Analysis of Reward System, Work Facilities, and Work Discipline on the Performance of PPPA Social Service Employees of Nganjuk Regency

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Article Information		Abstract

Abstract

Research purposes: *To identify the influence of the Reward System, Work Facilities, and Work Discipline on employees of the Nganjuk Regency PPPA Social Service.*

Design/Method/Approach: *A quantitative approach, specifically a causal association models, guided this study. Case collection involved a questionnaire, the reliability and validity of which were confirmed. Data analyssis was conducted using multiple linear regression along t-tests and F-tests for hypothesis testing. The study took place at the Nganjuk Regency PPPA Social Service, encompassing all its employees as the research population. The sample comprised 45 employees, including 19 civil servants (ASN) and 26 non-civil servants.*

Research Findings: *This study established a strong link between employee performance and several contributing factors. The Reward System (X1), Work Facilities (X2), and Work Discipline (X3) were all found to significantly influence Employee Performance (Y), as demonstrated by both the T-test and F-test results. The model accoounts for a substanntial 85.1% of the variability in employee performance, highlighting the importance of these variables. Conversely, this also suggests that 14.9% of employee performance at the Nganjuk Regency PPPA Social Service is attributable to other, unexamined factors.*

Theoretical Contribution/Originality: *This study provides significant theoretical contributions and strengthens the literature on the findings of the influennce of indepenndent variablees on dependent variablees.*

Practitioner/Policy Implications: *Practice, in research offers a solution to identify point that influence employee performance.*

Research Limitations: *The variables currently used do not fully influence employee performance by 85.1%, so there are still several other points that influence employee performance so further research is needed.*

Keywords :*Reward System, Work Facilities, Work Discipline, and Employee Performance*

1. Introduction

Transformation significantly drives workforce in today's era. This is influenced by Education, Knowledge, and Technology. So that it can bring quite drastic developments to the world of work. Humans in establishment organization that is able occupy every field - field according to competence and influence almost all aspects of operations and strategy. An organization's most valuable asset is its people. Human resources are essential for driving all organizational functions, from operational tasks and maintenance to production and system design. [1]. Human Resources are no longer just an administrative function, but also a strategic and support resilience competitiveness of companies and agencies. Rapid changes in technology require an agency to have a workforce that is not only technically competent but also adaptive, creative and innovative. However, there are still many companies or agencies that have difficulty in building a work culture that supports innovation and in developing employee quality to suit dynamic needs and targets. This skills gap can potentially cause low employee productivity and performance which has a negative impact on the success of the company. People very important to an organization's success, particularly in achieving its objectives. Employee behavior is a key factor in reaching these goals. Therefore, employees urgent role in sculpt and managing organization, as well as effectively utilizing available technology. Moreover, employees have various responses that vary from the pressures of the organizational environment[2]. In order to build a strategy to achieve a vision and mission that is oriented towards the quality of performance expected by the community, in this case, Human Resources (HR) management in the public sector seeks to reveal humans as complete resources in the concept of developing a complete and comprehensive nation. Therefore, the performance of civil servants is crucial to the nation's development.[3].

Performance is a very important point to be considered in public service agencies. Effective and efficient task execution, driven by employees, is essential for organizational success.[4]. Therefore, employee performance or referring to an achievement obtained greatly impacts the performance of the agency. In other words, employee performance can illustrate how effective the employee is in carrying out responsibilities in the workplace. Employees with good performance can make a real contribution to the achievement of the agency. This greatly reflects the results of achievements that are in accordance with the standards and goals that an agency wants to achieve, such as success in completing tasks, providing quality services, and being able to achieve the expected targets.

In creating each of these results, organizations or agencies can provide feedback based on achievements and accomplishments that can increase performance productivity. Rewards are one factor that can affect how well employees perform.[5]. Reward is a way for someone to give a reward in the form of praise, value, and appreciation for their good deeds or achievements.[6]. This approach links actions and behaviors with positive emotions like happiness and pleasure, encouraging the repetition of desirable behaviors. Rewards serve to motivate individuals to strive for better performance and increased achievements. People naturally have aspirations, hopes, and desires, and reward systems capitalize on this. By

offering attractive rewards for commendable actions or specific accomplishments, this approach aims to incentivize desired behaviors and outcomes. Thus, employees will do actions or achieve an achievement in order to obtain the reward.[7]. Therefore, rewards become one of the motivations for employees in doing their work and can produce employees who are more committed, productive, and motivated to always develop. This can positively influence employee performance. Effective and efficient work is further supported by appropriate work facilities. Work facilities are essential to any work environment. They are crucial for employees to successfully complete their tasks. When employees have access to adequate and comprehensive resources, their job satisfaction tends to increase, which can ultimately lead to improved company performance.[8]. An agency if it has complete facilities and is in good condition, then it will support the running of the agency's activities. Work equipment and comfortable work conditions will motivate employees in terms of increasing the effectiveness of their work ability to obtain maximum work results and the work results themselves are a benchmark for the leader's assessment of their employees.[9]. Various factors that support these work facilitiess succh as comfortaable workspacees, adeqquate office equipmennt, cleaning facilities and other supporting activities. The combination of these work facilities, if maximized, will give rise to several factors that support the improvement of employee performance, including having a disciplined work attitude. Discipline in Human Resource Management is stated as the quality of efforts made in accordance with the Standard Operating Procedure (SOP) by someone to obtain goods and services. The government as an organization certainly has efforts to be able to improve employee discipline to achieve organizational goals, like other organizations, People are essential to an organization's success. Highly disciplined employees directly contribute organizatiion's abbility to achieve its objectivees [10]. Several factors contribute to work discipline. Clearly defined and appropriately challenging goals are essential for motivating employees. Leadership serves as a crucial example, as leaders are often seen as role models by their teams. Rewards systems can boost employee satisfaction and engagement, which in turn fosters discipline. Fairness and equitable treatment also play a key role. Consistent and effective supervision is vital for enforcing discipline. Finally, appropriate disciplinary measures and sanctions, alongside positive interpersonal relationships, are important for maintaining a disciplined and harmonious work environment.[11].

Meanwhile, similar research has also been conducted [12] entitled "Analysis of Performance Assessment, Reward, and Punishment on Employee Performance at the Regional Personnel Agency of East Java Province", states that the Reward is a plann breakthrough in improviing quaality and quantity employee performance. This study demonstrates a significannt impact Reward System on Emplooyee Performannce at East Java Provincial Regional Personnel Agency. Rewards play as they represent positive recognition of employee achievements and contributions. In the case conducted [13] The title "The Role of Motivation in Mediating the Influence of the Reward System on Employee Performance" which concludes rewarrd Sysstem has a good but insignificant effecct on employee pereformance. Therefore, institutions need to make optimal efforts to encourage employees who work enthusiastically to repair their performance. In the research conducted [14] with

the title "Analysis of the Impact of Work Facilities, Supervision, and Motivation on Employee Performance at PT Sarana Yoga Ventura" The research revealed a possitive and significannt effeect of worrk faciilities emplloyee performannce at PT Sarana Yoga Ventura.. While in the study entitled "The Influence of Work Facilities on Employee Job Satisfaction at PT Bank Riau Kepri, Teluk Kuantan Branch, Kauntan Sangingi Regency" [15] mentioned that PT Bank Riau Kepri Teluk Kuantan facilities still need to be considered in increasing employee performance satisfaction. Related to work discipline in the research conducted [16] entitled "The Influence of Leadership Style, Office Facilities, and Work Discipline on the Performance of Employees of the Semarang City Trade Office" explains that worrk disccipline has a signiaficant influaence because it can improve perforamance of emplooyees of the Semarang City Trade Officce. This evidence is also supported by a study entitled "The Influence of Human Resource Quality, Work Discipline, and Career Development on the Work Performance of Employees of the Maluku Province Transportation Office", [17] which states that work discipline with indicators of employees having a good attitude towards fellow co-workers, employees are ready to accept sanctions when making mistakes, employees comply with every rule in the office, employees come in and go home on time, employees work according to the authority given.

As a government agency responsible for social welfare in Nganjuk Regency, the PPPA Social Service is expected to deliver high-quality social services and effectively address the area's social issues. A key component of providing such services is fostering strong employee performance within the organization. However, challenges exist, including inconsistencies in the reward system, a concern raised by employees across different positions. In addition, work facilities and supporting facilities such as minimal work space, lack of shelves or filing cabinets for storing files and prayer room cleanliness facilities are still considered lacking. In addition to the reward system and work facilities, there is work discipline by several employees who feel that they are not optimal in utilizing their working time, such as the completion of tasks that are not considered timely. The PPPA Social Service of Nganjuk Regency, located at Jalan Supriyadi No. 7 Mangundikaran, Nganjuk District, which is the spearhead in the social sector in Nganjuk Regency, can improve employee performance so that these obstacles can be overcome. Given the information presented, this case aims to investigate the influeence of Reward Systems, Worrk Facilities, and Worrk Discipline on employee performancee.

1.1 Problem Statement

In the background description of the problem that has been presented, at the Nganjuk Regency PPPA Social Service, several problems can be identified which will later be used as measuring material by researchers, namely:

a. What is the impacct of the rewarrd system on employee perforamance at the PPPA Social Service in Nganjuk Regency?

b. Employees in the Nganjuk Regency PPPA Social Service find the work facilities satisfactory, which has a positive influence on their performance.

c. Suboptimal work discipline is negatively impacting employee performance at the Nganjuk Regency PPPA Social Service.

d. Employee performance is the main factor in carrying out the duties of the Nganjuk Regency PPPA Social Service in the social sector.

1.2 Research Objectives

According study has objectives regarding employee performance, including:

a. To identify the effeect of the Rewaerd System (X1) on Employee Performaance (Y) at the Nganjuk Regency PPPA Social Service.

b. To identify the effeect of Worrk Faciliiities (X2) on Employee Performaance (Y) of the Nganjuk Regency PPPA Social Service.

c. To identify the effeect of Work Discipline (X3) on Employee Performance (Y) of the Nganjuk Regency PPPA Social Service.

d. To identify the effect of the Reward System (X1), Work Facilities (X2), and Work Discipline (X3) on Employee Performance (Y) at the Nganjuk Regency PPPA Social Service.

2. Method

In this case, a quantitative method with a causal associative models was used. Quantitative research, grounded in positivism, typically involves studying a defined population sample, employing structured research instruments for data collection, and using statistical analysis to test pre-determined hypotheses.[18]. This study examined the effeect of reward systems, worrk facilitiees, and work disscipline on employee performaance at the Nganjuk Regency PPPA Social Service, located at 7 Jalan Supriyadi, Mangundikaran, Nganjuk. A saturated sample of 45 employees (19 ASN and 26 Non-ASN) was surveyed using a Google Form questionnaire. Multiple lineear regreassion, performed using IBM SPSS Statistics Version 25, was employed to analyze the collected data. The analysis included classiccal assumpption tests, regreassion analysis, coefficient of deterrmination, and hypothesis testing. Employee Performance (Y) served as the dependent variablee, whilee Reward System (X1), Work Facilities (X2), and Work Discipline (X3) were the independent variables.

This study employs several data collection instruments, including tests, questionnaires, and guidelines for interviews or observations.. Before the instrument is used for data collection, the research instrument must first be tested for validity and reliability.[18]. A researcch instrument is a tool used to measuure obserrved natural and social phenomeena, which are specificaally termed research variables.[18]. The following is a grid of the instruments required:

Table 1
Instrument Grid Required For Measuring
The Effect of Reward System, Work Facilities, and Work Discipline on Employee
Performance

| Research Variables	Indicator	Number of Items
Reward System (X1)	1. Award	2
	2. Performance	2
	3. Employee Motivation	2
Work Facilities (X2)	1. Means	2
	2. Infrastructure	2
	3. Office Condition	2
Work Discipline (X3)	1. Leadership	2
	2. Code of Conduct	2
	3. Employee Relations	2
Employee Performance (Y)	1. Responsibility	2
	2. Performance Achievements	2
	3. Standardization	2

3. Results and Discussion

Before discussiing the analysis results, the clasical assumption test stage isfirst carried out to ensure that the regressiion model meets the statistical feaesibility requirements.

a. Classical Assumption Test

Classical assumption test is a seriessof statisticall proccedures perforrmed to ensured that the linear regresssion model mets the basic requirements for valid, unbiased, and efficiaent anaslysis results. Classsical assumption tests incllude testing fornormality, multicollinearity, heterroscedasticity, and auttocorrelation.

1) Normality Test

The normalityy test aims to dettermine wheether the residuall data from the regression model is normaally distributted. Residual normality is important to ensure the validitty of the statisticall significance test used in multiple linear regession. Normality was assessed using a normal probability plot (P-Plot). The arise from SPSS analyss are shown below.

Figure 1. Normality Test
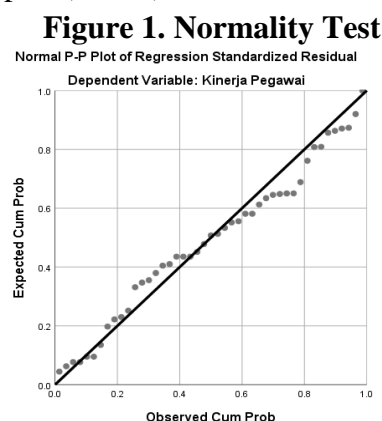
Source: Processed Data, 2024

As showwn Figure 1, the data poinnts on the P-Plot are distributed closeely around and along the diagonal line. This indicates that the residualss are normaally distributted.

2) Multicollinearity Test

This testt is conductted to detecth the presence of high coorrelation between independen variables. If there is multicolliinearity, then the estimationn of the regression coefficient can be in-accurate and the interpretationn of the analysis results becomes weak. The multicollineaarity test assesses if correlations exist among the indepeendent variaables in the regression model. The arise of the SPSS analysis represent in the table below.

Table 2. Multicollinearity Test Results

Coefficients[a]

| Model		Collinearity Statistics	
		Tolerance	VIF
1	Reward System	.612	1.634
	Work Facilities	.219	4.573
	Work Discipline	.216	4.628

a. Dependent Variable: Kinerja Pegawai

Source: Processed Data, 2024

The multicollinaearity test showed no evidence of multicoollinearity. This is because all tolerannce values exceeded 0.10, all VIF values were beloow 10.00, thus meeting the established criteria.

3) Heteroscedasticity Test

Heteroscedasticitty test is a test condducted to see whether in the regrression modelthere is in-equality of variancce of the residualls at each predictor vaalue. In linear regressionn, one of the impiortant assumptions is that the residuauls or errors have constant variance (homoscedasticity). If the residua variance changes depending on the value of the independent variable, then heterosscedasticity occurs. Heteroscedasticity can cause inefficiencyy in estimating regression prameters, resulting in in-accurate standard error values, and impacting biased conclusions in hypothesis testing. Therefore, heteroscedasticity testing needs to be carried out to ensure the validity of the regression model used. This test checks if the variability of errors in a regression model is consistent. We're looking to see if the spread of the residuals is the same in all version of the independent variables. The scatterplot generated by SPSS, as shown below, helps us determine this.

Figure 2. Heteroscedasticity Test
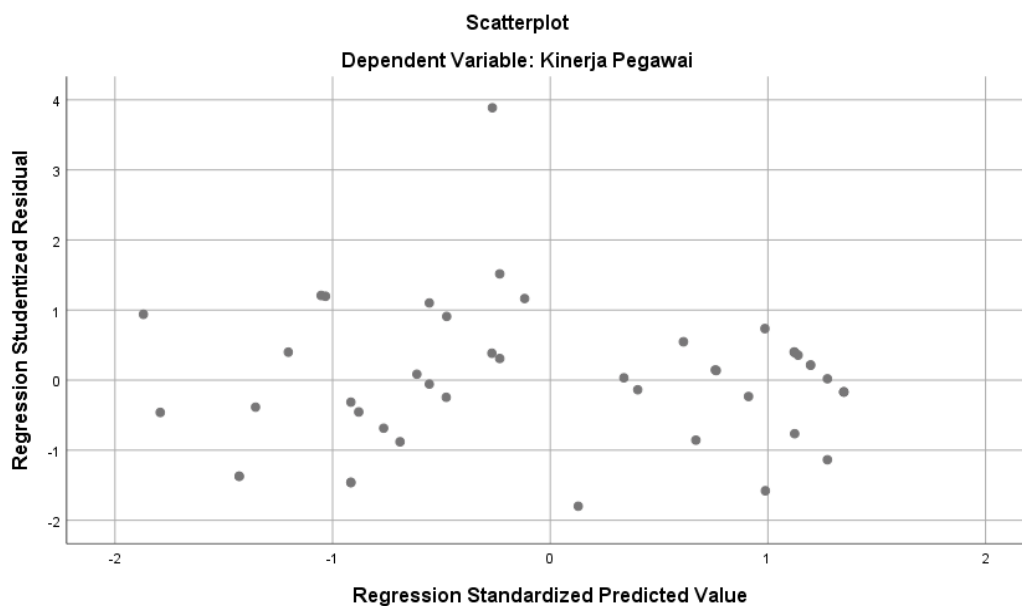
Source: Processed Data, 2024

Picture 2 suggest data value are scatteered randomly, both above and bellow the zero line on the Y-axiss, without any discernible pattern, such as a funnel shape. This even distribution indicates the absence of heteroscedasticity.

4) Autocorrelations Test

The autocorrelationn test aimss to identtify the rellationship betweeen residualss from one observatiion to anotherr. If autocorrrelation occurs, it can causee bias in regression analysis, especially in tiime series data.

Table 3. Autocorrelation Test Results

Model Summary[b]	
Model	Durbin-Watson
1	**2.234**

a. Predictors: (Constant), Work Discipline, Reward System, Work Facilities

b. Dependent Variable: Employee Performance

Source: Processed Data, 2024

The Durbin-Watson test results indicate that autocorrelation is not a concern in this study. Specifically, the calculated Durbin-Watson statistic of 2.234 falls within the acceptable range. Given a dU value of 1.667, the upper bound of the acceptable range (4-dU) is calculated as 2.333. Since 2.234 lies between 1.667 and 2.333, we can confidently conclude that the regression model's residuals do not exhibit autocorrelation.

b. Multiple Linear Analysis

Multiple linear reegression analysis is a statisttical methhod used to meassure the relattionship betweeen one dependentt variaible and two or moree independent variables. The main purpohse of this analysis is to model and esttimate the influence of independent variables simultaneouusly on the dependent variable, and to prredict the value of the dependent variable bassed on the combination of these indenpendent variables.

Table 4. Results of Multiple Linear Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,885	1,624		1.161	.252
	Reward System	.162	.065	.185	2,489	.017
	Work Facilities	.452	.115	.486	3.912	.000
	Work Discipline	.328	.121	.340	2,723	.009

a. Dependent Variable: Employee Performance

Source: Processed Data, 2024

The tablee indicates the followiing regression equation:

$$Y = 1.885 + 0.162\ X1 + 0.452\ X2 + 0.328\ X3$$

The constant of 1.885 suggests that even when the independent variables—Reward System (X1), Work Facilities (X2), and Work Discipline (X3)—are held at zero, Employee Performance (Y) still registers a value of 1.885. This represents the baseline level of employee performance in the absence of any influence from these factors. But this situation can change if:

a) Reward System $\beta1$

With all other factors held constant, a one-unit increase in the Reward System (X1) is associated 0.162-unit increase in Employee Performance (Y).

b) Work Facilities $\beta2$

The coefficieant valuee of 0.452 shows that everyy 1 unit increase in Work Facilities (X2) will increase Employee Performance (Y) by 0.452 assumiing other variables constant.

c) Work Discipline $\beta3$

Holding all other factors steady, a one-unit improvement in Work Facilities (X3) is predicted to boost Employee Perfomance (Y) by 0.328 units.

c. Determination Analysis

Is a statisticceal analysiis techniquee used to meeasure the extenth to which a regresssion modeel is able to expllain the variabbility of the dependdent variablel.

Table 5. Results of Determination Analysis

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.928a	.862	.851	.893	2.234

a. Predictors: (Constant), Work Discipline, Reward System, Work Facilities

b. Dependent Variable: Employee Performance

Source: Processed Data, 2024

The R-squared value of 0.851 signify Reward System (X1), Work Facilities (X2), and Work Discipline (X3) togetheer accounnt for 85.1% of the variaation in Employee Performannce (Y). This suggests these three factors are strong predictors of employee performance. However, it also implies that 14.9% of the variatiion in emplooyee performannce associate to other factors not included in this particular study.

d. Hypothesis Test

Hypothesis testingg is a proocedure in sstatistics used to test the ttruth of an asssumption or guesss (hypothesis) about popullation characteristiccs based on sample data.

1) T-Test

The t-test is a statistiical methood used to test the siignificance of the influeence of each independentt variable onthe dependentt variable in a regreession modell.

Table 6. T-Test Results

Coefficients^a

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1,885	1,624		1.161	.252
	Reward System	.162	.065	.185	2,489	.017
	Work Facilities	.452	.115	.486	3.912	.000
	Work Discipline	.328	.121	.340	2,723	.009

a. Dependent Variable: Employee Performance

Source: Processed Data, 2024

The following describes the individual impacts of each independent variable— Reward System (X1), Work Facilities (X2), and Work Discipline (X3)—on Employee Performance (Y), as determined by the partial or t-test results:

a) The Influence of the Reward System (X1) on Employee Performance (Y) at the PPPA Social Service, Nganjuk Regency.

The data indicatees a statistically significannt positiive relationship betweenn the Rewared System (X1) and Employee Performance (Y). With a t-statisticc of 2.489 exceediing the critical value of 2.019, and a significaance level of 0.017 (below the 0.05 thresholld), we can reject the null hypothhesis and accept the alternaative hypothesis. Essentially, this means that enhancing the reward system is likely to result in improved employee performannce.

b) The Influence of Work Facilities (X2) on Employee Performance (Y) at the PPPA Social Service, Nganjuk Regency.

The data strongly suggests that work facilities significantly and positively influence employee performance at the PPPA Social Service in Nganjuk Regency. The t-statistic of 3.912, exceediing the critiical value of 2.019, and a significannce level of 0.000 (well beloow 0.05) allow us to reject the null hypotheesis and accept the alternatiive hypothesiis. This means that better work facilities are linked to higher employee performance.

c) The Influence of Work Discipline (X3) on Employee Performance (Y) at the PPPA Social Service, Nganjuk Regency.

A strong positive correlation exists betweenn work discipliine and employee performannce. The data supports this finding: the t-statistic (2.723) exceeds the critical value (2.019), and the significance level (0.009) falls below the 0.05 benchmark. Consequently, the nuull hypotheesis is rejected, and the alternatiive hypothesis is accepteed. Essentially, this suggests that boosting work discipline is likely to have a positive impact on emplloyee performa.

The analysis demonstrates a statistically significant link between the independent variables and employee performance, with a 5% level of significance. Work Facilities stands out as the most influential factor, as evidenced by its coefficient ($\beta = 0.486$).

2) F-Test

The F-est is a statisticcal testing metrhod used to determiine whether the inddependent variableds enteredd into the regrression model smultaneously have a signnificant effect on the dependdent variable.

Table 7. F-Test results

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	203,609	3	67,870	85,090	.000b
	Residual	32,702	41	.798		
	Total	236,311	44			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Discipline, Reward System, Work Facilities

Source: Processed Data, 2024

The F-test results confirm a significant relationship between the independent variables—Reward System (X1), Work Facilities (X2), and Work Discipline (X3)—and Employee Performance (Y). The calculated F-statistic (85.090) surpasses the critical F-value (2.84), and the significance level (0.000) is well below the 0.05 threshold. Therefore, the nuull hypothesiss is rejecteed, and the alternatiive hypothesis is acceppted. This indicates that collectively, the Reward System, Work Faciliities, and Work Discipline have a statistically significant effect on Employee Performancee.

Conclusion

From research resultss regarding influence of the Reward System, Work Facilities, and Work Discipline above which have been tested, the folloowing conclusions can be drawn:

a. At Nganjuk Regency PPPA Social Service, the Reward System (X1) demonstrates a positive and statistically significant impact on Employee Performance (Y). This is supported by a calculated t-value (2.489) that exceeds the critical t-value (2.019), and a significance level of 0.017, which is *less than* (not greater than) 0.05.

b. The data provides strong evidence that, at the PPPA Social Service in Nganjuk Regency, work facilities (X2) have a demonstrably positive and significant effect on employee performance (Y). The t-statistic of 3.912, which surpasses the critical t-value of 2.019, combined with a significance level of 0.000 (well below the 0.05 threshold), clearly confirms this relationship.

c. Work Discipline (X3) positively and significantly influences Employee Performance (Y) at the Nganjuk Regency PPPA Social Service. This is evidenced by the calcullated t-valuue (2.723) exceeding the criticaal t-value (2.019), and a significance value of 0.009, which is *less than* (not greater than) 0.05.

This research offers valuable contributions to both academic understanding and practical policy. It expands the existing body of knowledge by presenting novel findings on the significant impact of the Reward System, Work Facilities, and Work Discipline on employee performance within the Nganjuk Regency PPPA Social Service. From a practical standpoint, the study offers potential solutions to challenges faced by the service and facilitates problem identification. Furthermore, the findings not only reinforce established theories but also offer fresh perspectives on factors influencing employee performance. This opens avenues for future research to explore additional variables that may contribute to employee performance.

While the study draws valuable conclusions, certain limitations should be acknowledged. The cross-sectional nature of the quantitative approach restricts the ability to fully explore causal relationships and long-term changes in the variables. Additionally, the model's focus

on the Reward System, Work Facilities, and Work Discipline leaves room for other potentially influential factors not considered in this research. Future studies couuld address limitations and providee a more compreheansive understannding employee performance.

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