

The Effect of Performance Benefits, Workload, Work Environment, and Organizational Culture on Work Motivation of Employees Office Office of Class I Airport Organizing Unit in Papua

Mohammad Taufiq Rahman¹, Zakaria², Agus Sudarya³

^{1,2,3}Program Pascasarjana Universitas Terbuka, Indonesia

moh.taufiqrahmansiti@gmail.com, zakariahatta15@gmail.com, agus.sudarya6795@gmail.com

Abstract

The purpose of this study was to determine the effect of Performance Allowance, Workload, Work Environment, and Organizational Culture on Employee Motivation at the Class I Airport Organizing Unit Office in Papua. This research was conducted at the Mopah Merauke Class I Airport Management Unit Office, Wamena Class I Airport Management Unit Office, and Domine Eduard Osok Sorong Class I Airport Operator Unit with a population of 231 employees. To get an objective research sample, the researchers used the Slovin so that 146 respondents were obtained. The independent variables in this study are Performance Allowance, Workload, Work Environment, and Organizational Culture. The results of the analysis show that the variables of Performance Allowance, Workload, Work Environment, and Organizational Culture have a positive and significant effect on employee motivation. The variable of employee work motivation is influenced by the variables of Performance Allowance, Workload, Work Environment and Organizational Culture by 50.6%, while the remaining 49.4% is influenced by other factors outside of this study.

Keywords

performance allowance;
workload, work environment;
organizational culture; work
motivation



I. Introduction

Papua Island is the easternmost part of Indonesia and is directly adjacent to Papua New Guinea. It is divided into 2 provinces, namely Papua with the capital city of Jayapura, and West Papua with the capital city Manokwari. With an area of 786,000 m² and a population of 4.3 million, Papua Island has abundant natural potential ranging from beautiful beaches, pristine forests, abundant marine wealth, and diverse mining products.

In an effort to accelerate development in Papua, the central government has issued various policies, one of which is special autonomy with the issuance of the 2001 Special Autonomy Law. The main obstacle to the delay in economic growth and development in Papua is the lack of availability of infrastructure in the field of effective and efficient transportation. This causes connectivity to be hampered and has a direct impact on the price disparity for basic needs on the island of Papua.

The Ministry of Transportation as the government agency/organization responsible for regulating, managing and supervising transportation in Indonesia has launched several programs related to the development of transportation infrastructure in Papua. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop

their organizational culture. (Arif, 2019). These programs include the construction of airports, seaports and subsidies for the transportation of people and goods both by sea and air in Papua as well as preparing professional personnel resources. One of the efforts to develop the Ministry of Transportation's human resources is employee development, which is basically an effort to prepare employees to adapt to the changes that occur so that they are able to continue to make productive contributions to the achievement of organizational goals without neglecting their own interests. In other words, staffing development focuses on improving employee performance.

Employees in the organization have a very vital role which is a central figure in an organization. The quality of resources determines success in the organization. Employees are resources that are used to mobilize and synergize other resources to achieve organizational goals, without employees, other resources are idle and less useful in achieving goals. Given the importance of employees in an organization, improving the quality of employees is needed so that their performance is satisfactory in the organization. Making employees more motivated and having clear directions so that goals can be achieved is one form of quality improvement.

Work motivation is a very important aspect in an effort to achieve goals in the organization. Having employees who have high work motivation will make the organization a superior organization. Therefore, employee work motivation is something that needs to be a concern of the organization, because employee work motivation can affect the quality and quantity of an organization in an effort to face competitiveness in line with the times.

Motivation as explained by Malay SP. Hasibuan is a technique to encourage the morale of subordinates with the intention that they can work optimally with all the abilities and skills they have in realizing company goals (Hasibuan, 2001). Meanwhile, Berelson and Steiner argue that motivation is a conscious effort with the aim of influencing one's behavior so that it is more directed towards achieving organizational goals. The combination of the concepts of needs, encouragement, goals, and rewards is a process of the emergence of one's motivation (Yusuf & Al Arif, 2015).

Motivation is not only limited to individual factors but also involves organizational factors so that it is a complicated matter related to employee work motivation. Included in the individual factors are needs, goals, attitudes and abilities. Meanwhile, payment of salaries and allowances, security at work, fellow workers, supervision, praise, and the work itself belong to the factors that come from the organization" (Yusuf & Al Arif, 2015).

Based on initial observations, the authors found that there was poor employee motivation in the Class I Airport environment, especially at Mopah Merauke Airport. Through initial observations made by the author, it was found that the level of employee motivation related to work time problems was still low, among others; there are still many employees who come to the office late.

Besides the problem of time, the lack of responsibility to be able to immediately complete the work that has been assigned by the leadership and the responsibility of employees in completing monthly reports that are not on time and are often late. This, if allowed to continue, can indirectly affect other employees and hinder organizational goals. The facts that have been described indicate a discrepancy between the real conditions in the field and the theory that has been initiated so that it can be seen that the work motivation of employees at the Class I Mopah Merauke UPBU Office has decreased.

To find out the factors that influence employee work motivation, taken from several previous research journals, from 20 journals that examine employee work motivation, there

are 23 independent variables that affect employee work motivation. From several independent variables that have been researched and proven to be related or affect employee work motivation, the author will take 4 independent variables that will be used in the study.

Performance allowances can be used as an element of motivation for employees to excel because theoretically Tukin is a form of welfare portion obtained by employees. Therefore, the existence of an appropriate guidance system must be designed by each organization so that the provision of guidance and counseling can increase employee motivation and performance (Fathoni, 2006).

In accordance with the Regulation of the Minister of Transportation No. PM.41 of 2017, it is stated that "performance allowance is income other than salary given to active employees based on competence and performance". Thus, if this system can be applied effectively it will have a positive impact on the organization because it will be able to increase employee motivation to work and satisfaction for employees. But the problem is whether the performance allowance system really improves performance and makes a high contribution to employee motivation or not. According to Sadili Samsudin, one of the functions of providing performance allowances is so that employees are encouraged and motivated to work better and the purpose of providing performance allowances is to increase employee productivity (Syamsuddin, 2019). The benchmarks to see the extent to which employee motivation can be increased through the provision of guidance according to Malay SP Hasibuan include:

- 1) Level of work suitability;
- 2) The level of attendance at work;
- 3) Ability to carry out tasks;
- 4) Punctuality in work;
- 5) Amount of Tukin (performance allowance).

The second variable chosen with the most respondents considered influencing work motivation is workload. In the organization or every official or employee should have activities or workloads that are evenly distributed so that many activities in an organization can be avoided while other organizations have too few activities, as well as avoiding the presence of officials or employees whose duties are piled up and there are visible officials or employees. too many unemployed because of their little workload (Saputra, Lengkon, & Trang, 2018). Low enthusiasm and motivation to work can be caused by a lack of stimulation because the workload is too little so that employees will feel unable to develop their talents and skills. According to Hasibuan (Hasibuan & Hasibuan, 2016) workload analysis is the determination of the number of workers needed to complete a job within a certain period of time.

Research conducted (Saiful, 2020) shows that the work motivation of employees at the Aceh Provincial Water Service office is significantly influenced by workload. Another study (Sureskiati, Ardianto, Pamungkas, & Hidayat, 2019) found that the workload consisted of external workloads and internal workloads. External Workload which consists of three items, namely, the number of tasks assigned according to the salary given, the complexity or difficulty of the work in accordance with the salary given, the length of time working in accordance with the salary given has an influence on work motivation. Internal workload which consists of three items, namely, workload creates motivation, workload is in accordance with the wishes of the lecturer, lecturer satisfaction with the workload given by the agency has an influence on work motivation.

The third variable chosen by the correspondent that has the most influence on employee work motivation is the work environment. The work environment is closely

related to work motivation, if the work environment is conducive, it will affect the work motivation of an employee. Research conducted (Andriani, Ahman, & Santoso, nd) shows that the work environment has a positive influence on work motivation.

The fourth variable that most respondents choose to influence work motivation is organizational culture. Organizational culture is the norms of behavior and values that are accepted and understood and used as the basis for the rules of behavior of all members in the organization. Organizational culture tends to be realized by members in the organization, so that people in the environment feel that life can be better. Meanwhile, according to Liang Gie, motivation is "a job done by managers to provide inspiration, enthusiasm and support to their employees in attracting certain actions" (Wahyudi & Tupti, 2019).

The purpose of this study is to examine and analyze the effect of performance allowances on work motivation of the employees of the Class I Airport Organizing Unit Office in Papua. In this study, it is expected to add insight and knowledge about the effect of Performance allowances, Workload, Work Environment and Organizational Culture on work motivation on employee performance at the Mopah Merauke Class I Airport Operator Unit as well as a foothold and reference in further studies related to variables the.

II. Research Method

This research is quantitative research. Quantitative research is "a process that allows researchers to build hypotheses and empirically test these hypotheses." (Ferdinand, 2014). In this study, hypothesis testing is carried out in order to strengthen or reject the theory or empirical research that is used as a reference. Research data retrieval is carried out using a questionnaire that has been compiled based on measurements of the variables studied, after that the data that has been collected is processed and tested to prove the stated hypothesis. According to (Sugiyono, 2019) defining the sample is as follows: "The sample is part of the number and characteristics possessed by the population. Sample measurement is a step to determine the size of the sample taken in carrying out research on an object. To determine the size of the sample can be done with statistics or based on research estimates. This sampling must be carried out in such a way that a sample is obtained that can actually function or can describe the actual state of the population, in other terms it must be representative.

III. Result and Discussion

After conducting research and testing, a discussion is carried out that can provide information from the results of the study and how the influence of each variable on other variables is carried out. The following is a discussion of each variable in the study:

3.1 The Effect of Performance Allowance (X1) on Employee Work Motivation (Y)

Based on the results of the study, Performance Allowance has a positive and significant effect on Employee Work Motivation at the Class I Airport Organizing Unit Office in Papua . It can be seen from the results of t-count $5.071 > t\text{-table } 1.97693$ and a significance value of $0.000 < 0.05$ with a regression coefficient of 0.367.

At the Class I Airport Operator Unit Office in Papua, employees are satisfied with the amount of Performance Allowance provided by the Ministry of Transportation as the parent organization. The Performance Allowance given to employees is considered

sufficient to meet the living needs of employees, even though the cost of living in Papua is more expensive than in other areas.

Employees also feel that the amount of Performance Allowance given is proportional to the workload and level of position obtained. This is because the provision of Performance Allowances to Class I UPBU Office employees in Papua is in accordance with applicable regulations based on Presidential Regulation of the Republic of Indonesia Year 119 of 2018 concerning Employee Performance Allowances within the Ministry of Transportation and Regulation of the Minister of Transportation of the Republic of Indonesia Number 114 of 2018 concerning Procedures Calculation and Provision of Employee Performance Allowances in the Ministry of Transportation.

The Performance Allowance paid is based on the performance of each individual, so if the performance is not good and is often late, the amount of the Performance Allowance will be smaller. On the other hand, if the employee works with high enthusiasm and motivation based on the applicable rules, then the employee will receive the appropriate Performance Allowance. With the Performance Allowance given to employees, in a proper, fair, and sufficient manner, it will be able to increase employee work motivation. This is because the basic needs of employees' lives can be met by providing Performance Allowances.

The results of this study are in accordance with Samsuddin's theory, which states that "one of the functions of providing performance allowances is so that employees are encouraged and motivated to work better and the purpose of providing performance allowances is to increase employee productivity".

The results of the study are supported by the results of previous studies, including (Usmiar, 2016), Sarmauli Silalahi and Martua Sitorus (2018), Agustiani Sambo Layuk (2019), and Damayanti Marsyam et al (2020), which stated that the Performance Allowance had a positive and significant effect on Employee Work Motivation.

3.2 Effect of Workload (X2) on Employee Work Motivation (Y)

Based on the results of the study, Workload has a positive and significant effect on Employee Work Motivation at the Class I Airport Organizing Unit Office in Papua. It can be seen from the results of $t\text{-count } 2.257 > t\text{-table } 1.97693$ and a significance value of $0.026 < 0.05$ with a regression coefficient of 0.130.

Moekijat (2010) explains that workload is the volume of work results or records of work results that can show the volume produced by a number of employees in a certain section. The level of loading that is too high allows the use of excessive energy and overstress occurs, on the contrary the intensity of the load that is too low allows boredom and saturation or understress. Therefore, it is necessary to strive for the optimum level of loading intensity that exists between the two extreme limits and of course differs from one individual to another.

The workload of employees at the Class I Airport Operator Unit Office in Papua has been made as optimal as possible so as to reduce the occurrence of excessive employee workloads. This can be seen from the division of working hours/shifts for several operational units that relate to Aviation Security and Safety. Leaders require employees to have good work targets so that there is no buildup of work. This is also related to the Employee Work Target (SKP) which was made at the beginning of the year.

Each employee must determine and set targets that must be achieved, adjustments to work conditions so that if there are problems they can be resolved immediately, optimal use of time in completing work, and setting work standards that are owned by an organization. With the above indicators, it is hoped that with the increase in the workload

of employees but still within normal limits, it should be able to increase employee motivation so that the work can be completed properly.

The results of this study are supported by the results of previous studies, including: Muhammad Jawad and Mohammad Iqbal (2018) Indra Hardono et al (2019), and Lioni (2021) which states that workload has a positive and significant effect on employee work motivation.

3.3 The Effect of Work Environment (X3) on Employee Work Motivation (Y)

Based on the results of the study, the Work Environment has a positive and significant effect on Employee Work Motivation at the Class I Airport Organizing Unit Office in Papua. It can be seen from the results of $t\text{-count } 2.397 > t\text{-table } 1.97693$ and a significance value of $0.018 < 0.05$ with a regression coefficient of 0.232.

The results of this study are in accordance with the theory which states that the work environment is everything that exists in the worker's environment and that can affect him in carrying out the assigned tasks and the physical work environment affects the emotional spirit of the employees' work (Saripuddin, 2015).

Employees at the Class I Airport Management Unit Office in Papua currently feel that the facilities provided are satisfactory and fulfill their work needs, thereby increasing the enthusiasm and enthusiasm of employees in carrying out daily activities. One of the employee satisfactions is the room temperature at the airport and terminal offices, both for departure and arrival of passengers. Employees are satisfied with the air temperature that makes employees feel comfortable at work. Besides that, the lighting in the room is also quite adequate.

At work, the average employee has good work skills and is responsible for the work. This is closely related to the duties and responsibilities of employees in an effort to provide air transportation services while still prioritizing the security and safety side. The demands of cooperation between teams or groups are very important, because of that the relationship between employees is very harmonious. With this basis, of course, making work comfortable which results in increased employee motivation at the Class I UPBU Office in Papua.

With a work environment that is quite good in terms of facilities, facilities and infrastructure such as adequate lighting conditions, comfortable air conditions, free from noise, harmonious wall colors, neat and clean workspaces, individuals who have good work and relationships harmonious among fellow employees can increase employee motivation. The better the environmental conditions obtained by the employee, the more the employee's work motivation will increase.

The results of this study are also supported by previous research. Research by Fildza Amalia Alisa et al (2016), Santi Octavianti (2019), Isabella Jasmine and Edalmen (2020), and Liono (2021) which states that the work environment has a positive and significant effect on work motivation.

3.4 The Influence of Organizational Culture (X4) on Employee Work Motivation (Y)

Based on the results of the study, Organizational Culture has a positive and significant effect on Employee Work Motivation at the Class I Airport Organizing Unit Office in Papua. It can be seen from the results of $t\text{-count } 4.576 > t\text{-table } 1.97693$ and a significance value of $0.000 < 0.05$ with a regression coefficient value of 0.293.

The results of this study are in accordance with the theory which states "Organizational culture can contribute to the success of the company's performance. In

addition, organizational culture also functions to integrate the internal environment and adapt to the external environment” (Puspitasari, 2018).

Good organizational culture in an organization, will be able to increase employee motivation. One of them is marked by indicators of communication patterns between leaders and subordinates. With good and clear communication from the leadership, it will make it easier for subordinates to complete the tasks given so that employee motivation will increase because they feel they get attention and appreciation from the leadership of the organization.

At the Class Airport Organizing Unit Office. I In Papua, employees feel that the organizational culture is applied in line with the wishes of the employees. This can be seen from the strong control/supervision from the leadership but balanced with clear direction, advice, and support from the leadership towards subordinates in completing the work. In addition, leaders provide and give employees freedom to innovate and solve problems, but do not deviate from the rules that have been set. This makes employees try to complete the work with a full sense of responsibility. With good and directed communication, as well as support from leaders to subordinates, employees will feel comfortable at work so that they can stimulate employee motivation to work as well as possible.

The results of this study are also supported by the results of previous studies, including research conducted by Okta Roslinda, Sulastri (2016), Fitria Nur Azizah (2017), and Sutoro (2020) which state that Organizational Culture has a positive and significant effect on Employee Work Motivation.

IV. Conclusion

Based on the analysis and discussion of the effect of Performance Allowance, Workload, Work Environment and Organizational Culture on Work Motivation of Class I Airport Operator Unit (UPBU) employees in Papua, researchers can conclude:

1. Performance Allowance has a positive and significant effect on Employee Work Motivation. Allowance variable. Performance has a strong influence on Motivation. Work. By providing an increase in Performance Allowances, it can increase Employee Work Motivation. at the Airport Operator Unit Office. Class I in Papua
2. Workload has a positive and significant effect on employee motivation. Workload variable has a strong influence on employee motivation. With an increase in workload, it encourages employees to increase work motivation at the Class I Airport Management Unit Office in Papua
3. The work environment has a positive and significant effect on employee work motivation. Work Environment Variables have a strong influence on Employee Work Motivation. With an increase in a good work environment, it can increase employee motivation in the office. Class I Airport Operator Unit in Papua
4. Organizational Culture has a positive and significant effect on Employee Work Motivation. Organizational Culture variable has a strong influence on Employee Work Motivation. With a good Organizational Culture, it will result in increased Work Motivation of the employees of the Class I Airport Organizing Unit Office in Papua.

References

- Andriani, Rian, Ahman, Eeng, & Santoso, Budi. (n.d.). Conditional Process Pada Manajemen SDM: Perspektif Polychronicity, Kepuasan Kerja, Engagement Karyawan, Lingkungan Kerja, dan Turnover Intention. *Gracias Logis Kreatif*.
- Arif, S. (2019). Influence of Leadership, Organizational Culture, Work Motivation, and Job Satisfaction of Performance Principles of Senior High School in Medan City. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*. P. 239-254
- dalam Sugiyono, Suriasumantri. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta, CV.
- Fathoni, Abdurrahmat. (2006). *Organisasi dan manajemen sumber daya manusia*.
- Ferdinand, Augusty. (2014). *Metode Penelitian Manajemen*. Semarang: BP Uniersitas Diponegoro.
- Hasibuan, Malayu S. P. (2001). *Manajemen sumber daya manusia*, Bumi Aksara. Jakarta.
- Hasibuan, Malayu S. P., & Hasibuan, H. Malayu S. P. (2016). *Manajemen sumber daya manusia*. Bumi Aksara.
- Niati, D. R., Siregar, Z. M. E., & Prayoga, Y. (2021). The Effect of Training on Work Performance and Career Development: The Role of Motivation as Intervening Variable. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(2), 2385–2393. <https://doi.org/10.33258/birci.v4i2.1940>
- Puspitasari, Arum. (2018). PERUBAHAN BUDAYA ORGANISASI BIKA AMBON LARIZO YOGYAKARTA DENGAN MENGGUNAKAN OCAI. *UAJY*.
- Saiful, AMRI. (2020). Pengaruh Penempatan dan Beban Kerja Terhadap Motivasi Kerja Pegawai pada Kantor Dinas Pengairan Provinsi Aceh. *JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi)*, 6(1), 23–31.
- Saputra, Risky Anugrah, Lengkong, Victor P. K., & Trang, Irvan. (2018). ANALISIS PENERAPAN ETOS KERJA PADA PERANGKAT DESA KAMANGA DUA KECAMATAN TOMPASO. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 6(2).
- Saripuddin, Jasman. (2015). Pengaruh Lingkungan Kerja Dan Budaya Organisasi Terhadap Kepuasan Kerja Karyawan Pada PT. Sarana Agro Nusantara Medan. *Kumpulan Jurnal Dosen UMSU*, 3(2), 1–20.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif Kualitatif dan R&D (Kedua, Cet; MT Dr. Ir. Sutopo, S.Pd., Ed.)*. Bandung: Bandung : CV. Alfabeta.
- Sureskiati, Enok, Ardianto, Muhammad Iqbal, Pamungkas, Bagus Dwi, & Hidayat, Rahmat. (2019). Hubungan Gaya Kepemimpinan, Motivasi Kerja dan Beban Kerja terhadap Burnout pada Perawat di Ruang Rawat Inap RSUD Inche Abdoel Moeis Samarinda.
- Syamsuddin, Syamsuddin. (2019). Manajemen sumber daya manusia pada ikatan muballigh Sulawesi Tenggara (Imsultra). *Al-Izzah: Jurnal Hasil-Hasil Penelitian*, 14(1), 136–153.
- Wahyudi, Wan Dedi, & Tupti, Zulaspan. (2019). Pengaruh Budaya Organisasi, Motivasi dan Kepuasan Kerja Terhadap Kinerja. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 31–44.
- Yusuf, Burhanuddin, & Al Arif, M. Nur Rianto. (2015). *Manajemen sumber daya manusia di lembaga keuangan syariah*. Rajawali Pers.