

# **The Influence of Performance Allowances and Work Motivation on Employee Performance Through Education Level as an Intervening Variable at the LLDikti Office of Region I, North Sumatra**

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## **ABSTRACT**

The purpose of this study was to determine the Effect of Performance Allowances and Work Motivation on Employee Performance Through Education Level as an Intervening Variable at the LLDikti Office of Region I, North Sumatra. The population in this study was 62 people. Due to the small population, the sampling technique in this study was a saturated sample with a sample size of 60 people. The data collection technique used was primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique used quantitative data processed with the SPSS version 26 program, namely the t-test, Sobel test and path analysis. The results obtained in this study indicate 1). performance allowances affect employee performance at the LLDikti Office of Region I, North Sumatra, 2). work motivation affects Employee Performance at the LLDikti Office of Region I, North Sumatra, 3). performance allowances affect the level of education at the LLDikti Office of Region I, North Sumatra, 4). work motivation affects the level of education at the LLDikti Office of Region I, North Sumatra, 5). education level affects employee performance at the LLDikti Office of North Sumatra, 6). performance allowances affect employee performance at the LLDikti office in North Sumatra Region I through education level as an intervening variable, 7). work motivation affects employee performance at the LLDikti office in North Sumatra Region I through education level as an intervening variable.

Keywords: Performance Allowance, Work Motivation, Education Level, Employee Performance

## **INTRODUCTION**

Performance allowances have an impact on efforts to improve employee performance, or in other words, performance allowances are awards in the form of additional income given to employees for their performance with the aim of increasing employee morale and employee welfare. According to Hamzah E (2020:3), performance allowances are one of the implementations of providing appropriate compensation or rewards for work performance. Performance allowances are implemented to improve employee satisfaction and performance so that a public organization can provide maximum public services. Safruddin (2016:5), since mid-2013, LLDikti Region I North Sumatra has implemented Performance Allowances which aim to improve employee performance.

High employee performance is required in an agency to achieve goals. High-level employee performance will bring profit to the agency. Law No. 5 of 2014, the function of ASN is as an implementer of public policy, public servant, glue and unifier of the nation. While the duties of

ASN are as follows; (1) implementing public policies made by the Personnel Development Officer in accordance with the provisions of laws and regulations; (2) providing professional and quality public services (3) strengthening the unity of the Unitary State of the Republic of Indonesia. The results of the initial study by researchers at the LLDikti Office Region I, there were still employees who lacked self-motivation in their work. With motivation, it is hoped that employees can work more actively, creatively, and can improve the basic values of ASN. Work motivation can also increase work enthusiasm in carrying out tasks and create conducive working conditions. Building self-motivation is the key to maintaining optimal performance and achieving successful goals. Motivated ASN have a strong internal drive to achieve good results in their work. Tips to help ASN build and maintain self-motivation in the work environment; (1) set clear and realistic goals; (2) find meaning and significance in your work; (3) develop interest and satisfaction in your work; (4) create a supportive work environment; (5) collaborate and share knowledge (6) give yourself rewards and recognition (7) maintain a balance between work and personal life. (LPKN Training Center). According to Hastuti (2021:2), motivation is one of the triggers for employees to do and carry out work according to their duties, but not only that, there needs to be movements that spur employees' work, including providing opportunities for employees to express their thoughts in making a decision, providing appreciation and recognition for work achievements that have been obtained. Through this, employees will get satisfaction from the work results that have been achieved. LLDikti Region 1 employees also have different levels of education. Education is a way to improve the quality of human resources so that they are able to think logically, analytically, systematically, and critically in realizing the nation's ideals. Education is a place to process various knowledge to develop self-potential, develop talents and develop the intelligence of every human being that is useful for themselves, the surrounding community and useful for the nation. (Brata, 2018 in the conference on Research & Community Service). In line with the development of the era, the world of education is also required to continue to develop. This development occurs because the need for society for the existence of a formal education world continues to increase day by day, so that with formal education it is expected to be able to produce human resources with integrated abilities from the power of thought and physical power possessed by individuals so that high-quality human resources are formed. Seeing the conditions of competition in the world of work which is very competitive is the main cause of the need for educational development in Indonesian society. According to Lestari in Wirawan (2016:3) Education is "an activity of a person in developing abilities, attitudes, and forms of behavior, both for future life where through certain organizations or not organized". Based on previous research conducted by Wirawan (2016) stated that the level of education has a positive effect on performance. So it can be concluded that the level of education affects performance. Education is a technical requirement that greatly influences the achievement of career opportunities. Therefore, education is one of the factors that greatly influences the world of work, especially in the era of globalization like today, competition in the world of work is very tight which is accompanied by increasingly sophisticated technological advances. This requires someone to have higher education and more abilities in order to compete and survive in the midst of technological advances. Therefore, people who have a lower level of education and are unwilling to upgrade their abilities tend to find it difficult to compete and survive in the workforce. Education, motivation, and employee performance allowances are interrelated in an effort to improve the quality of a person's performance. This study was conducted to gain a deeper understanding of the relationship. To solve problems in the LLDikti Region 1 North Sumatra environment, researchers conducted a study to foster discipline, self-

motivation and a comfortable environment in the LLDikti Region I North Sumatra environment with the title "The Effect of Performance Allowances and Work Motivation on Employee Performance through Education Level as an Intervening Variable at the LLDikti Region 1 North Sumatra Office." So it can be concluded that the level of education affects performance. Education is a technical requirement that greatly influences the achievement of career opportunities. Therefore, education is one of the factors that greatly influences the world of work, especially in the era of globalization like today, competition in the world of work is very tight which is accompanied by increasingly sophisticated technological advances. This requires someone to have a higher education and more abilities in order to compete and survive in the midst of technological advances. Therefore, people who have a lower level of education and do not want to upgrade their abilities tend to find it difficult to compete and survive in the world of work. Education, motivation, and employee performance allowances are interrelated in an effort to improve the quality of a person's performance. This study was conducted to gain a deeper understanding of this relationship. To solve problems in the LLDikti Region 1 North Sumatra environment, researchers conducted research to foster discipline, self-motivation and a comfortable environment in the LLDikti Region I North Sumatra environment with the title "The Effect of Performance Allowances and Work Motivation on Employee Performance through Education Level as an Intervening Variable at the LLDikti Region 1 North Sumatra Office." So it can be concluded that the level of education affects performance. Education is a technical requirement that greatly influences the achievement of career opportunities. Therefore, education is one of the factors that greatly influences the world of work, especially in the era of globalization like today, competition in the world of work is very tight which is accompanied by increasingly sophisticated technological advances. This requires someone to have a higher education and more abilities in order to compete and survive in the midst of technological advances. Therefore, people who have a lower level of education and do not want to upgrade their abilities tend to find it difficult to compete and survive in the world of work. Education, motivation, and employee performance allowances are interrelated in an effort to improve the quality of a person's performance. This study was conducted to gain a deeper understanding of this relationship. To solve problems in the LLDikti Region 1 North Sumatra environment, researchers conducted research to foster discipline, self-motivation and a comfortable environment in the LLDikti Region I North Sumatra environment with the title "The Effect of Performance Allowances and Work Motivation on Employee Performance through Education Level as an Intervening Variable at the LLDikti Region 1 North Sumatra Office."

## **LITERATURE REVIEW**

Employee performance is an important thing in increasing employee productivity. In improving employee performance, organizations must be able to identify factors that can affect performance. According to Mangkunegara (2017:9) "employee performance (work achievement) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". Employee performance according to Boediharjo (2017:102) can be measured based on four indicators, namely; (a) Effectiveness and efficiency, namely the ability to complete work correctly, the ability to choose the right equipment in achieving goals; (b) Responsibility orientation, namely the ability to complete work with full responsibility and evaluate work well; (c) Discipline, namely the attitude or ability to complete work on time, and in accordance with the specified target; (d) Initiative,

namely the ability to ask questions, provide criticism and suggestions.

The definition of allowances according to Simamora (2004) in repository.uin-suska.ac.id/16409/7/10. CHAPTER II. Pdf (2024) is payments and services that protect and complement basic salary and the organization can pay all or part of the allowances. In the Big Indonesian Dictionary, the definition of allowances adjusted to this topic of discussion is additional income outside of salary as assistance, support. Performance allowances are any additional benefits offered to workers or employees, for example the use of company vehicles, free lunches, health services, vacation assistance and so on. So, allowances are additional compensation that aims to bind employees to continue working for the company. According to Najooan et al. (2018) in Irwanti (2023), the performance allowance indicators are as follows: (1) receipt of allowances in accordance with the rules; (2) allowances received increase income; (3) Timeliness of receiving performance allowances; (4) Level of adequacy in meeting employee needs; (5) Receipt of allowances in accordance with employee discipline.

According to Budi Santoso (2017: 255) in Kelvin (2020: 16), work motivation is something that can increase work enthusiasm or work enthusiasm. Motivation as a desire to achieve company goals optimally, which is formed to meet other personal needs. According to Siagian (2018: 5) in Kelvin (2020: 16), work motivation is interpreted as a provider of driving force that aims to generate enthusiasm in working, with the hope that they can be invited to cooperate, complete tasks seriously, and be aligned in all their efforts to achieve satisfaction in the workplace.

According to (Rosalina Febri Wijayanti, Musringah, & Irdiana (2018: 189) motivation indicators consist of: Need for Power, Need for Affiliation and Need for Achievement.

The level of education is a condition of the level of education possessed by a person through formal education and approved by the Department of Education as an effort to develop his/her potential to have spiritual religious strength, self-control, personality, intelligence, noble morals, and the skills needed by himself/herself, society, nation and state Lohanda (2017) in umpo.ac.id/9099/3/BAB II.pdf (2024)

According to Septarina (2017) in umpo.ac.id/9099/3/BAB II.pdf (2024) the level or stage of education is a stage of education that has been determined based on the level of development of students, the goals to be achieved, and the abilities developed. Thus, it can be concluded that the level of education is the level of the formal education process that has been passed by an individual as evidenced by obtaining a certificate of graduation from the education process.

According to Murina (2017), education level indicators consist of:

Level of formal education possessed, Field of education and Quality of education. The following are the results of previous research:

Researcher	Title	Variables	Results
Asapa (2022)	Implementation of the Policy on Providing Additional Employee Income (TPP) in Improving Performance at the SINJAI Regency Education Office	Independent Variables: 1. Additional Provision Dependent Variable : 1. Performance Improvement	Concluded that there was an increase in performance and discipline employees since the implementation of the TPP allowance, although there are still some technical deficiencies which do not have an overall impact on performance. achieved.

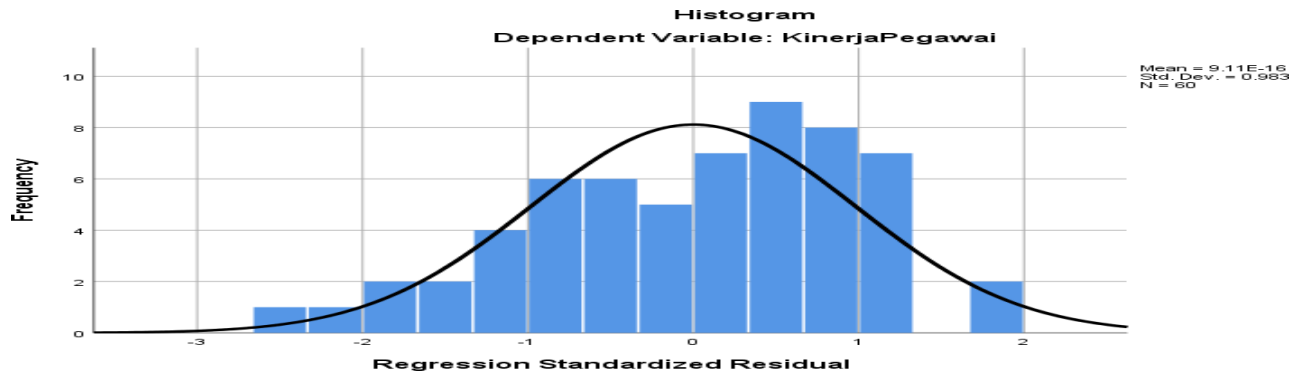
Augustine N.	Factors What Affects Low Level of Community Education in Village Made Subdistrict You have to go to Jombang Regency	Independent Variables: The low Level of education	The results of the study are that the factors that influence the low level of education of the people of Made Village include individual motivation factors, social conditions, economic conditions, parental motivation, as well as the culture and views of the people of Made Village towards the importance of education is still lacking, as can be seen from the concern For sending their children to school has not become a priority. With this research, it is hoped that the community will better understand the importance of education in order to create better quality human resources.
Hamza (2020)	The Influence of Performance Allowances and Motivation on Job satisfaction As well as Implications on the Work Performance of Palembang City Industry Service Employees	Independent Variables: 1. Performance Allowance 2. Motivation  Dependent Variable: Employee work performance	From the calculation results obtained, there is an influence between performance allowances on job satisfaction, there is an influence of work motivation on job satisfaction, there is an influence of work satisfaction on work performance, performance allowances have an influence on work performance which is mediated by job satisfaction and motivation. Work influence on work performance mediated by job satisfaction

## METHODS

This research approach uses quantitative research where in this study the researcher collects data for analysis. From the data obtained will produce information to make conclusions. Thus, the results of the information are useful for decision making.

## RESULTS

## Uji Normality



The results of the histogram graph in the image above show that the residual data is normally distributed as seen from the almost perfect bell-shaped image (symmetrical).

## Multicollinearity Test

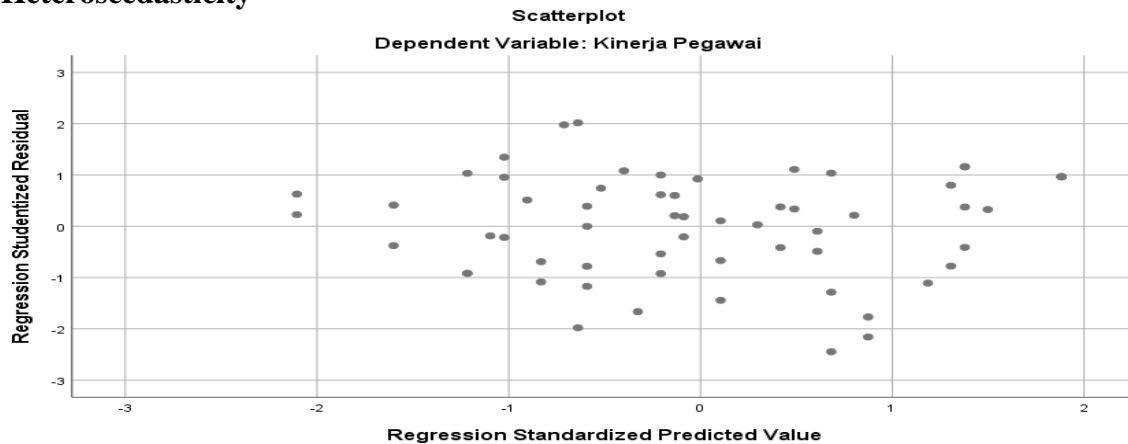
### Coefficientsa

Model		Collinearity Statistics	
		Tolerance	VIF
1	Employee Performance		
	K Allowance	.966	1,035
	Motivation K	.966	1,035

Source: Primary Data Processed with SPSS 26, 2024

The results of the multicollinearity test show that the VIF and tolerance values are as follows: The Performance Allowance variable (X1) has a VIF value of 1.035 and a tolerance of 0.966. The Performance Motivation variable (X2) has a VIF of 1.035 and a tolerance of 0.966. From these provisions, if  $VIF < 10$  and  $tolerance > 0.10$ , there are symptoms of multicollinearity and the values obtained from the calculation are in accordance with the provisions of VIF and tolerance, so it can be concluded that the independent variables do not experience multicollinearity so that the model has met the classical assumptions in regression analysis.

## Uji Heteroscedasticity



The scatterplots graph in the image above shows that the points are spread randomly and are spread both above and below the number 0 on the Y axis and do not form a certain regular pattern, it can be concluded that there is no heteroscedasticity in the regression model. So it can be concluded overall that the regression model meets the requirements of the classical assumption test.

### Direct Influence Path Analysis

To calculate the direct influence or DE, the following formula is used:

1. The influence of the performance allowance variable (X1) on employee performance (Y) is 0.389
2. The influence of the motivation variable (X2) on employee performance (Y) is 0.92

### Indirect Effect Path Analysis (IDE)

To calculate the indirect influence or IDE, the following formula is used:

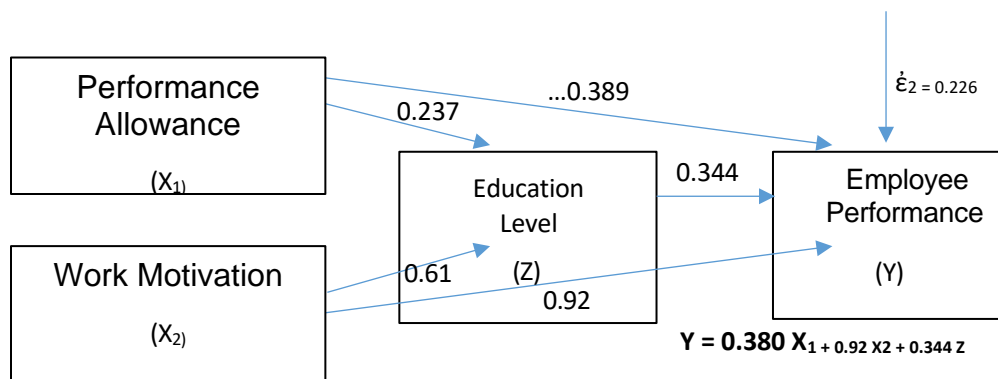
1. Influence of variables performance allowance (X1) on employee performance (Y) through education level (Z), namely  $0.344 \times 0.237 = 0.081$
2. The influence of work motivation variables (X2) on employee performance (Y) through education level (Z), namely  $0.61 \times 0.344 = 0.207$

### Total Effect Path Analysis

Based on the explanation above, a path diagram can be drawn.

1. The influence of the performance allowance variable (X1) on employee performance (Y) is the direct influence plus the indirect influence, namely  $0.344 + 0.081 = 0.425$ .
2. The influence of the motivation variable (X2) on employee performance (Y) is the direct influence plus the indirect influence, namely  $0.344 + 0.207 = 0.614$ .

Based on the explanation above, the path diagram can be described as follows:



## DISCUSSION

Based on the results of the study, it is known that the third hypothesis is accepted, where the value of t count is 1.895 Performance allowance variable (X1), with a probability level of 0.03. Thus it can be concluded that  $P = 0.03 < \alpha = 0.05$ , then the hypothesis is accepted which states

that the performance allowance variable is significant to employee performance. **Performance allowances have a significant effect on employee performance variables, meaning that performance allowances have an effect on the performance of LLDikti Region I North Sumatra employees.**

Based on the results of the study, it is known that the fourth hypothesis is accepted, where the value of t count is 1.492 Work motivation variable (X2), with a probability level of 0.24. Thus it can be concluded that  $P = 0.024 < \alpha = 0.05$ , then the hypothesis is accepted which states that the work motivation variable is accepted significantly to employee performance. **Work motivation has a significant effect on employee performance variables, meaning that work motivation has an effect on the performance of employees of LLDikti Region I North Sumatra.**

Based on the research results, it is known that the first hypothesis is accepted, where the value of the t count of the Performance Allowance Variable (X1) with a probability level of 0.028. Thus, it can be concluded that  $P = 0.028 < \alpha = 0.05$ , accept the hypothesis that states that performance allowances have a significant effect on the education level variable, **which means that performance allowances have an effect on the education level. LLDikti Region I North Sumatra employees.** Based on the results of the study entitled The Influence of Work Experience and Education Level on Employee Performance and Performance Allowances as Intervening Variables, it was concluded that performance allowances (z) have a direct influence on employee education levels (y) of 0.390.

Based on the results of the study, it is known that the second hypothesis is accepted, where the value of t count is 1.796 for the Performance Motivation Variable (X2) with a probability level of 0.038. Thus, it can be concluded that  $P = 0.038 < \alpha = 0.05$ , then accept the hypothesis that states that the **work motivation variable has a significant effect on the education level variable, meaning that motivation has an effect on the education level of employees of LLDikti Region I North Sumatra.**

Based on the research results, it is known that the fifth hypothesis is accepted, where the value of the calculated t is 2.503. The education level variable (Z), with a probability level of 0.15. Thus it can be concluded that  $P = 0.15 < \alpha = 0.05$ , then the hypothesis is accepted which states that the variable of **education level is received significantly on employee performance. This means that the level of education has an effect on the performance of employees of LLDikti Region I North Sumatra.**

The results of the analysis show that the direct influence given by performance allowance (X1) on employee performance (Y) is 0.389. While the indirect influence of performance allowance (X1) on employee performance (Y) through education level (Z), which is  $0.344 \times 0.237 = 0.081$ . So the total influence given by the performance allowance variable (X1) on employee performance (Y) is the direct influence plus the indirect influence, which is  $0.344 + 0.081 = 0.425$ . **Based on the calculation results above, it can be seen that the direct influence value is 0.425 and the indirect influence is 0.081, which means that the direct influence value is greater than the indirect influence value. These results indicate that indirectly the performance allowance variable (X1) through education level (Z) has a significant influence on employee performance (Y) LLDikti Region I North Sumatra.**

The results of the analysis show that the direct influence given by motivation (X2) on employee performance (Y) is 0.92. Meanwhile, the indirect influence of work motivation (X2) on employee performance (Y) through education level (Z) is  $0.61 \times 0.344 = 0.207$ . So the total influence given by the motivation variable (X2) on employee performance (Y) is the direct influence plus the indirect influence, namely  $0.344 + 0.207 = 0.614$ . **Based on the calculation results above, it can be seen that the direct influence value is 0.614 and the indirect influence is 0.207, which means that the direct influence value is greater than the indirect**



**influence value, indicating that indirectly the motivation variable (X2) through education level (Z) has a significant influence on employee performance (Y) LLDikti Region I North Sumatra.**

## **CONCLUSION**

Based on the results of research and discussion conducted by researchers regarding the influence of performance allowances and work motivation on employee performance through education level as an intervening variable at the LLDikti office in Region I, North Sumatra, the following conclusions can be drawn:

1. Performance allowances affect employee performance at the LLDikti Region I North Sumatra office.
2. Work motivation influences employee performance at the LLDikti office, Region I, North Sumatra.
3. Performance allowances affect the level of education at the LLDikti office, Region I, North Sumatra.
4. Work motivation influences the level of education at the LLDikti office, Region I, North Sumatra.
5. Education level influences employee performance at the LLDikti office, Region I, North Sumatra
6. Performance allowances affect employee performance at the LLDikti office, Region I, North Sumatra through education level as an intervening variable.
7. Work motivation influences employee performance at the LLDikti office, Region I, North Sumatra through education level as an intervening variable.

## **LIMITATION**

This research can also be used as a reference for further research on Performance Allowances, Work Motivation, Education Level and Employee Performance and supporting HR theories and the limitations of this research.

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