

The Effect of Performance Allowance, Organizational Culture, and Work Discipline on Employee Performance at The Satuan Polisi Pamong Praja/Public Order Agency (SATPOL PP) of Yapen Serui Islands Regency- PAPUA

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Abstract

This study aims to determine the effect of performance allowances, organizational culture, and work discipline on employee performance at the Public Order Agency (SATPOL PP) of Yapen Serui Islands Regency. This is a quantitative research with a causal approach. The research used a saturated sampling method by treating all research population, namely 82 SATPOL PP officers of the Yapen Serui Islands Regency, as the research sample. The data were analyzed using a descriptive analysis and multiple linear regression. The results showed that the performance allowance had a positive and significant effect on employee performance. In other words, the greater the performance allowance, the higher the employee's performance. In contrast, organizational culture had no positive and insignificant effect on employee performance. The organizational culture applied at the SATPOL PP officers in the Yapen Serui Islands Regency did not significantly improve employee performance. Work discipline had a positive and significant effect on employee performance. The higher the employee's work discipline, the higher their performance.

Keywords

performance allowance;
organizational culture; work
discipline; employee
performance



I. Introduction

Regional Apparatus Organizations (OPD) are regional apparatus that carry out the work program of the regional government (Pemda) (Abdullah, 2014). The Regional Government and the DPRD make Regional Regulations (Perda) with the aim of ensuring legal certainty and creating and maintaining public order for the smooth running of the regional government's work program in developing and prospering the people (Butt, 2019). Local governments must be able to apply these rules to avoid any forms of violations against the regional regulations (Abdiyanto & Warokka, 2015; Locke et al., 2013; Suharjono, 2014). Therefore, the Public Order Agency (SATPOL PP) as the regional apparatus play a vital in enforcing regional regulations (Kristiansen & Trijono, 2005; Suhartanto & Perwira, 2020).

The lack of socialization of regional regulations may cause an insufficient public understanding and leads to various violations against regional regulations. Such violations are commonplace in the Yapen Serui Islands Regency. There has been an increasing number of violations committed individually and in groups, which thus requires the essential role of SATPOL PP as the Public Order Agency. Hence, the SATPOL PP is constantly expected to improve its performance.

The performance of the SATPOL PP of the Yapen Islands Regency is assessed through various programs that it must carry out. The SATPOL PP is said to have a good

performance if in their annual report it shows an increasing rate in the program implementation it has prepared in the form of main tasks and functions. However, the report revealed a decreasing trend in the implementation of three SATPOL PP programs in the Yapen Islands Regency from 2017 to 2020, namely the maintenance of Kantrantibmas (Security, Peace and Public Order), socialization of insight development, and counseling for village officials. In addition, there has also been a diminishing implementation of office administration service program, as seen from the high rate of absenteeism among employees. The high rate of employee absenteeism can have an impact on less optimal office administration services. The declining implementation of the four programs reflects the low and constantly declining performance of the SATPOL PP in the Yapen Islands Regency every year.

Table 1. Realization of SATPOL PP Budget of Yapen Islands Regency

Year	Fiscal	Realization	Budget Realization (%)
2016	4.562.905.902	4.377.681.982	95,94
2017	6.308.444.962	6.265.361.472	99,32
2018	8.740.291.332	8.686.849.655	99,39
2019	11.268.003.474	11.096.963.633	98,48
2020	10.413.232.900	10.237.224.365	98,31

Source: LAKIP SATPOL PP Yapen Islands Regency (2020)

The declining performance of SATPOL PP in Yapen Serui Islands Regency is also marked by the decreasing budget absorption capacity every year (Table 1). In 2018 to 2020, there was no increase in the percentage of budget realization. Thus, there should be better attempt to use the existing budget efficiently to implement the predetermined work program, especially programs with deteriorating implementation.

The performance of an organization is highly dependent on the performance of its employees. The success of an organization or government agency is determined by the good performance of its employees. Thus, to find out the factors that significantly influence employee performance of the SATPOL PP of the Yapen Islands Regency, the researchers conducted a pre-survey by distributing initial questionnaires to 32 SATPOL PP officers in Yapen Islands Regency. The results of the pre-survey found that most respondents selected the following three variables: performance allowances, organizational culture, and work discipline.

In an effort to improve the performance of Civil Servants (PNS) of The Regency Government of the Yapen Serui Islands, the local government through the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 63 of 2011 provides employees with performance allowances as compensation in carrying out the bureaucratic reform agenda on a performance basis. Performance allowances are given based on work discipline, performance achievement, and job classes. The provision of performance allowance is expected to motivate the civil servants to provide the best performance.

Several previous researchers have investigated the effect of providing compensation on the performance of SATPOL PP officers. However, there is no research on the effect of compensation in the form of performance allowances on the performance of SATPOL PP officers. Siswoyo et al. (2020) examined direct and indirect compensation effects on the performance of Satpol PP officers of Cirebon City and found a positive effect of compensation on employee performance. Zahari et al. (2019) and Faishol et al. (2020)

more specifically examined the effect of compensation in the form of incentives on employee performance and found that incentives had a positive and significant effect on the performance of SATPOL PP officers in the SATPOL PP of Batang Hari Regency, Jambi, and Pasuruan City. In contrast to other researchers, Ramadhan et al. (2019) found that non-financial compensation did not have a significant effect on the performance of SATPOL PP officers in Riau Province.

The government's role in improving employee performance should not only be based on the provision of allowances, but it should also be based on a good organizational culture to improve employee performance. A strong organizational culture is a source of performance excellence and consistent achievement (Shahzad et al., 2013). Previous studies have examined the relationship between organizational culture to the performance of SATPOL PP officers, but there are different findings. Dipayana and Heryanda (2020) demonstrated that a positive organizational culture could increase employee job satisfaction. Furthermore Aprilia (2019), who examined the performance of the SATPOL PP officers of Bandung Regency found that organizational culture that took notice of employee career development had the strongest and most significant effect on employee performance.

In addition to the aforementioned organizational culture, work discipline is considered as another factor to affect the performance of the SATPOL PP officers of the Yapen Islands Regency. As a Public Order Agency, SATPOL PP is required to maintain public order in the community as its main task, which therefore necessitates a high level of discipline. However, the fact revealed that the SATPOL PP officers in Yapen Islands Regency had a low level of work discipline. This fact is evident from the high levels of absenteeism and non-compliance with working hour regulations. Based on the results of the initial interview with the Head of the Security and Order Division of the PP SATPOL PP, Yapen Islands Regency, many officers often come in late which eventually causes the slow handling of problems at stake.

Previous researches revealed different findings on the effect of work discipline on the performance of SATPOL PP officers. Zahari et al. (2019) who examined the performance of SATPOL PP officers in Batang Hari Jambi Regency found that work discipline had a positive and significant effect on employee performance. These results are supported by the research of Ramadhan et al. (2019) which also highlighted a positive and significant effect of work discipline on the performance of the SATPOL PP officers of Riau Province. However, unlike other studies, Makaudis et al. (2019) found that work discipline did not have any significant effect on the performance of the SATPOL PP officers of Manado City.

From the description of performance problems, prevailing phenomena, and differences results in previous researches (research gaps), this research is interested in analyzing the effect of performance allowance, organizational culture, and work discipline on employee performance as a case study at the Public Order Agency Office of Yapen Serui Islands Regency. This research aims to develop the previous researches which examine the effect of compensation policy in the form of performance allowances on the performance of SATPOL PP officers. In addition, this study also ascertains the effect of performance allowances, organizational culture, and work discipline on the performance of SATPOL PP officers.

II. Review of Literature

2.1 Employee Performance

Performance is a tangible form of employee contribution to the organization that employs them (Ugheoke et al., 2014). In general, employee performance is related to how well employees carry out their work (Warokka & Febrilia, 2015). Managing and assessing employee performance are very important for public organizations because the assessment result serves a basis for studying and improving employee performance and thus providing compensation (Martapina & Warokka, 2018; Verbeeten, 2008). According to Mathis and Jackson (2006), performance improvement for both individuals and groups is the center of attention in an effort to improve organizational performance.

2.2 Performance Allowance

Regulation of the Minister for Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 63 of 2011 stipulates that performance allowances are provided to employees as compensation for carrying out the bureaucratic reform agenda on the basis of the employee performance. Performance allowance is a relatively newly introduced term among government employees, since a more commonplace and frequently used term is remuneration (Junjunan & Suwanda, 2019). According to Kessler (2012), remuneration refers to the way employees are rewarded or compensated at work.

Previous researches found that there was a positive and significant effect of performance allowances on employee performance (Junjunan & Suwanda, 2019; Sardjana et al., 2019). A remuneration increase in an organization is in line with the increasing employee performance (Sardjana et al., 2019). The right remuneration policy will enhance employee performance to achieve organizational goals. Therefore, based on the theory and previous empirical findings, this study proposed the first hypothesis as follows:

H1: Performance allowances have a positive and significant effect on the performance of SATPOL PP officers in Yapen Islands Regency.

2.3 Organizational Culture

Based on the theory of Schein (1992), organizational culture refers to the values and beliefs that provide the expected behavioral norms that employees may comply with. Organizational culture eventually serves as the main source of competitive advantage for organizations, as it influences people's commitment to the workplace, both in terms of individual and collective learning processes and capability to develop, and it arises from underlying assumptions, beliefs, norms, values and attitudes (Aycaan et al., 1999). Companies that survive in a fairly dynamic competitive condition are companies that have competitive advantages that are able to adapt to the environment (Otong Karyono 2018; Paweł Cegliński 2017) by having adequate human resources (Jassim 2014; Kristina et al. 2017) and able provide superior service (Jelčić 2014; Kusumadewi and Karyono 2019)

Kang and Stewart (2007) positively related a conducive work culture to higher individual and organizational performance. Previous researchers, such as Saad and Abbas (2018), Soomro and Shah (2019) had similar findings, in that organizational culture has a positive effect on organizational performance. Therefore, based on the theory and previous empirical findings, this study proposed the second hypothesis as follows:

H2: Organizational culture has a positive and significant effect on the performance of SATPOL PP officers in Yapen Islands Regency.

2.4 Work Discipline

An organization can have a good work discipline when the managers believe that all applicable standards and goals have been set correctly (Bugdol, 2018), and thus employees must comply with them. Work discipline is a constantly developing force in the employees that allows them to comply with the predetermined decisions and rules (Lateiner & Levine, 1985). Suyanto (2018) revealed that an increase in work discipline had a higher positive effect on employee performance than an increase in competence and work motivation.

Discipline must be upheld in an organization (Franklin & Pagan, 2006). Without the support of good work discipline of employees, it is difficult for organizations to achieve optimal employee performance (Simatupang & Saroyeni, 2018). Previous research conducted by Suharno et al. (2017), and Maryani et al. (2021) demonstrated that work discipline had a positive and significant effect on employee performance. Therefore, based on the theory and previous empirical findings, this study proposed the third research hypothesis as follows:

H3: Work discipline has a positive and significant effect on the performance of SATPOL PP officers in Yapen Islands Regency.

The three hypotheses proposed in this study are summarized in the following research model (Figure 1).

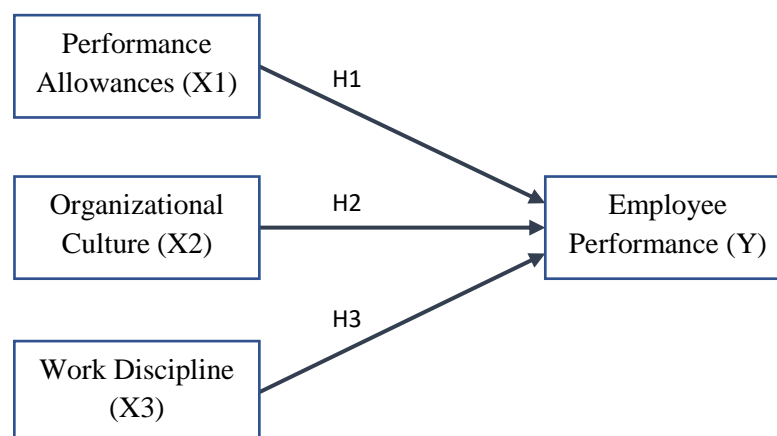


Figure 1. Research Model

III. Research Method

This is a quantitative research with a causal approach. It used three independent variables, namely performance allowances (X1), organizational culture (X2), and work discipline (X3), and one dependent variable, namely employee performance (Y). The research involved 82 state civil servants who worked at the Office of the SATPOL PP, Yapen Serui Islands Regency as the research sample. Arikunto (2010) articulated that if the population is less than 100 people, the total population is taken as the total sample, but if the population is greater than 100 people, only 10-15% or 20-25% of the total population can be taken as the research sample. Based on this theory, this study used the entire population as the research sample because the total population was only 82 employees. The use of the entire research population without having to draw a research sample as a unit of observation is known as a census technique or saturated sampling.

This research used a questionnaire as a research instrument, which was compiled based on a 5-point Likert scale from 1-strongly disagree, to 5-strongly agree. The data obtained from the questionnaires were processed using the multiple linear regression

analysis method and with the help of SPSS 19 software. Prior to the regression analysis, the data were firstly tested for validity, reliability, and classical assumption tests.

IV. Results and Discussion

Respondents of this study were SATPOL PP officers of Yapen Islands Regency, totaling 82 people. The respondents were analyzed based on the demographic characteristics of gender, education level, age, years of service, and job position. Based on the characteristics of the respondents shown in table 2, it can be seen that the number of male employees is higher than that of female employees. The higher number of male employees than female employees is due to the fact that the SATPOL PP are mostly required to do field work and requires more male workers. Then, most of SATPOL PP employees of Yapen Islands Regency have high school education (59.76%), are in the age range of 36-40 years (25.61%), have worked less than 6 years (39.02%), and serve as staff (68.29%).

Table 2. Description of Respondent Characteristics

Categories	Answer Alternatives	Number of Respondents	Percentages (%)
Gender	Male	72	87,8
	Female	10	12,20
Latest Education	Junior High School	7	8,54
	Senior High School	49	59,76
	D3 (Diploma Tiga)	2	2,44
	S1 (Strata Satu)	23	28,05
	S2 (Strata Dua)	1	1,21
Age	31-35	8	9,76
	36-40	21	25,61
	41-45	17	20,73
	46-50	20	24,39
	51-55	10	12,19
	56-60	6	7,32
Number of Years Worked	< 6 Year	32	39,02
	6 – 10 Year	7	8,54
	11 – 15 Year	24	29,27
	16 – 20 Year	11	13,41
	21 – 25 Year	3	3,66
	26 – 30 Year	4	4,88
Position/Class	31 – 35 Year	1	1,22
	Head of Service	1	1,22
	Secretary	1	1,22
	General Functional Position	9	10,97
	Head of Sub-Section	3	3,66
	Head of Division	4	4,88
	Head of Section	8	9,76
Staff	56	68,29	

Analysis of the description of the respondents' answers is shown in table 3. The results of the respondents' answers are categorized by reducing the maximum value with the minimum value then dividing it by the number of class 5, which resulted in the interval of 0.8 (Riduwan, 2002). With an interval of 0.80, the categorization system is as follows: 1.00-1.80 (very low); 1.81-2.60 (low); 2.61-3.40 (enough); 3.41-4.20 (high); and 4.21-5.00 (very high). Based on the description analysis of respondents' answers in table 3, it is seen that all variables have an overall value of the high category. This result shows that the average respondent has good performance allowance, organizational culture, work discipline, and employee performance.

Table 3. Description of Respondents' Answers

Variable	Indicator	Average	Category
Performance Allowance (X1)	X1.1 Performance allowance is in accordance with work results.	3,91	High
	X1.2 Performance allowances are in line with the workload.	4,10	High
	X1.3 The performance allowance provided is fair and in accordance with the level of attendance at work.	3,97	High
	X1.4 Benefits are provided in accordance with existing expertise in the field of work.	3,84	High
	X1.5 The performance allowance provided is in accordance with my ability to carry out my duties.	3,93	High
	X1.6 Performance allowance is always provided on time.	4,13	High
	X1.7 Amount of allowances are provided in accordance with applicable local regulations.	4,08	High
	X1.8 The amount of performance allowance provided can support families and increase income as a Civil Servant.	3,82	High
	Average of Performance Allowance Variable	3,97	High
Organizational Culture (X2)	X2.1 Rules written in the organization	3,84	High
	X2.2 Employees always greet/say hello to each other.	3,93	High
	X2.3 The leader always gives time to perform every religious activity.	4,13	High
	X2.4 The organization regularly conducts meetings between employees.	4,08	High
	X2.5 Always use office attributes	3,82	High
Average of Organizational Culture Variable	3,96	High	
Work Discipline (X3)	X3.1 I diligently come to the office every working day.	4,10	High
	X3.2 I always come to the office on time every working hour.	3,97	High
	X3.3 I have carried out my duties responsibly and in accordance with the appointed time.	3,84	High
	X3.4 I always wear an official uniform according to the specified day.	4,08	High

	X3.5 If I commit a violation at my work, the company will give a fair and appropriate reprimand or sanction.	3,82	High
	Average of Work Discipline Variable	3,96	High
Employee Performance (Y)	Y.1 Always completing tasks/work according to standards	4,13	High
	Y.2 Always completing tasks/work on time without even a slightest delay	4,08	High
	Y.3 Being careful at work	3,82	High
	Y.4 Contributing to the team	3,91	High
	Y.5 Being able to communicate well when performing tasks	4,10	High
	Y.6 Being able to solve problems at work	3,97	High
	Y.7 Showing willingness to work without having to be ruled	3,84	High
	Average of Employee Performance Variables	3,97	High

Source: Primary Data Processed (2021)

Research data obtained from the respondents' answers to the distributed questionnaires were first tested for validity and reliability. Validity testing was done by comparing the value of r-statistics with the value of r-table. With a sample size of 82, a significance level of 0.05, and a two-way test, the r-table value was 0.2172. The results of the validity test in table 4 indicate that all variable indicators have an r-statistical value of > 0.2172 (r-table). Therefore, all variable indicators are declared valid. Furthermore, the reliability test was conducting using Cronbach's Alpha. The results of the reliability test in table 4 show that all variables have Cronbach's Alpha values of > 0.6. Therefore, all variables are declared reliable.

Table 4. Validity and Reliability Test Results

Variable	Indicator	R-Statistical	Cronbach's Alpha
Performance Allowance (X1)	X1.1	0,551	0,668
	X1.2	0,576	
	X1.3	0,352	
	X1.4	0,695	
	X1.5	0,564	
	X1.6	0,593	
	X1.7	0,327	
	X1.8	0,694	
Organizational Culture (X2)	X2.1	0,837	0,601
	X2.2	0,426	
	X2.3	0,540	
	X2.4	0,391	
	X2.5	0,833	
Work Discipline (X3)	X3.1	0,436	0,602
	X3.2	0,467	

	X3.3	0,868	
	X3.4	0,402	
	X3.5	0,864	
Employee	Y.1	0,627	0,633
Performance	Y.2	0,356	
(Y)	Y.3	0,762	
	Y.4	0,367	
	Y.5	0,619	
	Y.6	0,370	
	Y.7	0,764	

Afterwards, the classical assumption test was carried out as a condition to give meaning and benefit of the data, which consisted of normality test, multicollinearity test, and heteroscedasticity test. Normality test was performed using the Kolmogorov-Smirnov test. The results of the normality test in table 5 show that the Asymp value has a Significance level of 0.200 0.05. Therefore the data is said to be normal. Furthermore, the multicollinearity test was conducted using the Variance Inflation Factor (VIF) and tolerance values. Based on table 5, the results of the multicollinearity test illustrate that the tolerance value of X1 and X3 is higher than 0.01 and the VIF value is less than 10, which means that there is no multicollinearity. Meanwhile, the tolerance value of X2 is less than 0.01 and its VIF value is higher than 10, which means that multicollinearity occurs. Heteroscedasticity test was conducted using Glejser test. Table 5 shows that the significance value of X1, X2, and X3 is higher than 0.05. In accordance with the basis of decision making in the Glejser test, it is conclusive that this data is free or does not reflect heteroscedasticity.

Table 5. Classic Assumption Test Results

Normality Test		Multicollinearity Test			Heteroscedasticity Test	
<i>Kolmogorov Smirnov</i>	Asymp. Sig	Variable	<i>Tolerance</i>	VIF	Sig Score	Sig Limits
		X1	0,105	9,521	0,360	0,05
0,082	0,200	X2	0,084	11,872	0,564	0,05
		X3	0,200	4,998	0,560	0,05

Table 6. Results of Multiple Linear Regression Analysis

<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		t	Sig.
	B	<i>Std. Error</i>	<i>Beta</i>			
1 (Constant)	0,056	0,324			0,172	0,864
X1	0,592	0,031	0,664		19,329	0,000
X2	-0,014	0,049	-0,011		-0,295	0,769
X3	0,468	0,031	0,375		15,085	0,000
<i>Adjusted R Square</i>	0,990					

To test and statistically prove the effect of performance allowances, organizational culture, and work discipline on the employee performance of the SATPOL PP Office of the Yapen Islands Regency, multiple linear regression analysis was used. Based on the results of multiple linear regression analysis shown in table 6, there are two accepted hypotheses, namely H1 and H3 and one rejected hypothesis (H2). The effect of performance allowance (X1) on employee performance (Y) has a t-statistic value of 19.329 > 1.991 and with a significance of 0.000 < 0.05. In other words, the first hypothesis is proven. It can be concluded that the performance allowance (X1) has a positive and significant effect on the performance of the SATPOL PP officers of the Yapen Islands Regency.

The results of this study support previous researches which also found a positive and significant effect of work benefits on employee performance (Junjuna & Suwanda, 2019; Sardjana et al., 2019). As viewed from the results of the analysis of respondents' answers to the performance allowance variable, overall SATPOL PP officers of Yapen Serui Islands Regency are satisfied with the provided performance allowance.

In addition to supporting previous empirical findings, this study also supports Hasibuan's (2013) performance allowance theory that performance allowances or remuneration for higher achiever employee can increase employee motivation to be more enthusiastic and productive at work, thereby increasing their performance. The performance allowance provided serves as an encouragement or motivation for employees to improve their performance and productivity, which is in line with the findings of Junjuna and Suwanda (2019). However, it is necessary to take more heed on the suitability of performance allowances for skills and work results must, because proper and fair performance allowances can serve as a driving factor to maintain the employees (Gerhana, 2017).

Furthermore, the effect of organizational culture (X2) on employee performance (Y) has a t-statistic value of -0.295 < 1.991 and with a significance of 0.769 > 0.05. Thus, the results of this study does not support the second hypothesis. Organizational culture has no significant effect on employee performance. This study is not in line with previous research, which found that organizational culture has a positive and significant effect on employee performance (Saad & Abbas, 2018; Soomro & Shah, 2019). The organizational culture applied in SATPOL PP in Yapen Islands Regency did not significantly influence employee performance.

As seen from the results of the analysis of respondents' answers, the employee's assessment of organizational culture is quite good based on the average overall answer of 3.96. However, in fact, the applicable organizational culture did not affect the employee performance. From the analysis on the description of respondents' answers, organizational culture has not been properly instilled in employees because employees do not always use official uniform and greet or say hello to each other. This fact could be due to the lack of enforcement of written regulations and the lack of understanding of organizational cultural values in the SATPOL PP of Yapen Serui Islands Regency. The results of this study have not been able to prove the theory of Robbins (2008), which explains the impact of organizational culture on employee performance. The organizational culture in the SATPOL PP of the Yapen Islands Regency did not have a significant impact on the character or behavior of the staff and did not create a sense of identity from the members.

From the testing on the third hypothesis, the effect of work discipline on employee performance has a t-statistic value of 15.085 > 1.991 and with a significance value of 0.000 < 0.05 so that the hypothesis is supported. This result means that work discipline has a significant positive effect on employee performance. The results of this study support

previous research, which also found that work discipline had a positive and significant effect on employee performance (Maryani et al., 2021; Suharno et al., 2017). The higher the level of work discipline of employees, the higher their performance.

As seen from the results of the analysis of respondents' answers, overall, the work discipline variable has an average value of 3.96, which indicates that the level of work discipline of the SATPOL PP officers of the Yapen Islands Regency is good enough, so that it can have a significant effect on their performance improvement. The work discipline of the SATPOL PP officers of the Yapen Serui Islands Regency is marked by their regular attendance at the office every working day by wearing the official uniform as required by the regulation.

In addition to supporting the empirical findings of previous researchers, this study also supports the theory of Lateiner and Levine (1985), which stated that work discipline is a constantly developing force in the employees, which makes employees comply with organizational decisions and regulations. This fact is evidenced by SATPOL PP officers of the Yapen Serui Islands Regency who have good work discipline so that they can comply with organizational regulations, such as coming to the office every working day and wearing uniforms in accordance with applicable regulations. This study also supports the theory of a formal approach to disciplinary action in the form of a progressive approach (Franklin & Pagan, 2006).

The results of the coefficient of determination (R²) testing are presented in table 6. The coefficient of determination aims to determine the percentage of the overall independent variable that can explain the dependent variable. Based on table 6, the Adjusted R-Square shows a value of 0.990 or 99%. This result indicates that 99% of employee performance is explained by independent variables, namely performance allowances (X1), organizational culture (X2), and work discipline (X3). Meanwhile, the remaining 1% is explained by other independent variables not examined in this study.

V. Conclusion

From the research discussion, this study concludes the following points. First, performance allowances have a positive and significant effect on the performance of SATPOL PP officers in Yapen Serui Islands Regency. In other words, the greater the performance allowance, the higher the employee performance. Second, organizational culture does not have a positive and significant effect on the performance of SATPOL PP officers in Yapen Serui Islands Regency. Third, work discipline is proven to have a positive and significant effect on the performance of SATPOL PP officers in Yapen Serui Islands Regency.

However, this research has the following limitations as an input for future researchers. First, the number of samples and the population of this study is very small and limited, which may lead to potential errors. Second, the limited availability of information regarding the performance and data of the SATPOL PP in the Yapen Islands Regency has led to a time consuming research process. In addition, this study only uses primary data from the respondents' answers on the distributed questionnaires without being supported by interviews, which may generate potential for bias.

This study provides some critical findings and implications on the work practices of the SATPOL PP in the Yapen Islands Regency. Leaders in the SATPOL PP of the Yapen Islands Regency need to review the small amount of employee performance allowances that could less support the families' economy. In addition, it is necessary that the performance allowance system be made in detail and with clear measurement indicators, so

that the allowances are provided in accordance with the skills and work results of the employees. Leaders must also strongly instill the organizational cultural values to employees by making written regulations, providing religious time for employees, encouraging employees to greet each other and using official uniforms. Furthermore, the leadership of the SATPOL PP of the Yapen Islands Regency can improve employee work discipline by using a progressive discipline system along with a positive approach. A progressive discipline system is imposed by providing firm and fair consultations, reprimands and sanctions to employees who violate the regulations. Then, the firm sanction shall be balanced with a positive approach by way of counseling and reaching an agreement with less discipline employees to change their problematic behavior.

Further research is expected to develop other variables that have not been examined in this study, such as indirect compensation variables, job satisfaction, organizational climate, organizational character and other variables. In addition, it can increase the size of the population and research sample, as a way to minimize the potential for errors in the distribution of data and to represent all elements in the population proportionally. Last, it is also suggested to support the research data with an interview to strengthen the data analysis on the results of questionnaire.

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