

The Effect of Work Motivation, Work Culture and Work Discipline on ASN Performance in the Regional Secretariat Office of RokanHilir Regency

¹Seno Andri, ²Kasman Arifin ZA

ABSTRACT--In order to achieve organizational goals, work motivation, work culture and work discipline are needed. The overall image of the government bureaucracy in RokanHilir Regency will be determined by the performance of the State Civil Apparatus working for the organization. The RokanHilir District Secretariat Office is no exception. To provide good services to the community, the RokanHilir Regency Regional Secretariat Office must have qualified, fast and responsive to human resources in responding to the developing information. Improving the performance of human resources is absolutely necessary, in order to build quality of Human Resources. This study, a quantitative study which research instruments use Multiple Regression where to process data by using SPSS. The results showed that: (1) Work Motivation Variables had a significant effect on the performance of the State Civil Apparatus Office of the Regional Secretariat of RokanHilir Regency. (2) Work Culture variable has a significant effect on the performance of the State Civil Apparatus Office of the Regional Secretariat of RokanHilir Regency. (3) Work Discipline variable has a significant effect on the performance of the State Civil Apparatus Office of the Regional Secretariat of RokanHilir Regency. (4) Work Motivation, Work Culture, and Work Discipline variables affect the performance of the State Civil Apparatus Office of the Regional Secretariat of RokanHilir Regency.

Keywords: Work Motivation, Work Culture and Work Discipline and Performance State Civil Apparatus.

I. INTRODUCTION

Currently between satisfaction and dissatisfaction is most often felt by employees / employee in carrying out the tasks and jobs, on an institution organizations / institutions. It can be said that every human being has the right to act in various forms of activity, the ability either in the form of strength obtained from birth or obtained by humans by means of learning its means that humans who have the potential to behave in certain ways can change at certain times. This particular behavior is called ability while the potential itself is known as performance.

In completing work requires motivation, enthusiasm and passion for work, so that organizational goals can be achieved. Here a direction on the performance system is needed so that the employee knows what he or she should do.

¹Department of Business Administration, Universitas Riau, Indonesia.

²Faculty of Economic, Universitas Islam Riau, Indonesia

Needs is one of the important factors to motivate employees, as human beings of course employees have varying levels of needs referred to are primary and secondary needs. Thus employees will be motivated if their needs can be met, in addition to work motivation other factors that can affect employee performance is work culture.

Employees who have high work discipline are expected to be able to complete tasks quickly and appropriately in order to improve the results of good performance, This can be done if there is an element of feedback for employees, namely between the work done and the results that will be received by employees. Theoretically the performance of an employee can be influenced by various things one of which is the presence that we can associate with discipline. Therefore work discipline has an influence on employee performance.

Based on the phenomena above, the problem identification in this study is

1. To what extent does the effect of work motivation have a significant effect on employee performance at the Regional Secretariat Office (Setda) of RokanHilir Regency?
2. To what extent does the influence of work culture significantly influence employee performance at the Regional Secretariat Office (Setda) of RokanHilir Regency?
3. To what extent does the effect of work discipline have a significant effect on employee performance at the Regional Secretariat Office (Setda) of RokanHilir Regency?
4. To what extent does the effect of work motivation, work culture and work discipline simultaneously have a significant effect on employee performance at the Regional Secretariat Office (Setda) of RokanHilir Regency?

While the research objectives are as follows:

1. To analyze the effect of work motivation on employee performance at the Regional Secretariat Office (Setda) of RokanHilir Regency.
2. To analyze the influence of work culture on employee performance at the Regional Secretariat Office (Setda) of RokanHilir Regency.
3. To analyze the effect of work discipline on employee performance at the Regional Secretariat Office (Setda) of RokanHilir Regency.
4. To analyze the effect of work motivation, work culture, and work discipline simultaneously on the performance of employees at the Regional Secretariat Office (Setda) of RokanHilir Regency.

While the benefits of the research are as follows:

1. As a means to apply the theory obtained in college with reality happening in the organization.
2. It is expected to be used as a material consideration by the leadership for decision making in improving the performance of subordinates.
3. This research is expected to make a useful contribution to the development of research

II. THEORETICAL ANALYSIS

2.1. Performance

Performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him (Mangkunegara, 2000).

According to Widodo (2005) performance is carrying out an activity and perfecting it according to its responsibilities with the results as expected, or a work that can be achieved by a person or group of people in an

organization in accordance with their respective authorities and responsibilities in order to achieve goals the organization concerned legally does not violate the law and is in accordance with morals and ethics.

Performance can be in the form of final products in the form of goods and services or in the form of specific behaviors, skills, competencies, facilities, and skills that support the achievement of organizational goals and objectives.

2.2. Work Motivation

Motivation according to Dalmy (2009) is the existence of demands or encouragement to the fulfillment of individual needs and demands or encouragement that comes from the environment, then implemented in the form of behavior. Motivation is a psychological process that enhances and directs behavior to achieve goals (Kreitner and Kinicki, 2001). Many studies have shown that after being motivated, employees' performance is better. Motivation can also be interpreted as an effort to encourage someone to do something or can also be said as a driving force from within the subject to carry out certain activities in order to achieve goals.

Motivation theory arises because of the company's need to improve the performance of its employees. Wages are not the only motivator so there is a need for affiliation with others. Broadly speaking, the motivation within an individual comes from two factors, namely internal factors (personal factors) and external factors (situational or environment). Internal factors arise because of the needs and desires that exist in the individual, then affect the mind and direct its behavior. External factors are factors that influence one's mind which will direct behavior that comes from outside oneself (Luthans, 1998).

2.3. Work

According culture to (Luthans, 2005: 27), there is a value that directs the attitudes of members, employees will behave in accordance with the prevailing culture in order to be accepted by the work environment.

In connection with work culture, how to achieve a level of success in carrying out the duties of an employee that requires good performance, this is in line with all the efforts of the central government that issued a number of policies to improve employee performance, one of which is regarding guidelines and development of work culture, which is contained in PP Minister of State Apparatus Empowerment and Bureaucracy Reform No. 39 of 2012.

According to Robbins(2007: 62), culture is the existence of a system that has the meaning of having a shared belief, which is owned by members in an organization / agency and can determine their ways in act, while work culture takes the form of structures that have values, individual attitudes, behaviors, intentions, work systems and so on, so it can be concluded that;

1. Culture is a system that has meaning, and has a shared belief shared by members of an organization or agency / institution, in order to determine how they are in the members of the organization / agency / institution and determine how to act in dealing with problems.

2. Work culture, is a structure of values, individual behavior, work systems applied, and the attitudes of each individual.

2.1. Work Discipline

Discipline according to (Anoraga, 2009: 46), is an attitude of action to always obey the order, in this sense there are two elements contained therein namely the time factor and the activity factor in the form of an action.

According to (Hasibuan, 2011) discipline is a person's awareness to obey all applicable social rules & norms

With the existence of discipline will realize the goals of an agency or organization if employees can apply good discipline will produce good work results (Hasibuan, 2012: 198).

2.4. Previous Research

PriciliaRuntuwene, year, 2015, The effect of work motivation on employee performance in the personnel agency, South Minahasa Regency using Employee Work Motivation Variables with Multiple Regression analysis tools, where the results of the study were that there was a less significant relationship between work motivation and performance employee.

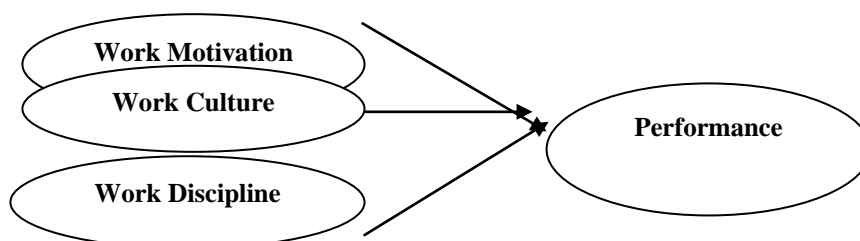
Boy Susanto, DewiFitria Sari Dewi, year, 2014, The effect of work motivation, work discipline, coordination on employee performance in the provincial revenue department of the city of Bandung. By using work motivation Variable Work Discipline, Coordination, Employee Performance. With Multiple Regression analysis tools, the results of which are the effects of work motivation, discipline significantly on employee performance.

Tjahjono and Gunarsih, year, 2009, The influence of work motivation and organizational culture on the performance of Bina Marga Service Officers, Central Java Province. By using the variable work motivation, organizational culture, employee performance. With Multiple Regression analysis tools, where the results of his research are work motivation, have a significant effect on employee performance.

HindriaHesti Sani, IwayanBagia and I WayanSuwendra, in 2014, The effect of work motivation, work discipline on employee performance in the regional staffing agency of Buleleng regency. By using the variable work motivation, work discipline, employee performance. With Multiple Regression analysis tools, the results of research are work motivation & work discipline significantly influence employee performance.

III. THEORITICAL FRAMEWORK AND HYPOTHESIS

To describe the relationship between the independent variable and the dependent variable, it can be described in the following research model:



Hypothesis

Based on the background, problem formulation, research objectives, and framework of thought, the following research hypotheses can be formulated: (1) It is assumed that work motivation has a (partial) effect on the performance of the State Civil Apparatus office of the RokanHilir Regency Regional Secretariat. (2) It is assumed that work culture has a (partial) effect on the performance of the State Civil Apparatus office in the Regional Secretariat of RokanHilir Regency. (3) It is assumed that work discipline has a (partial) effect on the performance of the State Civil Apparatus office in the Regional Secretariat of RokanHilir Regency. 4) Allegedly work motivation, work culture, and work discipline simultaneously affect the performance of the State Civil Apparatus Office of the Regional Secretariat of RokanHilir Regency.

IV. METHODOLOGY

This research is an explanatory research, namely research that aims to analyze the relationships between one variable with another variable or how a variable affects other variables. This study aims to examine the effect of Work Motivation, Work Culture and Work Discipline on employee performance.

The instrument used in this study was to give a questionnaire. Questionnaire is a list of questions distributed by post to be filled and returned or can also be answered under the supervision of the researcher (Nasution, 2007). Questionnaire is a data collection technique that is done by giving a set of questions or written statements to respondents to be answered with the aim of getting the data needed. Multiple Regression Analysis (multiple regression analysis). Multiple linear regression is a regression in which the dependent variable (Y) is connected or explained by more than one variable. Multiple regression analysis is used to analyze the effect of independent variables consisting of work motivation (X1), work culture (X2), work discipline (X3), on the dependent variable namely performance (Y). The form of the mathematical equation is as follows:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3.$$

Where:

- Y : Dependent variable (Performance)
- a : Constants
- b1, b2, b3 : Regression coefficient
- X1 : Work Motivation
- X2 : Work Culture
- X3 : Work Discipline
- e : Error estimation

The population in this study is the State Civil Apparatus working in the Regional Secretariat as many as 72 people and all of them are used as samples.

V. INTERPRETATION OF RESEARCH FINDINGS

A. Descriptive Analysis

A.1. Work Motivation

Work motivation is measured quantitatively, based on the results of the respondents in the Regional Secretariat Office (Setda) of RokanHilir Regency, having 6 indicators to measure each item of each indicator.

Conducted using a Likert Scale has a value of 1 to 5, to more clearly the results of the descriptive analysis of the work motivation variables can be seen in table 1.

Tabel : Analisis Deskriptif Variabel Motivasi Kerja

| | N | Mi ni mu m | Ma xim um | Mean | Std. Deviation | Keterangan |
|--------------------|----------|-------------------------------|--------------------------|-------------|---------------------------|-------------------|
| X1.1 | 72 | 2 | 5 | 3.96 | .777 | Baik |
| X1.2 | 72 | 1 | 5 | 3.37 | .971 | Baik |
| X1.3 | 72 | 1 | 5 | 3.28 | 1.051 | Cukupbaik |
| X1.4 | 72 | 2 | 5 | 4.18 | 1.025 | Baik |
| X1.5 | 72 | 2 | 5 | 4.07 | 1.012 | Baik |
| X1.6 | 72 | 1 | 5 | 3.18 | 1.025 | Cukupbaik |
| MotivasiKerj a | 72 | 10 | 30 | 22.04 | 4.822 | Baik |
| Rata2_X1 | 72 | 1.6 7 | 5.0 0 | 3.673 5 | 0,80354 | Baik |
| Valid N (listwise) | | | 72 | | | |

Sumber data primer diolah,2019

Based on table 1 descriptive variable work motivation mentioned above has an average value of 3.6735 with a standard deviation of 0.80354, meaning that work motivation in this study is included in the good level category, these results indicate that work motivation perceived by the respondents the Regional Secretariat Office (Setda) of RokanHilir Regency has a good value, this good perception is supported by the conditions of the work environment, compensation and the needs and behavior of employees.

A.2. Work Culture

Culture is measured quantitatively based on the results of a survey of respondents in the Regional Secretariat Office (Setda) of RokanHilir Regency has 9 indicators, to know more clearly the results of the descriptive variable work culture can be seen in the following table:

Table 2: Descriptive Analysis of Work Culture Variables

| | N | Mi ni mu m | Ma xim um | Mean | Std. Deviati on | Keterangan |
|--|----------|-------------------------------|--------------------------|-------------|--------------------------------|-------------------|
|--|----------|-------------------------------|--------------------------|-------------|--------------------------------|-------------------|

| | | | | | | |
|-----------------------|----|-----|-----|-------|--------|------------|
| X2.1 | 72 | 3 | 5 | 4.33 | .605 | SangatBaik |
| X2.2 | 72 | 3 | 5 | 4.31 | .573 | SangatBaik |
| X2.3 | 72 | 3 | 5 | 4.28 | .562 | SangatBaik |
| X2.4 | 72 | 3 | 5 | 4.32 | .577 | SangatBaik |
| X2.5 | 72 | 3 | 5 | 4.36 | .635 | SangatBaik |
| X2.6 | 72 | 3 | 5 | 4.39 | .595 | SangatBaik |
| X2.7 | 72 | 3 | 5 | 4.39 | .571 | SangatBaik |
| X2.8 | 72 | 3 | 5 | 4.37 | .615 | SangatBaik |
| X2.9 | 72 | 3 | 5 | 4.1 | .699 | SangatBaik |
| BudayaKerja | 72 | 29 | 45 | 38.93 | 4.300 | SangatBaik |
| Rata2_X2 | 72 | 3.2 | 5.0 | 4.325 | 0,4784 | |
| | | 2 | 0 | 0 | 0 | |
| Valid N (listwise) | 72 | | | | | |

Sumber data primer diolah,2019

Based on Table 2 the descriptive work culture variables above have an average value of 4.3250 with a standard deviation of 4.7840 meaning that the work culture in this study belongs to a very good level, these results indicate that work culture perceived by respondents in the RokanHilir Regional Secretariat Office (Setda) has very good value, this excellent perception is supported by being fast in working, on time, productive, having patience, thoroughness, sincerity, hard work and independence.

A.3. Work Discipline

Discipline is measured quantitatively based on the results of respondents in the Regional Secretariat Office (Setda) of RokanHilir Regency, having 7 indicators to make clearer the results of the descriptive variables of the work discipline can be seen in the following table.

Table 3: Descriptive Analysis of Work Discipline Variables

| | N | Mi ni mu m | Ma xim um | Mean | Std. Deviati on | Keterangan |
|------|----|---------------------|-----------------|------|-----------------------|------------|
| X3.1 | 72 | 3 | 5 | 4.49 | .605 | SangatBaik |
| X3.2 | 72 | 3 | 5 | 4.51 | .556 | SangatBaik |
| X3.3 | 72 | 3 | 5 | 4.44 | .554 | SangatBaik |
| X3.4 | 72 | 3 | 5 | 4.35 | .632 | SangatBaik |
| X3.5 | 72 | 3 | 5 | 4.31 | .685 | SangatBaik |
| X3.6 | 72 | 3 | 5 | 4.35 | .695 | SangatBaik |
| X3.7 | 72 | 3 | 5 | 4.60 | .643 | SangatBaik |

| | | | | | | |
|-----------------------|----|-----|-----|-------|--------|------------|
| DisiplinKerja | 72 | 21 | 35 | 31.04 | 3.490 | SangatBaik |
| Rata2_X3 | 72 | 3.0 | 5.0 | 4.325 | 0,4985 | |
| | | 0 | 0 | 0 | 7 | |
| Valid N (listwise) | 72 | | | | | |

Sumber data primer diolah,2019

Based on table 3 descriptive variables of the above work disciplines above have an average value of 4.4346 with a standard deviation value of 4.9857. It means that the work discipline in this study belongs to a very good level, these results indicate that the work discipline perceived by respondents in the Regional Secretariat Office (Setda) of RokanHilir Regency has a very good value, this perception is supported by justice, attendance sanctions, punctuality, law, firmness, behavior, timeliness.

A.3. Performance

Performance is measured by Quantitative employee performance based on the results of respondents that there is the Regional Secretariat (Secretariat of) RokanHilir, which has 5 indicators, to determine more clearly the results of the descriptive analysis of employee performance variables can be seen in the following table:

Table 4: Descriptive Analysis of Employee Performance Variables

| | N | Mi ni mu m | Ma xim um | Mean | Std. Deviati on | Keterangan |
|-----------------------|----|---------------------|-----------------|-------|-----------------------|------------|
| Y 1 | 72 | 4 | 5 | 4.57 | .499 | SangatBaik |
| Y 2 | 72 | 3 | 5 | 4.37 | .592 | SangatBaik |
| Y 3 | 72 | 3 | 5 | 4.60 | .522 | SangatBaik |
| Y 4 | 72 | 3 | 5 | 4.33 | .605 | SangatBaik |
| Y 5 | 72 | 4 | 5 | 4.60 | .494 | SangatBaik |
| KinerjaPegawai | 72 | 17 | 25 | 22.47 | 1.971 | SangatBaik |
| Rata2_Y | 72 | 3.4 | 5.0 | 4.494 | 0,3942 | |
| | | 0 | 0 | 4 | 9 | |
| Valid N (listwise) | 72 | | | | | |

Sumber data primer diolah,2019

In Table 4 descriptive variables showed the employee performance has an average value of 4.4944 with a standard deviation of 3.9429, meaning that the performance of employees in this study is a very good level, these results indicate that employee performance is perceived by respondents existing in the Regional Secretariat Office (Setda) RokanHilir Regency has very good value, this very good perception is supported by discipline, creativity, cooperation, order and responsibility ..

B. Test Validity

B.1. Test the Validity of Work Motivation

Based on the results of the test of the validity of the variable indicator of work motivation of employees of the Regional Secretariat Office (Setda) of RokanHilir Regency, has a population of N = 72 respondents, with df.N-2 then 70 populations can be seen in the following table:

Table 5: Test Results of the validity of Work Motivation Variable Indicators

| IndikatorVariabel | r hitung | r tabel | Kesimpulan | Keterangan r hitung |
|-------------------|----------|---------|------------|---------------------|
| X1.1 | 0.782 | 0,232 | Vaild | |
| X1.2 | 0.839 | | Vaild | |
| X1.3 | 0.837 | | Vaild | Terendah |
| X1.4 | 0.770 | | Vaild | |
| X1.5 | 0.843 | | Vaild | |
| X1.6 | 0.856 | | Vaild | Tertinggi |

Sumber data primer diolah,2019

Based on Table 5 the results of the validity test of the work motivation variable X1 mentioned above obtained the lowest rcount of 0.770 and the highest r count of 0.856 and when compared to r table of 0.232 thus r arithmetic > r table it can be concluded that all indicator of work motivation variable X1 is declared Valid.

B.2 Validity of Work Culture Test

Based on the results of testing the validity of the work culture indicator variable, the RokanHilir District Secretariat Office can be seen in the following table:

Table 6: Results of the validity test of the Work Culture Variable Indicator

| IndikatorVariabel | r hitung | r tabel | Kesimpulan | Keterangan r hitung |
|-------------------|----------|---------|------------|---------------------|
| X1.1 | 0.782 | 0,232 | Vaild | |
| X1.2 | 0.839 | | Vaild | |
| X1.3 | 0.837 | | Vaild | Terendah |
| X1.4 | 0.770 | | Vaild | |
| X1.5 | 0.843 | | Vaild | |
| X1.6 | 0.856 | | Vaild | Tertinggi |

Sumber data primer diolah,2019

Based on Table 6 the results of the validity test of the X2 work culture variable indicator above obtained the lowest r count 0.726 and the highest r count 0.850 and when compared with the value of r table 0.232 thus r count > r table then it can be concluded that all indicators of X2 work culture variables are declared Valid.

B.3. Work Discipline Validity Test

Based on the results of testing the validity of the variable indicators of work discipline employees of the Regional Secretariat Office (Setda) RokanHilirRegency , it

Table 7: Test Results of the Validity of Work Discipline Variable Indicators.

| IndikatorVariabel | r hitung | r tabel | Kesimpulan | Keterangan r hitung |
|-------------------|----------|---------|------------|---------------------|
| X3.1 | 0.804 | 0,232 | Vaild | |
| X3.2 | 0.823 | | Vaild | |
| X3.3 | 0.865 | | Vaild | Tertinggi |
| X3.4 | 0.792 | | Vaild | |
| X3.5 | 0.726 | | Vaild | Terendah |
| X3.6 | 0.818 | | Vaild | |
| X3.7 | 0.780 | | Vaild | |

Sumber data primer diolah,2019

From Table 7, it described the results of the validity test of the X3 work discipline variable indicator, the lowest rsaccount is 0.726 and the highest rtest is 0.865 and when compared with r table 0.232, then rcount>rtable, it can be concluded that all indicators of the X3 work discipline variable are valid.

B.4 ASN Performance Validity Test

Based on the results of testing the validity of employee performance variable indicators at the Regional Secretariat Office (Setda) RokanHilir Regency can be seen in the following table:

Table 8: Validity Test Results of Employee Performance Variable Indicators.

| IndikatorVariabel | r hitung | r tabel | Kesimpulan | Keterangan r hitung |
|-------------------|----------|---------|------------|---------------------|
| Y1.1 | 0.726 | 0,232 | Vaild | |
| Y1.2 | 0.739 | | Vaild | |
| Y1.3 | 0.763 | | Vaild | Tertinggi |
| Y1.4 | 0.740 | | Vaild | |
| Y1.5 | 0.661 | | Vaild | Terendah |

Sumber data primer diolah,2019

Based on Table 8 the results of the validity test of employee performance variable Y, the above obtained the lowest r count of 0.661 and the highest r count of 0.763 and when compared with r table of 0.232 thus r arithmetic> r table then it can be concluded that all indicators of employee performance variables. Y is declared Valid .

C. Reliability Test

A test is conducted on how much at the level of confidence the results obtained from a measurement that has a high reliability value, the true high reliability value is able to provide the measurement results that have been achieved (Reliability).

Thus to measure the level of reliability using a test called Cronbach Alpha Statistics (SCA) where Cronbach alpha uses a numerical index called the coefficient which has a Significant level of 0.05.

In this case the instrument used on a variable is said to be reliable / Reliable if it has an coefficient value of $\alpha > 0.6$, assuming if:

- Alpha (α) > 0.6 = then all items of questions are Reliable, meaning that this instrument is feasible and can be used .
- Alpha (α) < 0.6 = then all questions are not reliable, meaning that this instrument is not feasible and cannot be used

C.1. Work Motivation Reliability Test

The results of the reliability test on indicators of work motivation can be seen in the following table:

Table 9: Test Results Reliability Indicators Work Motivation Variables.

| Indikator Variabel | Alpha Cronbach hitung | Alpha Cronbach tabel | Kesimpulan | Keterangan Alpha Cronbach |
|--------------------|-----------------------|----------------------|------------|---------------------------|
| X1.1 | 0.891 | 0,7 | Reliable | |
| X1.2 | 0.880 | | Reliable | Terendah |
| X1.3 | 0.882 | | Reliable | |
| X1.4 | 0.896 | | Reliable | Tertinggi |
| X1.5 | 0.880 | | Reliable | |
| X1.6 | 0.877 | | Reliable | |
| X1 | 0.902 | | Reliable | |

Sumber data primer diolah, 2019

According to table 9 the lowest Cronbach alpha count value obtained 0.880 Cronbach alpha highest count 0.896 and the work motivation variable (X1) Cronbach alpha count 0.902 when compared with the Cronbach alpha table of 0.7. Thus, all Cronbach alpha values calculated variable indicators on work motivation $>$ from 0.6 are stated to be good, it can be concluded that all indicators of work motivation variables are Reliable.

C.2. Work Culture Reliability Test

The results of the reliability test for the indicator of work culture variables can be seen in the following table:

Table 10: Results of Reliability Tests Indicators Employee Work Culture Variables

| Indikator Variabel | Alpha Cronbach | Alpha Cronbach tabel | Kesimpulan | Keterangan Alpha |
|--------------------|----------------|----------------------|------------|------------------|
|--------------------|----------------|----------------------|------------|------------------|

| | hitung | | | Cronbach |
|------|--------|-----|----------|-----------|
| X2.1 | 0.914 | 0,7 | Reliable | |
| X2.2 | 0.911 | | Reliable | Terendah |
| X2.3 | 0.915 | | Reliable | |
| X2.4 | 0.916 | | Reliable | |
| X2.5 | 0.914 | | Reliable | |
| X2.6 | 0.917 | | Reliable | |
| X2.7 | 0.918 | | Reliable | |
| X2.8 | 0.916 | | Reliable | |
| X2.9 | 0.924 | | Reliable | Tertinggi |
| X2 | 0.925 | | Reliable | |

Sumber data primer diolah,2019

Based on table 10 the results of the reliability test of the X2 work culture indicator variables above obtained the lowest Cronbach alpha count value 0.911 Cronbach alpha highest count of 0.924 and the work culture variable (X2) Cronbach alpha count 0.925 when compared with Cronbach alpha tables of 0.7.

Thus all Cronbach alpha values calculated indicators of work culture variables> from 0.6, stated well it can be concluded that all indicators of work culture variables are Reliable.

C.3 Work Discipline Reliability Test

The results of the reliability test on the indicator of work discipline variables can be seen in the following table:

Table 11: Test Results Reliability Indicator Work discipline variable

| Indicator Variabel | Alpha Cronbach Count | Alpha Cronbach tabel | Conclusion | Description Alpha Cronbach |
|--------------------|----------------------|----------------------|------------|----------------------------|
| X3.1 | 0.888 | 0,7 | Reliable | |
| X3.2 | 0.885 | | Reliable | |
| X3.3 | 0.880 | | Reliable | Terendah |
| X3.4 | 0.890 | | Reliable | |
| X3.5 | 0.902 | | Reliable | |
| X3.6 | 0.888 | | Reliable | |
| X3.7 | 0.892 | | Reliable | Tertinggi |
| X3 | 0.904 | | Reliable | |

Sumber data primer diolah,2019

Based on Table 11 the results of the reliability test on the indicator of work discipline variables (X3) above obtained values The lowest Cronbach alpha count is 0.880 The highest Cronbach alpha count is 0.890 and the work discipline variable (X3) The Cronbach alpha count is 0.904 when compared to the Cronbach alpha table by 0.6. Thus all Cronbach alpha values calculated indicators of work discipline variables> from 0.6 are stated well it can be concluded that all indicators of work discipline variables are Reliable

C.4 ASN Performance Reliability Test Reliability

test results for employee performance variable indicators can be seen in the following table:

Table 12: Reliability Test Results for Employee Performance Variable Indicators

| Indikator Variabel | Alpha Cronbach hitung | Alpha Cronbach tabel | Kesimpulan | Keterangan Alpha Cronbach |
|--------------------|-----------------------|----------------------|------------|---------------------------|
| Y1.1 | 0.727 | 0,7 | Reliable | |
| Y1.2 | 0.733 | | Reliable | |
| Y1.3 | 0.711 | | Reliable | Terendah |
| Y1.4 | 0.736 | | Reliable | |
| Y1.5 | 0.753 | | Reliable | Tertinggi |
| Y | 0.774 | | Reliable | |

Sumber data primer diolah, 2019

Based on Table 12 the reliability test results for employee performance variable indicators obtained by the lowest Cronbach alpha count value 0.711 Cronbach alpha highest count of 0.753 and employee performance variable (Y) Cronbach alpha count of 0.774 when compared to Cronbach alpha table of 0.6 Thus all Cronbach alpha values calculated indicators of employee performance variables > from 0.6 are stated to be good, it can be concluded that all indicators Employee performance variable is reliable.

VI. DISCUSSION

D 1. Hypothesis Testing

In testing the multiple linear regression hypothesis aims to prove partially good on the dependent variable by using IBM SPSS version 20 data processing tools as data processing, therefore through this program all variables are directly related in this study tested through 5 stages of the test as follows

Double Linear Regression Test Results

In this study using multiple linear regression analysis aims to prove the hypothesis about how much influence the independent independent variable partially or simultaneously on the dependent variable.

Based on Table 13 test results (t), it is known that the regression equation produced from the analysis of Unstandardized coefficients will be described below with the assumption (lamp.3: 201).

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e = \sqrt{1 - R^2}$$

$$Y = 5,770 + 0,074 X_1 + 0,137 X_2 + 0,314 X_3 + 0,548$$

Untuk mencari nilai e, dimana

$$E = \sqrt{1 - R^2 \text{ (R.Square)}}$$

$$= \sqrt{1 - 0,580}$$

$$= \sqrt{0,42}$$

$$E = 0.648$$

Thus from the linear regression equation mentioned above it is known that the value of:

- β_0 = regression coefficient has a constant value of 5.770 if the independent variable is considered constant, the value of 5.770 is the minimum value of employee performance then it is assumed that employee performance will decrease by 5,770 before or without there is work motivation, work culture and work discipline.

- β_1 = Coefficient regression coefficient of work motivation, X1 shows an unstandardized coefficient of 0.074 with a significant level of $0.039 > 0.5$ or a hypothetical research result error of 3.9% meaning that every time there is an increase in the variable of work motivation, it will increase / change the performance employees at 7.4%

- β_2 = regression coefficient Work culture variable, X2 shows an unstandardized coefficient of 0.137, with a significant level of $0.06 > 0.05$ or there is an error in the results of hypothesis research of 6%, meaning that there is an increase in the variable work culture, it will increase / change the performance of employees by 13.7%

- β_3 = regression coefficient Work discipline variable, X3 shows an unstandardized coefficient value of 0.314, with a significant level of $0.000 = 0.05$ or hypothesis research results error of 0%, meaning that any increase in work discipline variables will increase / change the performance of p employees at 31.4%

- Simultaneous Influence, employee performance can be influenced by simultaneous independent variables, namely work motivation, work culture and work discipline at 0.562 equal to 56.2%, while 0.438 or 43.8% performance Employees are influenced by other factors not included in this study.

- Error means employee performance is influenced by other variables of 0.648 or around 64.8%, while other variables not included in this study globally affect employee performance such as leadership variables, organizational culture, work environment and so on.

D 2. Partial Hypothesis Test (Test.t)

Test (t) partially used to test significant variables of work motivation, X1, work culture X2 and work discipline X3 on employee performance, Y (test.t) here is used to test hypotheses proposed by comparing tcount and ttable or p value $> \alpha$, so that a hypothesis can be determined with the assumption that if

1. H_0 : t arithmetic $>$ t table or P Value $< \alpha$, it is said that there is an influence of the independent variable on the dependent variable.

2. H_a : tcount $<$ ttable or P Value $< \alpha$, it is said there is no influence of the independent variable on the dependent variable, based on the discussion in Test (t) the results can be seen in table 13 below:

Table 13. Partial Test Results (Test t)

| Model | Unstandarize dCoeffisients | | Standari zedCoeff isients | | | | Correlations | | |
|-------|----------------------------|-----------|---------------------------|-----------|----------|-----|--------------|----------|-------|
| | B | Std Error | Beta | T tabelle | T hitung | Sig | Zero Orde r | Part ial | Par t |
| | | | | | | | | | |

| | | | | | | | | | |
|---|--------------|--------------|-----------------|--------------|---------------|--------------|------------------|--------------|--------------|
| constant | 5,770 | 1,846 | | | 3,125 | 0,003 | | | |
| Motivasi kerja. X1 | 0,074 | 0,035 | 0,182 | 1,993 | 2,104 | 0,039 | 0,035 | 0,247 | 0,165 |
| Budaya Kerja, X2 | 0,137 | 0,048 | 0,298 | 1,993 | 2,849 | 0,006 | 0,649 | 0,327 | 0,224 |
| Disiplin Kerja, X3 | 0,314 | 0,062 | 0,556 | 1,993 | 5,084 | 0,000 | 0,685 | 0,525 | 0,399 |
| Dependent variabel : Kinerja Pegawai | | | | | | | | | |
| R | 0,762 | | F hitung | | 31,330 | | Sig | | 0,000 |
| | 0,580 | | F tabel | | 2,74 | | DW hitung | | 1,826 |
| R² Adjusted | 0,562 | | N=72 | | | | Dwtabel | | 1,705 |

Sumber data primer diolah, 2019

D 2.1. Effect of Work Motivation on Employee Performance

Based on Table 13 the results of the hypothesis in the test (t) mentioned above which explains that work motivation X1, obtained t count of 2.104 is greater than t table that is 1.993 and the probability value of 0.0039 is smaller than 0.05.

This means that work motivation can affect employee performance by 0.074 or 7.4%, and there is a significant positive effect on work motivation on employee performance at the Regional Secretariat Office (Setda) of RokanHilir Regency.

The point is that the State Civil Apparatus working in the Regional Secretary Office of RokanHilir Regency, with the New Leader, Surya ArfanMSi, is motivated to be able to work better in order to produce better personal performance or in other words provide better output to support the achievement Vision, Mission of RokanHilir Regency. One of the reasons was that ASN felt that it had a role and its work was valued, anomaly with the leadership of the last 10 years which was led autocratically where the Regent played a central role by himself.

Thus Hypothesis 1 which states that work motivation influences employee performance at the RokanHilir Regency Secretariat (Setda) Office, then Ho can be accepted as proven significant.

D 2.2. The Effect of Work Culture on Employee Performance

Based on table 13 the hypothesis test results above explained that the work culture X2 obtained t count of 2.849 is greater than t table that is 1.993 and the probability value of 0.000 is smaller than (<) 0.05. This means that work culture variables can affect employee performance by 0.137 or by 13.7%, and there is a significant positive influence of work culture on employee performance at the RokanHilir Regency Secretariat Office (Setda).

The State Civil Apparatus working in the Regional Secretary Office of RokanHilir Regency, with the New Leader, Mr. Surya ArfanMSi, is motivated to be able to work better to produce better personal performance or in other words provide better output to support the achievement of the Vision, RokanHilir Regency Mission. One of the reasons was that ASN felt that it had a role and its work was valued, anomaly with the leadership of the last 10 years which was led autocratically where the Regent played a central role by himself.

In fact, in improving work culture, motivation needs to be given so that it can indicate behavior, abilities and commitment, employees in accordance with what is expected, for example employees have a commitment to the vision and mission of the institution / organization, uphold the mandate, and commitment in carrying out daily tasks, can avoid lapses, and arrive late and leave early. Therefore the influence of work culture on performance, can be seen from the behavioral approach, namely by measuring work culture, feedback and presentation skills, responding quickly to community complaints.

Thus Hypothesis 2 which states that work culture influences the performance of employees at the Regional Secretariat Office (Setda) of RokanHilir Regency, Ho can be accepted as significant.

D 2.3. Effect of Work Discipline on Employee Performance

Based on Table 13 the above hypothesis test results explain that the work discipline X3 obtained t count of 5.084 is greater than t table that is 1.993 and the probability value of 0.000 is smaller than 0.05.

This means that the variable work discipline can affect employee performance by 0.314 or by 31.4%, and there is a significant positive effect of work discipline on employee performance at the RokanHilir Regency Secretariat (Setda) Office.

The State Civil Apparatus working in the RokanHilir Regency Regional Secretariat has begun to have high work discipline expected to be able to complete the task quickly and appropriately in order to improve the results of good performance, this can be done because the Chairperson or Regional Secretary Mr. Surya ArfanMSi can provide an element of feedback for ASN in the form of work carried out with the results of data received theoretically performance, the ASN will receive an award or reward, and if lazy lazy will be given a warning.

Thus arises and the development of work discipline within employees due to awareness, healthy communication and wise / flexible leadership. mutual respect, respect, obedience and obedience to the applicable regulations both written and unwritten, able to carry out the task given does not avoid receiving sanctions for violating the duties and authority given to it.

Thus Hypothesis 3 which states that work discipline affects the performance of employees at the Regional Secretariat Office (Setda) of RokanHilir Regency, Ho can be accepted as proven significant.

D 3. Simultaneous Hypothesis Test (Test.F)

In this study the F / Anova test was conducted to determine the level of Sign of the influence of the independent variables together (Simultaneously), as for the model used in the F test. F calculate with F table, it aims to determine the critical value ($\alpha = 0.05$) that has been determined with the assumption of decision making if:F table,

- Fcount<or P Value> α , then called Ha is accepted, and HO is rejected is not significant), meaning that the independent variable Simultaneously has no effect on the Dependent variable.

- $F_{count} > F_{table}$, or $P \text{ Value} < \alpha$, it is called significant because H_0 is accepted and H_a is rejected, meaning that the Independent variable Simultaneously has a significant effect on the Dependent variable.

In connection with the results of the F / Anova test, which are discussed in this study can be seen in the following table:

Table 14: Simultaneous Test Results (Test.F)

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|------|
| 1 | Regression | 160.109 | 3 | 53.370 | 31.330 | .000 |
| | Residual | 115.835 | 68 | 71 | 1.703 | |
| | Total | 275.944 | | | | |

Predictors: (Constant), Work Discipline, Work Motivation, Work Culture,

b. Dependent Variable: Employee Performance

Sumber data primer diolah,2019

Based on table 14, the regression analysis results mentioned above are known that together the Independent Variables. X has a significant effect on the dependent variable. Y

It is found in table 14 that the F_{count} value is 31.330 which is greater than the F table (df.3: 68) of 2.74 and the significance value is 0.000 less than 0.05. So it can be concluded that the motivation work, work culture and work discipline have a significant effect on the performance of RokanHilir Regional Secretariat Office (Setda) staff, this indicates that better work motivation, work culture and work discipline will improve the performance of RokanHilir District Secretariat Office (Setda) employees.

Analysis of work motivation, work culture and work discipline of the Civil Apparatus of the RokanHilir Regency working in the Regional Secretariat, is a very important barometer, because it has a very strategic value and can affect employee performance in addition to that work motivation can be an evaluation activity to assess , as well as seeing a success and failure of the implementation of the duties and functions assigned to it, as well as in government agencies at the Regional Secretariat Office (Setda) of RokanHilir Regency.

In connection with work motivation has the goal to improve the work to be achieved by employees, this motivation can be interpreted as a condition that comes from within a person who encourages an individual's desire to carry out certain activities to achieve goals.

Analysis of work motivation, work culture and work discipline becomes a very important barometer, because it has a very strategic value and can affect employee performance. In addition, work motivation can be an evaluation activity to assess, and see a success and failure of the implementation of tasks and functions. charged to him, as well as in government agencies at the Regional Secretariat Office (Setda) of RokanHilir Regency.

In connection with work motivation has a goal to improve the work to be achieved by employees, this motivation can be interpreted as a condition that comes from within a person who encourages an individual's desire to carry out certain activities to achieve goals. The work motivation in the Regional Secretariat Office (Setda) of RokanHilir Regency is going well, the situation where ASN shows a graph of discipline and high work motivation finally encourages and becomes the condition as a positive work culture.

D 4. Determination Coefficient Test (R^2)

The coefficient of determination used R^2 is used to predict how much the contribution of the influence of the independent variable (X), on the dependent variable (Y) with the condition

- The test results. F in the regression analysis is significant, and if the results in
- Test.F is not significant, the coefficient of determination (R-Square) cannot be used to predict the contribution of the effect of variable X, on variable Y, with respect to the results of the coefficient of determination test, the value of Test. R^2 determined by Adjusted R.Square can be seen in the table 15 following:

Table 15: Test Results for the Coefficient of Determination

| Model Summary Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|---------------------|------|----------|-------------------|----------------------------|---------------|
| 1 | .762 | .580 | .562 | 1.305 | 1.826 |

Sumber data primer diolah,2019

Based on table 5.21 on the summary table above, it is known that the coefficient of determination (R.Square) is equal to, 580 or 0.580 is the square of the correlation coefficient (R) that is $0.762 \times 0.762 = 0.580$.

It was concluded that the magnitude of the coefficient of determination R-Square $0.580 = 58\%$, where the figure of 58% the value of Variable X affects the variable Y, the remaining $100\% - 58\% = 42\%$ influenced by other variables outside the Regression model, thus the magnitude of this other effect is called an error (E)

While for Adjusted R.Square amounting to, 562 or $0.562 = 56.2\%$ stated that the performance of RokanHilir Regency Secretariat Office employees can be influenced by work motivation, work culture, and work discipline.

While the remaining 0.438 or 43.8% again that employee performance is influenced by other variables not examined in this study such as the variables of leadership, organizational culture, work stress and so on.

VII. CONCLUSIONS

- 1) In the upstream Oil and Gas industry, this fiscal policy is more affirmed and becomes a part that variables that significantly influence the performance of the staff of the Regional Secretariat Office (Setda) of RokanHilir Regency.
- 2) Work culture variables have a significant effect on the performance of RokanHilir District Secretariat Office employees.
- 3) Variable of work discipline has a significant effect on the performance of RokanHilir Regency Secretariat Office employees.
- 4) Variable work motivation, work culture, and work discipline affect the performance of RokanHilir Regency Secretariat Office employees.

VIII. RECOMMENDATIONS

From the results obtained from research on the effect of work motivation, work culture, and work discipline on the performance of RokanHilir District Secretariat staff, it is suggested as follows:

1. To the policy makers and decision makers, especially to the head of each Satker division is expected to be able to do

- Provide various kinds of specific training in work activities related to coaching and increasing work motivation.

- Increase employee knowledge by conducting training and career development for employees.

- The need to provide honors in the form of awards to employees who have good work performance, and need to be given witnesses to employees who lack discipline in work.

2. For further researchers with the same variables more should be developed in developing specific indicators regarding employee performance.

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