios, cinema facilities, cinema design, and the neatness of employee appearances.

Performance

Performance by Suyadi Prawirosentono is defined as work results that can be achieved by a person or group of people in an organization, according to their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, not violating the law and in accordance with Prawirosentono's morals and ethics (1999).

Anwar Prabu Mangkunegara (2000) that "Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". Meanwhile, according to Hani Handoko quoted by Susilo. K in his book entitled Human Resource Management, what is meant by performance appraisal is the process through which organizations evaluate or assess employee performance.

In line with the opinion above, Henry Simamora provides the notion of performance appraisal is the process by which an organization evaluates the implementation of individual work. In this performance appraisal assessed the contribution of employees to the organization during a certain period Simamora, Henry (1997).

Meanwhile, according to Susilo himself, employee performance appraisal is basically a systematic assessment of the employee's own work performance and of the potential level of employees in their efforts to develop themselves for the benefit of the company or organization.

Meanwhile, according to human resource theory, performance (Putra & Renaldo, 2020) is the result that has been achieved from what has been done, done by someone in carrying out work or tasks. Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or goals or criteria that have been determined in advance and have been mutually agreed upon. Performance is a translation of the word performance, derived from the root word "to perform" with several "entries", namely: (1) to do, to run, to carry out (to do or carry out, execute); (2) to fulfill or carry out an obligation or an intention or vow (to discharge of fulfill; as a vow); (3) carrying out or perfecting responsibilities (to execute or complete an understaking); (4) do what is expected of a person machine (Veithzal Rivai and Ahmad Fawzi Mohd Basri, 2005).

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Training

Definition of Training and Development

According to Mathis and Jackson (2010: 250) training is a process by which an employee gains the ability to do a job. Training will provide employees with specific and appropriate knowledge and skills that can later be identified for use in their jobs on the spot. Sikula in Mangkunegara (2013: 44) states that training activities are an educational process in a short period of time using systematic and organized procedures in which non-managerial employees learn knowledge and technical skills for limited purposes.

Mathis and Jackson (2010: 303) state that development is an effort to improve the ability of employees to handle various tasks and to grow the ability of employees beyond the needs of their current job. According to Sunyoto (2012: 145) development activities have a broader scope in an effort to improve and enhance knowledge,

abilities, attitudes and personality traits. Development activities are more focused on meeting long-term general needs within an organization.

Training and Development Objectives

Marwansyah (2012: 156) argues that training activities have the aim of improving and honing individual abilities in carrying out each task or job satisfactorily. According to Sunarto and Sahedhy (2003) in Sunyoto (2012:139) human resource training and development activities have the following objectives: 1) improve the performance of employees; 2) updating the skills of employees; 3) fill in the gaps between predicted employee performance and actual performance; 4) dealing with operational issues; 5) employee promotion; 6) employee understanding of the organization; 7) meet the needs of personal development.

Training and development has the main objective of increasing the performance and productivity of every employee at every divisional level within the organization. In general, the purpose of training and development activities is to provide human resources who are ready and able to be assigned both in terms of competence, managerial and behavior so that they can make a positive contribution to the needs of the organization or company on an ongoing basis in accordance with developments in competition and position. .

Benefits of Training and Development Activities

According to Sunarto and Sahedhy (2003) in Sunyoto (2012: 141) states that the implementation of training is useful for increasing the quality and quantity of organizational productivity, saving time for learning needed by employees to achieve acceptable performance standards, creating an attitude of loyalty and good teamwork. more profitable, able to meet the needs of human resource planning, able to reduce the number and cost of work accidents, assist employees in improvement and help their personal development.

According to Siagian in Sunyoto (2012: 146) the benefits of implementing development activities include: Increasing organizational work productivity, creating harmonious relationships between and subordinates, faster and more precise decision-making processes, increasing morale and commitment (Mairia, Komardi, & Panjaitan, 2021) of all employees, being able to facilitate communication and make it more effective, functionally resolve conflicts.

Factors Influencing Training and Development

According to Marwansyah (2012: 158) says that there are several factors that influence the sustainability of training activities and human resource development, including:

- 1) Support from top management;
- 2) Commitment of specialists and generalists;
- 3) Advances in technology used;
- 4) The complexity of the organizational structure;
- 5) Each individual's Learning Style;

Training Need Analysis

According to Mathis and Jackson (2010: 260) Training Need Analysis is a diagnostic phase of a training and development plan. This assessment considers current employee and organizational performance issues and challenges in the future. Analyzing TNA, there are three important sources to consider: 1) analyzing Organizational Needs; 2) analyze the work to be performed; 3) analyze the needs of each individual employee.

Types of Training and Development

According to Hasibuan (2009:72) there are two types of training and development, including:

1. Training and development carried out or carried out officially by organizations or companies for employees.
2. Training and development carried out informally or unofficially, for example activities to improve abilities, skills and knowledge carried out on their own will and effort.

Training and Development Participants

Hasibuan (2009:73) states that participants who can take part in training and development from an organization or company are;

1. Employees who have just entered or joined the company. Training and development activities are needed by new employees so that they can understand, be skilled and expert in carrying out their duties and work.
2. Old employees who have worked for a long time, they need development because of job demands, positions, company expansion, updating of work methods, technology changes and preparations for promotion.

Training and Development Methods

Sikula in Hasibuan (2009:77) methods that can be used for training activities include:

- a. On the Job Training is a method that places employees or trainees under actual working conditions, with the guidance and supervision of a supervisor.
- b. Vestibule is a training method that is carried out outside the work environment. The education and training provided is not much different from the work that will be carried out by the employee.

- c. Demonstration and Example is a training method that is given by way of demonstration and explanation of how to do the job.
- d. Simulation is a training activity method that shows learning conditions that look the same as work conditions. This method will be used to learn technically. Employees will imitate the actual concept of a job they will do.
- e. Apprenticeship is a training method to develop various kinds of skills so that employees can learn all aspects of the job they need or can be called an apprenticeship. This learning also involves more experienced workers.
- f. Classroom methods are training methods carried out indoors, including: lectures, conferences, programmed instructions, case studies, role playing, discussions and seminars.

Work Ethic

Work ethics in the company play an important role in carrying out the work flow of employees within the company. Ethics is a branch of philosophy looking for bad human behavior (Ernawan, 2017). Work ethics as a work spirit based on certain values or norms stated according to (Harsono and Santoso, 2016). Work ethics are attitudes, views, habits, characteristics (Renaldo et al., 2021) regarding how to work that is owned by a person, a group or a nation (Tasmara, 2010).

Organizational Culture

According to Umi, et al (2015) Organizational culture is a norm and value structured and applied by an organization to give effect to characteristics or behavior to lead its employees so they can complete tasks on time and provide guidance to employees to achieve what the organization's goals are. According to Wardiah (2016) said that organizational culture (Ramadona, Putra, & Komardi, 2021) is the core value of the organization, which becomes a role as a reference for taking attitudes, determining behavior and taking action for the entire organization.

Work Discipline

According to Hasibuan (2016) states that if discipline is a conscious action and a person's habit of obeying all company rules and social norms that are currently in effect, the better the discipline of employees, the more optimal work performance a person can get. According to Arika (2016) states that work discipline is an attitude to respect, appreciate, obey and comply with applicable rules, both written and oral rules and can fulfill them and not avoid receiving sanctions if they violate the duties and obligations given.

Relations between Variables and Formulation of Hypotheses

Allegedly Work Ethics and Job Training Influence on Employee Performance

Work ethics are needed in a company, this is because every employee who works must have good ethics at work. Therefore, morals refer to spontaneous behavior (Nyoto, Renaldo, Karuppannan, Bhuiyan, & Kumarasamy, 2021) such as compassion, generosity and so on. Likewise with the existence of training that is attended by employees where he is able to apply the values of ethics at work.

Allegedly Work Ethics and Job Training Influence on Service Quality

The involvement of work ethics and job training of an employee is of course very important for the company where he works, because the involvement of job training from an employee will greatly affect his performance and performance for the company where he works. According to Robbins (2012), Engagement in job training is how much an individual psychologically identifies with his work. The greater the individual identifies himself with his work, the greater his involvement.

It is suspected that Job Training has an effect on Employee Performance

The performance of an employee greatly determines internal quality work, it's all because in work a person must have really good quality so he can improve his performance.

Allegedly Work Ethics influence on employee performance

Ethics and training of an employee determines the quality in work, it's all because in work a person must have really good quality so he can improve his performance.

3.0 METHODOLOGY

Place and Time of Research

The object of research is something that is very important in conducting a research, the object of research is the target to obtain an appropriate data. According to Sugiyono (2012) the object of research is a scientific goal to obtain data with specific goals and uses about something objective, valid, reliable about something (certain variables). This research was conducted at PT XL AXIATA RIAU. While the time of this research was conducted from May 2021 to July 2021.

Reasons for Choosing Research Locations

There are several reasons for choosing a research location at PT XL AXIATA in Riau, namely researchers still come from one of these regions or areas and know enough about the development conditions at PT XL AXIATA in Riau which is the research objective because the author also works at PT XL AXIATA experienced by employees so far is that there are still bad judgments regarding ethics in serving visitors, lack of knowledge, poor appearance and incomplete work motivation resulting in below average performance from other employees.

Population

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are applied by researchers to be studied and then drawn conclusions. Meanwhile, the sample is part of the number or characteristics possessed by the population. Because the author took the PT XL AXIATA test in Riau where the population is 85 employees

Data Type

The type of data used is qualitative and quantitative analysis as follows:

1. Qualitative analysis, that is, after the data has been collected in such a way, the data is classified into categories based on the similarities of the types of data, then the data is described, connected or compared between one data and another, so that a complete picture of the problem is obtained researched.
2. Quantitative analysis, namely the data that has been collected through a questionnaire is arranged in the form of frequency and percentage tables, then the aspects contained in the form of the table are interpreted so that a broader understanding is obtained from the table.

Data Type

The data used in this study are included in the descriptive quantitative data. Quantitative methods can be interpreted as research methods used to examine certain populations or samples, data collection uses research instruments, data analysis is quantitative/statistical in nature with the aim of testing the hypotheses that have been applied.

Data source

Primary data that can be obtained from data sources directly provide data to data collectors. This data is obtained from interview sources or the results of filling out the usual questionnaires. In this study, primary data were obtained from direct interviews and questionnaires with employees, partners and superiors of PT XL AXIATA in Riau. Secondary data are information (Chandra, Renaldo, & Putra, 2018) or facts obtained by the author from literature, archives, books, journals, final assignments or theses, the internet, magazines, and other sources that are relevant to this research.

Data Collection Technique

Interview. Interviews are a data collection technique in which the interviewer (researcher or the one given the task of collecting data) in collecting data asks a question to the interviewee.

Questionnaire. The questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to the respondent to answer. Questionnaires are an efficient data collection technique when the researcher knows exactly the variable to be measured and knows what can be expected from the respondent. In addition, the questionnaire is also suitable for use if the number of respondents is more than 3 people.

Observation. Observation is a complex process, a process composed of processes of observation and memory. Data collection techniques by observation are used if the research is pleasing with human behavior, work processes, natural phenomena and if the observed respondents are not too large. In this case, observations or observations made by the author with direct observation of the object under study regarding ethics and employee training at PT XL AXIATA RIAU.

Research Variable**Independent Variables**

The independent variable (X) is a variable that affects other variables and is a variable that causes changes or causes the dependent variable to arise. Variable (X1) in this study is Ethics Variable (X2) in this study is Employee Training.

Dependent Variable

The dependent variable (Y) is the variable that is affected or is the result because of the independent variable. The dependent variable in this study is employee performance and service quality.

Research Instruments

The first thing to do in analyzing research data is to test the validity and reliability tests. This test was used to test the questionnaire used on respondents whether the questionnaire used in the study was valid or not and whether the questionnaire was reliable or not.

Validity test

Measuring validity can be done by looking for the correlation of each question item score or indicator to the total score. Namely by comparing the value of r arithmetic r table for degree of freedom (df) = $n-2$, where n is the number of samples in the study. To find out whether the tested variable is valid or not, the results of the correlation with the correlation table critical number with a significant level of 5%. if r -count > r -table and the value is positive then the item or question or indicator is declared valid. Conversely, if the r -count value < r -table then the question is not valid.

Reliability Test

The reliability measurement that will be used in this study is to use the SPSS version 16.0 analysis tool, namely the Cronbach Alpha statistical test. A variable is declared reliable if the Cronbach Alpha value is > 0.6

Data Analysis Techniques

From the data that has been collected, the authors will analyze the data with a non-comparative scale, the type of scale used is the Likert scale, which measures the level of agreement or disagreement of respondents to a series of statements that measure an object. In this study, the authors presented 5 statements that respondents had to choose from very good, good and less for ethical measurements, excellent service and visitor satisfaction levels.

The scale used in this study is the Likert scale. The Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena (Suyono, Suhardjo, Renaldo, Sudarno, & Sari, 2021). The Likert scale is a scale that contains 3 levels of preference for answers with the following choices: A very good answer is given a score of 5, a good answer is given a score of 3. a very poor answer is given a score of 1

Classical Assumption Test**Normality Test**

The normality test is used to test whether the data distribution from the study has normal or abnormal data distribution. In this study will only be detected through analysis of the graphs generated through the calculation of regression and SPSS.

Heteroscedasticity Test

The heteroscedasticity test is used to determine whether there are deviations from the classical assumption of heteroscedasticity, namely the variance of the residuals for all observations in the regression model.

Multicollinearity Test

Multicollinearity is a situation where there is a perfect or near perfect linear relationship between the independent variables in the regression model. The multicollinearity test is needed to determine whether or not there is a linear relationship between the independent variables in the regression model. The prerequisite that must be met in the regression model is the absence of multicollinearity. The multicollinearity test in this study is by looking at the Inflation Factor (VIF) value in the regression model.

Autocorrelation

Autocorrelation aims to test whether in a linear regression model there is a correlation between the confounding errors in the t -(now) period and the errors in the t -i period (previously). If there is a correlation, it is called an autocorrelation problem.

Multiple Regression Analysis

Regression analysis is used to predict whether the independent variables and the dependent variable have a significant effect or not, and are tested using only one independent variable. With the following formula:

$$Y_1 = a + b_1X_1 + b_2X_2 + c$$

Note:

Y_1 = employee performance (Dependent Variable)

Y_2 = service quality (Dependent Variable)

X_1 = Ethics X_2 = Employee Training

a = Regression Constant

b = Regression Coefficient c = Standard Error

Hypothesis Test**Linearity Test (F)**

Is a situation where the relationship between the dependent variable and the independent variable is linear (straight line). If the calculation results show that the probability value (P value) $>$ alpha 0.005 = not significant (accept H_0), it means that the independent variable is not linear with respect to the dependent variable. If the probability is $.0.05$ = significant (rejects H_0), it means that the independent variable is linear to the dependent variable.

t test

Steps:

H_0 : The regression coefficient is not significant

H_1 : Significant regression coefficient Determine null and alternative hypotheses: determine the level of significance ($\alpha=0.05$)

Test Criteria

H_0 is accepted if $t\text{-table} < t\text{-count}$ or $t\text{-count} < -t\text{-table}$

H_0 is rejected if $t\text{-count} > t\text{-table}$ or $t\text{-count} < -t\text{-table}$

r test

Correlation measurement (r) is useful for measuring the strength (strength) and direction of the relationship between two or more variables. The possible relationship between the two variables as follows: there is no relationship between the two variables (value of $r = 0$), the relationship between the two variables is quite strong (value of $r = \pm 0.5$), the relationship between the two variables is strong (value of $r = \pm 0.75$), the relationship between the two variables is very strong (value of $r = 1$).

4.0 RESULTS AND DISCUSSION**Discussion**

Based on the results of the structural equation model (SEM) analysis, it shows that employee motivation has a positive effect on job satisfaction (Irawati, Sudarno, & Komardi, 2019). It can be concluded that the higher the employee's work motivation, the higher the employee satisfaction at the Pekanbaru City Health Office. This result is in line with the results of the hypothesis test which states that increased performance (Andi, Sudarno, & Nyoto, 2019) can indeed be influenced by high employee motivation. The higher the employee's work motivation, the higher the employee's performance at the Pekanbaru City Health Office

These results are supported by the results of research conducted by Anton Wibowo (2019), Hakim A. F. et al., (2019) and Juanti (2016) where the results of their research state that work motivation has a positive and significant influence on job satisfaction. However, the research results are in contrast to the research conducted by Abidin (2010) that work motivation does not have a significant effect on job satisfaction.

Based on the results Based on the results of the structural equation model (SEM) analysis, it shows that organizational culture has a positive effect on job satisfaction. It can be concluded that the higher the organizational culture of employees, the higher the job satisfaction of employees at the Pekanbaru City Health Office. While the results of the hypothesis test show that organizational culture has no significant impact on employee job satisfaction at the Pekanbaru City Health Office. This means that a good organizational culture does not necessarily have an impact on increasing and decreasing employee job satisfaction. Based on these results, it is supported by the results of research conducted by Jamaluddin et al., (2017) organizational culture actually has a significant negative effect on job satisfaction. However, it is contrary to the results of research conducted by Juanti (2016), Raffie et al., (2018), Rifdah Abadiyah (2016), Wahyuniardi et al. (2018) where the results of his research state that organizational culture has a positive and significant influence on job satisfaction.

Based on the results of the structural equation model (SEM) analysis, employee competence has a positive positive impact on employee job satisfaction. It can be concluded that the higher the competence an employee has, the higher the job satisfaction of employees at the Pekanbaru City Health Office. These results are in line with the results of testing the hypothesis of the influence of employee competence on employee job satisfaction at the City Health Office. The results of the study can be concluded that employee competency variables have a positive impact on employee job satisfaction. So it can be concluded that good employee competence will have an impact on increasing job satisfaction of Pekanbaru City Health Office employees. The results of the research are in line with the research conducted by Hakim A. F. et al., (2019), Raffie et al., (2018) and Wiarah (2014) where the results of their research state that the competencies possessed by employees will have a positive and significant influence on satisfaction work. But contrary to the results of research conducted by M.

Umar et al., (2015) the results of his research are precisely different where good or low cultural competence has no effect on employee job satisfaction.

Based on the results of the structural equation model (SEM) analysis, it shows that employee motivation has a negative effect on employee performance. It can be concluded that the higher employee motivation can have an impact on decreasing employee performance at the Pekanbaru City Health Office in line with the results of testing the hypothesis of the influence of employee work motivation on employee performance at the Pekanbaru City Health Office, it shows that the results of this study can be concluded that employee motivation does not have a significant impact on employee performance. Based on the results of testing the hypothesis, it can be concluded that an employee who has good work motivation will not always have an impact on improving the performance of Pekanbaru City Health Office employees. The results of this study are in line with the results of research conducted by Parlinda and Wahyudin (2009), Brahmasari and Suprayetno (2008) whose research results are quite different where high motivation has no impact on performance. But contrary to the results of research conducted by Lisdiana (2016), Oluseyi and Ayo (2009) where the results of their research state that high motivation will have a positive and significant impact on improving performance. Based on the results of the structural equation model (SEM) analysis, it shows that organizational culture has a positive effect on employee performance. It can be concluded that the higher the organizational culture of employees can have an impact on improving employee performance at the Pekanbaru City Health Office. This result is not in line with the results of the hypothesis testing where the results of this study indicate that the organizational culture of employees' work does not have a significant impact on employee performance. So it can be concluded that not always a good organizational culture will have an impact on increasing and decreasing the performance of Pekanbaru City Health Office employees. The results of this study are in line with the results of research conducted by Lisdiana (2016) whose research results show that good or bad organizational culture has no significant impact on increasing or decreasing performance. But the results of this study are contrary to the results of research by Raffie et al., (2018), Rifdah Abadiyah (2016), Wahyuniardi et al. (2018), Wahyuniardi et al. (2018) and Brahmasari and Suprayetno (2008), Maria (2019) where the results of their research state that a good organizational culture will have a positive impact or impact on improving performance.

Based on the results of the structural equation model (SEM) analysis, it shows that employee competence has a positive effect on employee performance. It can be concluded that the higher employee competency can have an impact on improving employee performance at the Pekanbaru City Health Office. This result is in line with the results of testing the employee competency hypothesis which has a positive and significant impact on employee performance. Based on the results of testing the hypothesis, the hypothesis that has been proposed can be accepted. So it can be concluded that it turns out that good employee competence will have a positive impact on improving the performance of Pekanbaru City Health Office employees. The results of the research conducted are in line with the results of research conducted by Hakim A. F. et al., (2019), Raffie et al., (2018), Wahyuniardi et al. (2018) and Wiarah (2014) where the results of their research provide a positive signal if a person's good abilities will have a positive impact or impact on improving performance. However, it is different from the research conducted by Maria (2019), the results of her research are different, where the good or bad competence that a person has has no significant meaning either to increase or decrease in performance. Based on the results of the structural equation model (SEM) analysis, it shows that employee job satisfaction has a positive effect on employee performance. It can be concluded that high employee job satisfaction can have an impact on improving employee performance at the Pekanbaru City Health Office. These results are in line with the results of research conducted by the results of hypothesis testing where the results of this study indicate that employee job satisfaction has a significant impact on employee performance. Based on the results of testing the hypothesis, the hypothesis that has been proposed can be accepted. So it can be concluded that it turns out that high employee satisfaction at work can increase the performance of Pekanbaru City Health Office employees.

The results of this study are supported by research conducted by Diah (2017), Hakim A. F. et al., (2019), Ngebu et al., (2018), Raffie et al., (2018), Wahyuniardi et al. (2018), Wiarah (2014) and Brahmasari and Suprayetno (2008) where the results of their research have a positive and significant influence on improving performance. But contrary to the results of research conducted by Abidin (2010) and Afriadi et al., (2018) the results of the research are actually different where good or bad one's job satisfaction has no significant meaning either to increase or decrease in performance.

5.0 CONCLUSION

Based on the results of hypothesis testing and the discussion that has been described in the previous chapter, a conclusion can be made in this study, namely (1) Increased performance can indeed be influenced by high employee motivation. The higher the employee's work motivation, the higher the employee's performance at the

Pekanbaru City Health Office. (2) Organizational culture has no significant impact on employee job satisfaction at the Pekanbaru City Health Office. this means that a good organizational culture does not necessarily have an impact on increasing and decreasing employee job satisfaction. (3) Employee competence is proven to have a positive impact on employee job satisfaction. So it can be explained that good employee competence will have an impact on increasing job satisfaction of Pekanbaru City Health Office employees. (4) employee motivation does not have a significant impact on employee performance. Based on the results of testing the hypothesis, the hypothesis that has been proposed is rejected. So it can be concluded that an employee who has good work motivation will not always have an impact on improving the performance of Pekanbaru City Health Office employees. (5) employee work organizational culture does not have a significant impact on employee performance. So it can be concluded that not always a good organizational culture will have an impact on increasing and decreasing the performance of Pekanbaru City Health Office employees. (6) Employee competence has a positive and significant impact on employee performance. Based on the results of testing the hypothesis, the hypothesis that has been proposed can be accepted. So it can be concluded that it turns out that good employee competence will have a positive impact on improving the performance of Pekanbaru City Health Office employees. (7) Employee job satisfaction has a significant impact on employee performance. Based on the results of testing the hypothesis, the hypothesis that has been proposed can be accepted. So it can be concluded that it turns out that high employee satisfaction at work can increase the performance of Pekanbaru City Health Office employees. Based on the results of the research conducted. There are several limitations in this research, namely (1) motivational factors, organizational culture, employee competence affect employee satisfaction and performance which are still relatively weak. So per add other factors to strengthen the influence of these factors on job satisfaction and employee performance. (2) The object of this research was only carried out at the Pekanbaru City Health Office. (3) In this study, not all exogenous variables can affect employee job satisfaction and employee performance. Where cultural variables do not have a significant impact on employee satisfaction or performance.

Based on the results of the hypothesis testing and the discussion and conclusions that have been submitted, suggestions can be made in this study, namely (1) It is recommended that the Pekanbaru City Health Office really hope to really consider the factors of employee motivation, employee competence. Because the results of the study prove that when employees have high work motivation and good competency, they can increase employee job satisfaction and employee performance at the Pekanbaru City Service. (2) It is recommended that employees need to increase their work motivation and ability or competence in doing work. Based on the results of the research conducted, these factors are the determining factors for increasing satisfaction and performance. (3) It is recommended for future researchers if they want to research the same content, to add other factors besides the factors that have been studied. For future researchers also not to include organizational culture factors. Because the results of the study prove that a good culture has not been able to influence employee satisfaction and performance.

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