

Performance Advantages and Motivation: Empirical Study on Organizational Performance Achievements, Organizational Characteristics, and Performance Achievements of Bogor District Health Services

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Abstract:- The objectives to be achieved in this study include analyzing the effect of organizational performance achievements, organizational characteristics, and performance achievements on employee performance allowances at the Bogor District Health Office on motivation both directly and indirectly through employee performance allowances. This research includes explanatory research. Research variables include organizational performance achievements, organizational characteristics and employee performance achievements, performance allowances and motivation. The number of samples is 79 people. The data analysis method uses the help of the SmartPLS application. The results showed that organizational performance achievements, organizational characteristics and employee performance achievements affect performance allowances. While organizational performance achievements, organizational characteristics and performance allowances affect motivation, but employee performance achievements do not affect motivation. Organizational performance achievements and organizational characteristics do not affect motivation through performance allowances, but employee performance achievements affect motivation through performance allowances.

Keywords:- Organizational Performance Achievement, Organizational Characteristics, Performance Achievement, Performance Allowance and Motivation.

I. INTRODUCTION

Health workers are every person who devotes himself to the health sector and has knowledge and/or skills through education in the health sector which for certain types requires the authority to carry out health activities. Health efforts. Service Facilities Health is a tool and/or place used to organize health service efforts, whether promotive, preventive, curative or recreational. Rehabilitative measures carried out by the Government, the Government area, and/or community. In the Law of the Republic of Indonesia Number 36 of 2014 concerning Health Workers in CHAPTER III, Article 8 qualifications and grouping of health workers, states

that health workers consist of Health Workers and Assistant Health Workers. The description of the health workforce

The largest health workers are Midwifery personnel as many as 608 people (32.65%), followed by Nursing personnel as many as 377 people (20.24%), followed by Public health as many as 188 people (10.09%). Based on the health workforce development plan that has been determined by the government nationally, the Bogor Regency government has also established a Bogor Regency Strategic Plan for 2016 to 2021. In the Bogor Regency Strategic Plan, in 2019 the target ratio of general practitioners is 1 per 2,500 population and midwife 1 per 1,000 population. However, based on the HRK Needs Planning Document of the Bogor Regency Health Office in 2019, the ratio of health workers in Bogor Regency is still far from the national target and the target of the Bogor Regency Regional Government in 2019.

The human resource factor, becomes an interesting thing in itself among other factors. Human Resources (employee performance achievement) or employees have a very important role in an organization, because human resources are a strategic factor, a central actor and are dynamic and become the dominant determinant in the survival of the organization and the success of the organization in achieving its goals. Reliable and competent human resources in their fields are part of the company's assets that have high value. Various ways can be taken by organizations to increase employee motivation through performance allowances, performance achievements and organizational performance achievements in accordance with employee expectations. The existence of factors related to performance is also supported by the provision of motivation for employees. Motivation can come from inside or outside of humans. Motivation that comes from within arises because of demands to meet needs and achieve better welfare. Motivation from outside because of demands for obligations that must be carried out, for example the obligations of a worker who works according to targets set by the agency.

Employee performance allowances are given as a form of compensation given to provide work motivation so that later it will improve performance achievements. One of the functions of providing performance allowances is so that employees are encouraged and motivated to be able to work better and the purpose of providing performance allowances is to improve employee performance. This is intended to motivate employees so as to improve employee performance. Mudawiyah et.al (2011) found that performance-based benefits have an effect on motivation. Puluhalawa (2013) found that performance allowances have an effect on work motivation. Usmiar (2016) stated that the performance allowance turned out to have a real influence in realizing employee work motivation. Nabila (2016) found that the performance allowance variable had a partial effect on employee work motivation. Hubies and Afandi (2017) found that employee performance benefits can increase work motivation. While Murti and Srimulyani (2013) found that the performance allowance had no effect on employee motivation.

Employee performance allowance which is part of the income received by employees every month is one of the motivations for employees to work. The amount of the Performance Allowance is given at least by considering criteria including organizational performance achievements, employee performance achievements and considering organizational characteristics. The objectives to be achieved in this study include analyzing the effect of organizational performance achievements, organizational characteristics, and performance achievements on employee performance allowances at the Bogor District Health Office on motivation both directly and indirectly through employee performance allowances.

II. LITERATURE REVIEW

The Effect of Organizational Performance Achievements, Employee Performance Achievements and Organizational Characteristics on Performance Allowances

Income, employees can consist of basic salary and allowances is one type of compensation which is the main factor that can motivate employees to work professionally and be loyal to the organization. The basic salary and benefits provided by the organization are a binding factor for the organization to its employees. The provision of compensation is one of the functions of Human Resource Management.

The Bogor District Health Office with various considerations regarding the ever-increasing workload and to maintain employee motivation, has issued a regulation on the provision of performance allowances for its employees. Organizational Performance Achievements and Employee Performance Achievements are absolute rules that have been determined in calculating the performance allowance. So the relationship between Organizational Performance Achievement and Employee Performance Achievement with organizational characteristics as a constant factor on the amount of performance allowances to be received is not a hypothesis.

The rationale for setting this rule is to see the effect that with the enactment of the regulation on providing performance allowances, employees will clearly know what are the points that must be achieved in filling out Organizational Performance Achievements and Employee Performance Achievements which are the main factors determining the amount of allowances. performance that will be accepted so that it will increase employee motivation.

The Effect of Performance Allowance on Employee Motivation

The relationship between the provision of performance allowances, organizations and employees is a cycle that is intertwined with each other. Income, which includes basic salary and performance allowances, is one of the reasons for employees to survive working in an organization. For organizations, one way to attract and retain the best and competent employees is by providing competitive and appropriate performance benefits. Nowadays, it is becoming a trend, organizations provide income to employees based on performance achievements.

The provision of competitive performance allowances based on performance achievements is thought to be a magnet that can directly bring motivation to employees to work and provide the best for the organization. Or in other words, the performance allowance is suspected to have a positive or significant effect on motivation. Research conducted by Usmiar (2016) concluded that performance allowances have a real influence in realizing employee work motivation. Research with the same theme was also carried out by Nabila (2016) and resulted in the conclusion that the performance allowance variable had a partial effect on employee work motivation.

The Effect of Organizational Performance Achievements, Organizational Characteristics and Employee Performance Achievements on Motivation through the Provision of Performance Allowances

The stipulation of regulations regarding the provision of performance allowances for employees of the Bogor Regency Health Office which consists of 3 main parameters, organizational performance achievements, employee performance achievements and organizational characteristics is the main basis or legal reference in the application of performance-based employee performance allowances. Organizational performance achievements, employee performance achievements and organizational characteristics are the determinants of the amount of performance allowances allegedly having a positive effect on employee motivation through the provision of performance allowances.

In the end, this will be a cycle that influences each other's organizational performance achievements, employee performance achievements and organizational characteristics will affect the amount of performance allowances received, the amount of performance allowances received will affect employee motivation at work. organizational performance achievement, employee performance achievement and organizational characteristics will affect employee motivation

through the provision of performance allowances. The proposed hypothesis is:

- H1= Organizational performance achievement has a direct effect on performance allowances.
- H2= Organizational characteristics have a direct effect on performance allowances.
- H3 = Employee performance achievement has a direct effect on performance allowances.
- H4= Organizational performance achievement has a direct effect on employee motivation.
- H5= Organizational characteristics have a direct effect on employee motivation.
- H6 = Employee performance achievements have a direct effect on employee motivation.

- H7= Performance allowance has a direct effect on employee motivation.
- H8= The achievement of employee organizational performance has an indirect effect on employee motivation through performance allowances.
- H9= Organizational characteristics have an indirect effect on employee motivation through performance allowances.
- H10 = Employee performance achievement has an indirect effect on employee motivation through performance allowances.

Based on this description, the conceptual framework model is described in Figure 3 below.

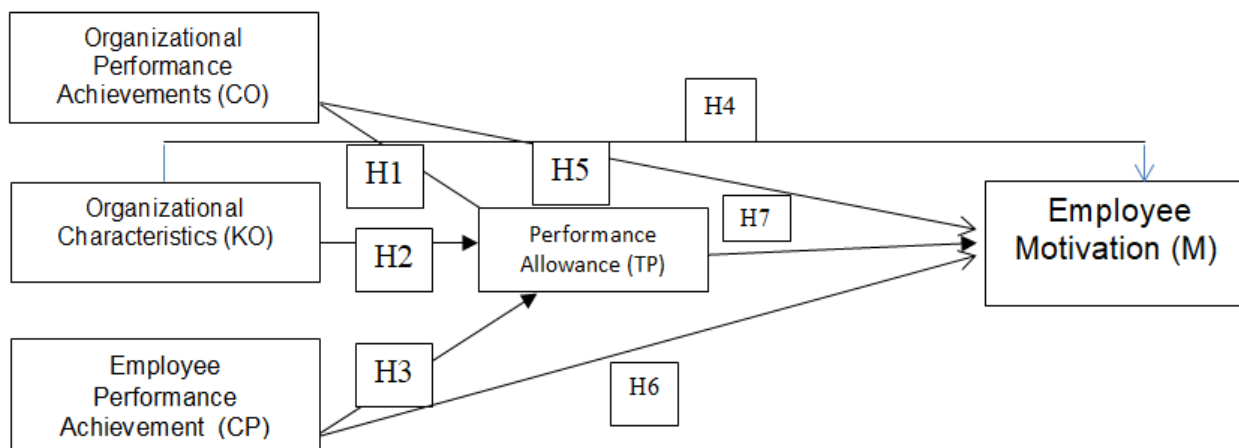


Figure 3. Conceptual Framework and Research Hypotheses

III. RESEARCH METHODS

The research was conducted on employees of the Bogor Regency Health Office. This study uses several independent variables, namely Organizational Performance Achievement (CO), Organizational Characteristics (KO) and Employee Performance Achievement (CP). The dependent variable is the provision of performance allowances (TP) and employee motivation (M). The population of this study were employees at the Bogor District Health Office who were in the structural section with a total of 79 employees. The sampling method used a census technique where the entire population became the research sample so that the research sample was 79 employees. This study uses PLS-SEM (Partial Least Square Structural Equation Modeling) analysis with the help of SmartPLS software. Evaluation of the measurement model is carried out through convergent validity and discriminant validity tests.

IV. RESEARCH RESULT

The results of the study are explained by the steps of model testing. Convergent validity conducted to measure the magnitude of the correlation between latent variables and indicator variables in the reflective measurement model. This evaluation is assessed based on the correlation between the item value (component score) and the construct score. Convergent validity of the measurement model with reflective indicators is assessed based on the correlation between the item score/component score and the construct score calculated by PLS.

In the convergent validity test, it has a parameter that is seen based on the AVE score and loading factor. An indicator is considered valid if it has an AVE value of each construct above 0.5 for confirmatory and exploratory research (Ghozali and Latan, 2015). Furthermore, the loading indicator value that is considered valid is > 0.708 (Hair et al., 2019). Outer Model of the model described in Figure 1 below.

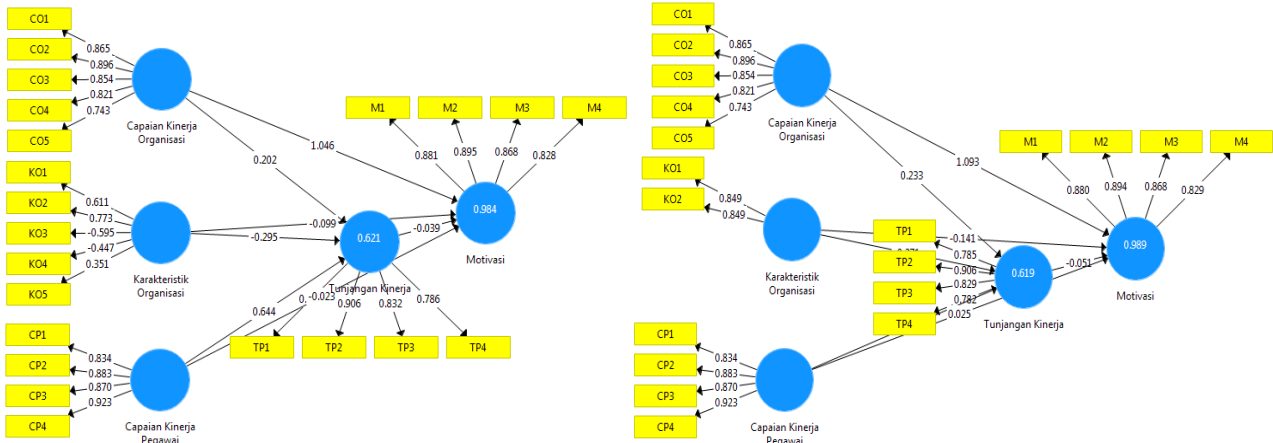


Figure 4 (a) Convergent Validity (b) Convergent Validity improvements

Based on the calculation of outer loading and convergent validity using the SmartPLS program, it can be seen that not all correlation values between latent constructs/variables and indicator variables are above 0.60 or have met the convergent validity assessment requirements. Organizational character achievement variables (KO3), (KO4) and (KO5) have loading factors below 0.60 so they must be excluded from the model.

Table 1. Fornell-Larcker test results

No	Variable	Average Variance Extracted (AVE)
1	Organizational Performance Achievement (CO)	0.702
2	Organizational character (KO)	0.721
3	Employee performance achievement (CP)	0.771
4	Employee Performance Allowance (TP)	0.684
5	Motivation (M)	0.754

Discriminant validity from the measurement model with an AVE value greater than 0.5 it can be indicated that, on average, the construct explains more than half of the indicator variance. Comparison between the roots of AVE and the correlation of each construct, it can be concluded that the constructs of organizational performance achievement (CO), organizational character (KO), employee performance achievement (CP), performance allowance (TP) and motivation (M) have good discriminant validity.

The third test in the measurement model is to look at the composite reliability value which serves to evaluate internal consistency. The results showed that all constructs met the composite reliability requirements. All constructs have composite values and cronbach's alpha values above 0.6. According to Nunally and Bernstein (1994) in (Hair et al., 2014), states that values between 0.7 and 0.9 can be declared satisfactory. Therefore, it can be concluded that all of these research instruments are feasible to be used as research instruments.

Evaluation of the structural model is done by calculating the value of VIF or multicollinearity, coefficient of determination or R-square (R²), predictive relevance (Q²), T statistics, specific indirect effects, effect size (f²), and goodness of fit in the following explanation.

Table 2 Test Results of R Square

Construct	R Square	R Square Adjusted
Motivation	0.989	0.988
Employee performance achievements	0.619	0.603

The collinearity test aims to ensure that the independent variables are not correlated with each other. it can be seen from Table 2 that the VIF value in this study is less than 5, even lower than 3. So it can be concluded that there is no problem in multicollinearity, so it can be concluded that the independent variables in this study are not correlated with each other. The test results for the value of R square for the motivation construct is 0.989. This figure shows that the variables of organizational performance achievement, organizational character and employee performance achievement are able to explain motivation of 98.9%, while the remaining 1.1% is explained by other variables outside of the variables used in this study. Figures show that the value is in the range of more than 0.5 which means it is in a strong position. The R square test value for the employee performance allowance construct is 0.691, which means that the organizational performance variable, organizational character and employee performance achievement are only able to explain the employee performance allowance of 61.9%. The figure shows the value is above 0.50 which means it is in a strong position.

The Q² test was performed by blindfolding method to show that the model is relevant for predicting a given endogenous factor. The test results show that Q² of all the variables in the model have a predictive relationship indicated by a value greater than 0. The motivation variable has a value of 0.782 which means it describes high predictive relevance, and the employee performance allowance intention variable is worth 0.386 which describes moderate predictive relevance. In this study, the inner model or structural model is evaluated

by looking at the percentage of variance explained by looking at R2 for the dependent latent construct using the Stone Geisser Q squares test and also looking at the magnitude of

the structural path coefficient. Each inner model test is described in Figure 5.

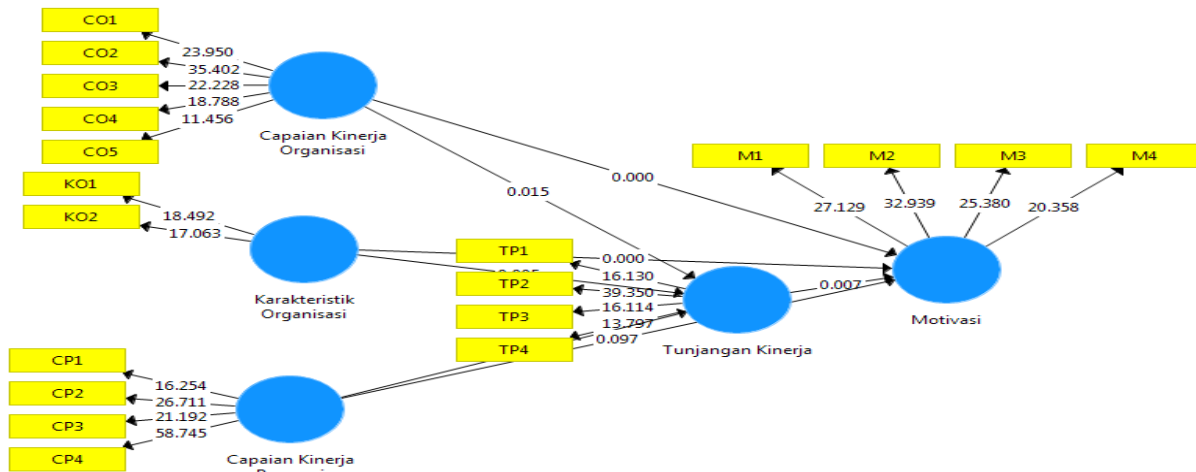


Figure 5. PLS Model

Based on the model image, the stages of model testing are described below. Testing of the structural model is carried out by looking at the R-square value which is the goodness-fit test of the model as shown in Table 3.

Table 3. Results of R Square

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Performance allowance (TP)	0.619	0.645	0.076	8,090	0.000
Motivation (M)	0.989	0.898	0.003	356,868	0.000

Based on Table 3, it is known that the variable influence of organizational performance achievement (CO), organizational characteristics (KO), employee performance achievement (CP), on performance allowances (TP) gives an R-square value of 0.619 or 61.9% which can be interpreted that The variability of the performance allowance (TP) can be explained by the variability of organizational performance achievement (CO), organizational characteristics (KO), employee performance achievement (CP), while 38.1% is

explained by other variables outside the study. The model of The Effect of the variable organizational performance achievement (CO), organizational characteristics (KO), employee performance achievement (CP), on motivation (M) gives an R-square value of 0.989 which can be interpreted that the variability of motivation (M) can be explained by the variability of performance achievement organization (CO), organizational characteristics (KO)

Table 4. Test Results

Variable	Original Sample	t Statistics	p Value	Information
Organizational Performance Achievement (CO)→Performance allowance	0.233	2,767	0.006	significant
Organizational Characteristics→Performance allowance	-0.271	3,003	0.003	significant
Employee Performance Achievement (CP)→Performance allowance	0.763	13,817	0.000	significant
Organizational Performance Achievement (CO)→Motivation	1.093	49,058	0.000	significant
Organizational Characteristics→Motivation	-0.141	5,858	0.000	significant
Employee Performance Achievement (CP)→Motivation	0.025	1,606	0.109	Not significant
Performance Allowance→Motivation	-0.051	2,585	0.010	significant

Testing of the structural model is also carried out by looking at the significance of The Effect of the organizational performance achievement variable (CO), organizational characteristics (KO), employee performance achievement (CP) on the performance allowance variable (TP),

organizational performance achievement variable (CO), organizational characteristics (KO), employee performance achievement (CP) on motivation (M) by looking at the parameter coefficient and t-statistical significance value. higher than t table) and significant with a probability t

statistic of $0.006 < 0.05$. This shows that the first hypothesis which states that organizational performance achievement (CO) has a significant effect on performance allowances (TP), be accepted. This effect shows that the more the achievement of organizational performance (CO) is able to increase the performance allowance (TP).

Organizational characteristics (KO) have a significant effect on performance allowances (TP) where the t statistic has a value of 3.003 (higher than t table) and is significant with a probability of t statistic of $0.003 < 0.05$. This shows that the second hypothesis which states that organizational characteristics (KO) has a significant effect on performance allowances (TP), is accepted. This effect shows that the better the organizational characteristics (KO) increases the performance allowance (TP). Employee performance achievement (CP) has a significant effect on performance allowances (TP) where the t statistic has a value of 13.817 (higher than t table) and is significant with a probability t statistic of $0.000 < 0.05$. This shows that the third hypothesis which states that employee performance achievement (CP) has a positive and significant effect on performance allowances (TP), is accepted. This effect shows that the more the achievement of good employee performance (CP) is able to increase the performance allowance (TP).

Organizational performance achievement (CO) has a significant effect on motivation (M) where the t statistic has a value of 49.058 (higher than t table) and is significant with a probability t statistic of $0.000 < 0.05$. This shows that the fourth hypothesis which states that organizational performance achievement (CO) has a significant effect on motivation (M), is accepted. This effect shows that the higher the achievement of organizational performance (CO) will increase motivation (M). Organizational characteristics (KO) have a significant effect on motivation (M) where the t statistic has a value of 5.858 (higher than t table) and is significant with the t statistic probability of $0.000 < 0.05$. This shows that the fifth hypothesis which states that organizational characteristics (KO) has a significant effect on motivation (M), is accepted. This effect shows that organizational characteristics (KO) have a significant effect on motivation (M). Employee performance achievement (CP) has a significant effect on motivation (M) where the t statistic has a value of 1.606 (lower than t table) and is significant with a probability t statistic of $0.109 < 0.05$. This shows that the sixth hypothesis which states that employee performance achievement (CP) has a positive and significant effect on motivation (M), is rejected. This shows that the higher the performance of the employee (CP) does not necessarily increase the motivation (M). 606 (lower than t table) and significant with probability t statistic of $0.109 < 0.05$. This shows that the sixth hypothesis which states that employee performance achievement (CP) has a positive and significant effect on motivation (M), is rejected. This shows

that the higher the performance of the employee (CP) does not necessarily increase the motivation (M).

The performance allowance (TP) has a significant effect on motivation (M) where the t statistic has a value of 2.585 (higher than the t table) and is significant with the t statistic probability of $0.002 < 0.05$. This shows that the seventh hypothesis which states that the performance allowance (TP) has a positive and significant effect on motivation (M), is accepted. This shows that the performance allowance (TP) increases motivation (M).

V. DISCUSSION

The Effect of Organizational Performance Achievements on Employee Performance Allowances for the Bogor District Health Office

The test results show that the achievement of organizational performance (CO) has a significant effect on the performance allowance (TP) where the t statistic has a value of 2.767 (higher than t table) and is significant with a probability of t statistic of $0.006 < 0.05$. This shows that the first hypothesis which states that organizational performance achievement (CO) has a significant effect on performance allowances (TP), is accepted. This shows that the more the achievement of organizational performance is able to increase the performance allowance. These results are supported by employee assessments of organizational performance achievements, which generally have an agreed assessment. It can be interpreted that employees have a fairly good perception of organizational performance achievements that are applied at the Bogor District Health Office.

Performance or organization mertry iindikator tingkatan achievement yang can be achieved and reflects the success of an organization, and is the result achieved from the behavior of members of the organization. This is explained by opinion Surjadi (2009:7) where is the performance or organization adalah ttotality resultl work yang dicapie san organization readThe achievement of organizational goals means that the performance of an organization can be seen from the degree to which the organization can achieve goals based on predetermined goals. The existence of organizational performance achievement is one of the parameters in calculating the performance allowances for employees of the Bogor District Health Office.

The Effect of Organizational Characteristics on Employee Performance Allowances at the Bogor District Health Office

The test results show that organizational characteristics (KO) have a significant effect on performance allowances (TP) where the t statistic has a value of 3,003 (higher than t table) and is significant with a probability t statistic of $0.003 < 0.05$. This shows that the second hypothesis which states that organizational characteristics (KO) has a significant effect on performance allowances (TP), is accepted. This shows that the better the characteristics of the organization will increase the performance allowance. This result is supported by the employee's assessment of the characteristics of the organization which generally have an agreeable

assessment. It can be interpreted that employees have a fairly good perception of the organizational characteristics applied in the Bogor District Health Office.

The existence of criteria that have not been explained will be related to determining the characteristics of the organization which ultimately results in constant values and their formulas. However, as stated, the determination of the constant for calculating the performance allowance obtained from the characteristics of the organization is determined centrally. So that employees with the same rank, position and tenure, employee performance and organizational performance get different performance benefits.

Organizational characteristics affect employee performance allowances. This shows that organizational characteristics can also affect employee performance allowances. Workload, work risk, acceptance target, cost of living index and facilities are one of the determinants in determining organizational characteristics.

The characteristics of the organization include the regularity that is manifested in the hierarchy of jobs, tasks, authorities, responsibilities and the payroll system. Every organization or agency expects maximum employee work results, both in terms of quality and quantity. To achieve this, it is necessary that efforts must be made by employees for the purpose of the agency that employees want to expect to improve their performance allowances. The success of the organization is determined by the ability of human resources and this ability is manifested in the form of employee performance. The organizational characteristic variable has the highest influence on employee performance allowances.

The Effect of Employee Performance Achievements on Employee Performance Allowances at the Bogor District Health Office

The test results show that the employee's performance achievement (CP) has a significant effect on the performance allowance (TP) where the t statistic has a value of 13.817 (higher than t table) and is significant with the t statistic probability of $0.000 < 0.05$. This shows that the third hypothesis which states that employee performance achievement (CP) has a positive and significant effect on performance allowances (TP), is accepted.

Employee performance achievements have a significant effect on performance allowances. This shows that the third hypothesis which states that the achievement of employee performance has a significant effect on the performance allowance, is accepted. This effect shows that the more achievement of good employee performance is able to increase the performance allowance. This performance allowance scheme is also used by the Bogor District Health Office.

Based on the opinion of Irham (2014:176) explained that performance is the result obtained by an organization, whether it is an organization. The performance achievements of the employees of the Bogor Bantu District Health Office were produced over a period of time. In this case, employee

performance achievement is a parameter for calculating performance allowances. These results are in accordance with the research Hanifah (2017) who found that performance results had an effect on employee performance allowance. It means that the higher the performance of the employees of the Bogor Regency Health Office, the higher the employee performance allowance.

The Effect of Organizational Performance Achievements on Motivation of Bogor District Health Office Employees

The test results show that the achievement of organizational performance (CO) has a significant effect on motivation (M) where the t statistic has a value of 49.058 (higher than t table) and is significant with a probability t statistic of $0.000 < 0.05$. This shows that the fourth hypothesis which states that organizational performance achievement (CO) has a significant effect on motivation (M), is accepted.

This shows that the fourth hypothesis which states that the achievement of organizational performance has a positive and significant effect on motivation, accept This influence indicates that the higher the achievement of organizational performance will increase motivation.

The results of this study are consistent with the opinion of Henry Simamora (in Mangkunegara, 2005:14) which states that there is a relationship between work motivation and performance achievement. Simamora in (Mangkunegara, 2005:14) there are several factors that affect performance, including psychological factors that are formed in work motivation. Therefore, the achievement of organizational performance affects motivation.

Bogor District Health Office employees with various considerations regarding the ever-increasing workload and to maintain employee motivation, have issued regulations for the provision of performance allowances for their employees. Work motivation is a condition that encourages the desire of individuals to carry out certain activities to achieve their desires. According to Sunyoto (2013), the motivation that exists in a person is a force that will realize a behavior in achieving the goal of self-satisfaction in a specific type of activity, and the direction is positive by approaching the object that is the goal.

Motivation to work is very important for the high and low performance of the agency/company. Without the motivation of employees to work together for the benefit of the institution/company, the goals that have been set will not be achieved. Conversely, if there is high motivation from employees, then this is a guarantee for the company's success in achieving its goals (Sutrisno, 2009).

The Effect of Organizational Characteristics on the Motivation of Bogor District Health Office Employees

The test results show that organizational characteristics (KO) have a significant effect on motivation (M) where the t statistic has a value of 5.858 (higher than t table) and is significant with the t statistic probability of $0.000 < 0.05$. This shows that the fifth hypothesis which states that

organizational characteristics (KO) has a significant effect on motivation (M), is accepted.

Organizational characteristics are also proven to indirectly affect motivation through performance allowances. This means that organizational characteristics are mediated by work benefits in increasing motivation. The characteristics of the organization are still influenced in the agency bureaucracy not yet fully the same as employee work motivation which depends on the behavior of individual employees. Implementation of The Effect of organizational characteristics on work motivation, among others, namely behaving and acting properly and correctly and upholding the code of ethics and moral principles; work thoroughly and accurately on the basis of the best competencies with full responsibility.

The expectancy theory of Vroom (Robbins, 2016: 238) explains that there is a relationship between motivation and performance, where employees will be willing to make greater efforts if they believe that the effort will result in a good performance appraisal, and that a good performance appraisal will result in on raises and promotions, and all of which enable him to achieve his personal goals. Productive internal cooperative relationships and harmonious partnerships with stakeholders, to produce useful and quality works. Provide services that meet stakeholder satisfaction which are carried out wholeheartedly, transparently, quickly, accurately and safely. Always making efforts to improve in all areas to be and provide the best.

The Effect of Employee Performance Achievements on Employee Motivation at the Bogor District Health Office

The test results show that the achievement of employee performance (CP) has a significant effect on motivation (M) where the t statistic has a value of 1.606 (lower than t table) and is significant with a probability of t statistic of 0.109 < 0.05. This shows that the sixth hypothesis which states that employee performance achievement (CP) has a positive and significant effect on motivation (M), is rejected. This means that although there is a target for achieving employee performance, it does not increase employee motivation because employee motivation is not only in extrinsic motivation but is dominated by intrinsic motivation from within employees.

Employee performance achievements have no effect on motivation due to the provision of work targets that have been determined from the head office so that these targets continue to increase but do not see the condition of employees in the primary office. It is often the case that employee performance that has been achieved still does not meet the targets of the office so that employees often feel they are a heavy burden.

The results of the previous discussion show that the achievement of employee performance is an absolute rule that has been determined in calculating the performance allowance. Work motivation arises from the employees themselves so that many factors cause employee motivation to increase or not. There are several factors that affect

employee performance. According to Mangkunegara (2016: 67), motivation is formed from the attitude of an employee in dealing with work situations, motivation is a condition that moves employees who are directed to achieve a goal in the organization (work goals).

Work motivation is the motivation that occurs in the situation and work environment contained in an organization or institution. Job success and failure are often associated with work motivation. Basically, humans always want things to be okay, so that the driving force or driving force that motivates their work enthusiasm depends on the expectations that will be obtained in the future if those expectations come true then someone will tend to increase their work motivation. According to Vroom in Purwanto (2006: 72), motivation refers to a process of influencing individual choices towards various forms of desired activity. Campbell, et al (2000:23) suggest that motivation includes the direction or purpose of behavior, response strength, and persistence of behavior. Besides that,

The rationale for setting this rule is to see the effect that with the enactment of the regulation on the provision of performance allowances, employees will clearly know what are the points that must be achieved in filling employee performance achievements which are the main factors determining the amount of performance allowances that will later be accepted but the motivation for work remains from the intrinsic element of the employee. Even though the performance allowance is high, if the employee lacks the drive to work harder, then motivation will not arise.

Employee income in the form of basic salary and allowances is one type of compensation which is the main factor that can motivate employees to work professionally and be loyal to the organization. The basic salary and benefits provided by the organization are a binding factor for the organization to its employees. The provision of compensation is one of the functions of Human Resource Management.

The Effect of Performance Allowance on Work Motivation of the Bogor District Health Office

The test results show that the performance allowance (TP) has a significant effect on motivation (M) where the t statistic has a value of 2.585 (higher than the t table) and is significant with the t statistic probability of 0.002 < 0.05. This shows that the seventh hypothesis which states that the performance allowance (TP) has a positive and significant effect on motivation (M), is accepted.

This shows that the performance allowance has an effect on employee motivation. The relationship between the provision of performance allowances, organizations and employees is a cycle that is intertwined with each other. Income, which includes basic salary and performance allowances, is one of the reasons for employees to survive working in an organization. For organizations, one way to attract and retain the best and competent employees is by providing competitive and appropriate performance benefits. Nowadays, it is becoming a trend, organizations provide income to employees based on performance achievements.

The provision of competitive performance allowances based on performance achievements is thought to be a magnet that can directly bring motivation to employees to work and provide the best for the organization. Or in other words, the performance allowance is suspected to have a positive or significant effect on motivation. Research conducted by Usmiar (2016) concluded that performance allowances have a real influence in realizing employee work motivation. Research with the same theme was also carried out by Nabila (2016) and resulted in the conclusion that the performance allowance variable had a partial effect on employee work motivation.

The Effect of Organizational Performance Achievements on Motivation through the Provision of Performance Allowances

The test results show that the achievement of organizational performance on motivation through the provision of performance allowances does not have a significant effect. The indirect effect of exogenous variables on Motivation (M) through Performance Allowances (TP), which only occurs in the Employee Performance Achievement (CP) variable of 2.541 with a value of 0.011 <0.05. This shows that the eighth hypothesis which states that the effect of organizational performance achievement on motivation through performance allowances has a significant effect on motivation, is rejected. This shows that The Effect of organizational performance achievement is stronger directly on motivation than through performance allowances.

Organizational performance indicators among others: keloutput (Output), result, hookn effort with achievement, iexplanatory information (Sobandi, 2006: 179-181). Cthe achievement of organizational performance is considered to be achieved which ultimately affects the performance allowance, which consists of employee performance parameters and supporting performance parameters. Based on the test results, it is explained that the performance allowance is not fully the cause of organizational performance to increase motivation. Winardi suggested (2016:6) that motivation melook suatu potential power that exists within a human being, which can be developed by himself or developed by a number of external forces which essentially revolve around monetary rewards and non-monetary rewards, which can affect the results of his performance positively or negatively.

The achievement of organizational performance is related to the achievement of the Bogor District Health Office's target of . This is indeed related to performance allowances but it is not necessarily able to increase motivation if the intrinsic element is more dominant in encouraging employees to work. In addition, performance achievement is related to organizational benefits received but not necessarily able to increase motivation. This is because the work targets set by the organization continue to increase so that sometimes it causes pressure for employees if it is not realized. Although employee performance allowances are still given, if the employee feels that the target given is too large, then employee motivation will not increase.

The Effect of Employee Performance Achievements on Motivation through the Provision of Performance Allowances

Based on the results of testing the indirect effect of employee performance achievement on motivation through the provision of performance allowances proved significant. This is explained by the variable Organizational Performance Achievement (CO) with a coefficient of 1.823 and a p value of 0.069 <0.05. This shows that the ninth hypothesis which states that the effect of organizational performance achievement on motivation through performance allowances has a significant effect on motivation, is accepted. This means that if the performance of employees is achieved and the provision of performance allowances is carried out properly, it will increase motivation. The stipulation of regulations regarding the provision of performance allowances for employees of the Bogor Regency Health Office based on employee performance achievements is the main basis or legal reference in the application of performance-based employee performance benefits. The regulation has explained all the criteria that are used as the basis for calculating the performance allowance. Employee performance achievement is a determining factor for the amount of performance allowances suspected to have a positive effect on employee motivation through the provision of performance allowances. In the end, this will be a cycle that affects each other, the performance of employees will affect the amount of performance allowances received, the amount of performance allowances received will affect employee motivation at work. Employee performance achievements will affect employee motivation through the provision of performance allowances.

The Effect of Organizational Characteristics on Motivation through the Provision of Performance Benefits

Based on the results of testing the indirect effect of organizational characteristics on motivation through the provision of performance allowances did not prove significant. This is explained by Organizational Characteristics (KO) with a coefficient of 1.904 and a p value of 0.057 <0.05 has no effect/not significant. This means that if the indirect effect between organizational performance achievements through performance allowances is not proven or small. This shows that the tenth hypothesis which states that The Effect of organizational characteristics on motivation through performance allowances has a significant effect on motivation, is rejected. Organizational characteristics do not indirectly affect motivation through performance benefits. It shows that the effect of organizational characteristics on motivation is not mediated by performance allowances. Organizational character is more likely to refer to the uniqueness of the organization which is a parameter in getting performance allowances. However, if you directly increase motivation, you will need drivers from within the employees themselves.

Organizational characteristics are the classification of the organizational unit of the Bogor District Health Office by considering the workload, work risks, demographics of the location of the work unit, and local socio-economic characteristics. The characteristics of this organization consist

of unit classification parameters and regional classifications. The classification of the organizational unit of the Bogor Regency Health Office determined by the Office based on considerations of workload, risk and/or revenue targets, the previous year's organizational unit, while the regional classification is the regional classification of the Bogor Regency Health Office organizational unit determined by the Office based on geographical considerations and socioeconomic characteristics by considering the cost of living index and the availability of facilities and accessibility.

VI. CONCLUSIONS AND SUGGESTIONS

Based on the results of the study, it can be concluded the following results 1) Organizational performance achievements have a significant effect on performance allowances. This shows that the more the achievement of organizational performance is able to increase the performance allowance; 2) Organizational characteristics have a significant effect on the performance allowance. This shows that the better the characteristics of the organization will increase the performance allowance; 3) The test results show that the achievement of employee performance has a significant effect on the performance allowance. This shows that the achievement of employee performance has a positive and significant effect on the performance allowance, accepted; 4) The achievement of organizational performance has a significant effect on motivation. This shows that the higher the achievement of organizational performance will increase motivation; 5) Organizational characteristics have a significant effect on motivation. This effect indicates that the better the characteristics of the organization will increase motivation; 6) The test results show that the achievement of employee performance has no significant effect on motivation. This shows that the achievement of employee performance does not necessarily increase motivation because there are intrinsic factors that can dominate the increase in employee motivation; 7) The test results show that the performance allowance has a significant effect on motivation. This shows that the performance allowance increases with employee motivation; 8) Organizational performance achievement has no significant effect on the motivation of Bogor District Health Office employees through performance allowances. It means that performance achievement does not have an indirect effect on motivation through performance allowances. 9) The achievement of organizational characteristics has no significant effect on the motivation of employees of the Bogor District Health Office through performance allowances. It means that performance achievement does not have an indirect effect on motivation through performance allowances and employee performance achievements have a significant effect on employee motivation at the Bogor District Health Office through performance allowances. This means that performance achievement has an indirect effect on motivation through performance allowances.

Suggestions that can be submitted based on the results of the study include that the leaders are expected to continue to increase motivation by not ignoring the rights and interests of the employees concerned. Bogor District Health Office employees should continue to increase work motivation in achieving the targets set by fulfilling tasks according to their job descriptions so that employees are able to obtain performance allowances which will become higher work motivation and further research can measure variables with other perceptions, especially perceptions of superiors (supervisor or manager), with the aim of measuring and identifying trends in employee performance for further management improvement. In addition, further research can add other variables, as a satisfaction variable,

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