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Improving the Performance of Civil Servants and Daily-Contract Workers at the Satuan Polisi Pamong Praja of Batu City: The Role of Job Satisfaction and Work Motivation

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ABSTRAK

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Penelitian ini dilakukan di Satuan Polisi Pamong Praja Kota Batu untuk berkontribusi pada tujuan yang lebih luas dalam meningkatkan kualitas pelayanan publik dengan memeriksa faktor-faktor yang mempengaruhi kinerja pegawai. Di Kota Batu, seperti di daerah lainnya, pemerintah daerah secara aktif mencari cara untuk meningkatkan efektivitas tenaga kerjanya. Penelitian ini bertujuan untuk menguji pengaruh kepuasan kerja dan motivasi kerja terhadap kinerja Pegawai Negeri Sipil (PNS) dan Tenaga Harian Lepas (THL). Penelitian ini menggunakan pendekatan kuantitatif dengan sampel sebanyak 94 orang yang dipilih dari populasi 124 orang melalui teknik pengambilan sampel probabilitas. Pengumpulan data dilakukan menggunakan kuesioner. Analisis data meliputi regresi linear berganda, uji-t, uji-F, dan uji-t sampel independen. Baik kepuasan kerja maupun motivasi kerja secara signifikan mempengaruhi kinerja PNS dan THL secara individu (uji-t) dan secara bersama-sama (uji-F). Namun, tidak ditemukan perbedaan kinerja antara PNS dan THL. Penelitian ini menyimpulkan bahwa kepuasan kerja dan motivasi kerja merupakan faktor penting dalam meningkatkan kinerja baik PNS maupun THL. Penelitian ini merekomendasikan agar instansi mengoptimalkan penugasan, remunerasi, dan fasilitas kerja untuk meningkatkan kinerja karyawan. Bagi penelitian selanjutnya, disarankan untuk memperluas model dan cakupan penelitian guna memperoleh pemahaman yang lebih mendalam. Penelitian ini terbatas pada Pegawai Negeri Sipil dan Tenaga Harian Lepas di Satuan Polisi Pamong Praja Kota Batu

ABSTRACT

This research was conducted in the Batu City Civil Service Police Unit to contribute to the broader goal of improving public service quality by examining factors that influence employee performance. In Batu City, as in many other areas, local governments are actively seeking ways to enhance the effectiveness of their workforce. This study sought to examine the impact of job satisfaction and work motivation on the performance of civil servants (Pegawai Negeri Sipil/PNS) and daily contract workers

(Tenaga Harian Lepas/THL). The research involved a quantitative approach with a sample of 94 individuals selected from a population of 124 through probability sampling. Data was collected using questionnaires. Statistical analyses included multiple linear regression, t-tests, F-test, and independent samples t-test. Both job satisfaction and work motivation significantly influenced the performance of civil servants and daily contract workers individually (t-test) and collectively (F-test). However, no performance differences were found between civil servants and daily contract workers. The study concludes that job satisfaction and work motivation are crucial factors in enhancing the performance of both civil servants and daily contract workers. This study recommends that organizations optimize job assignments, remuneration, and work facilities to enhance employee performance. For future research, it is suggested to expand the model and scope of the study to gain a deeper understanding. The study was limited to civil servants and daily contract workers in the Batu City Civil Service Police Unit.

INTRODUCTION

The local government of Batu City employs daily contract workers (THL) to assist in the duties and responsibilities of the city's public order agency, Satuan Polisi Pamong Praja. As Han et al. (2009) observed, to address financial crises, many organizations have adopted new employment models such as temporary, part-time, and outsourced positions to reduce costs and boost competitiveness. Although the tasks performed by THL are essentially similar to those undertaken by permanent civil servants (PNS), the key distinction lies in their roles. THL rarely hold critical structural positions within the organization, as their functions are limited to supporting operations under the directives of supervisors and department heads. Regardless of employment status, whether PNS or THL, the agency expects all employees to deliver their best performance in fulfilling their duties.

The contrast between PNS and THL introduces a new paradigm in the workplace, particularly within government institutions. The primary differences between the two statuses include employment terms, job security, and career orientation, which influence their work performance. As noted by Sopiah (2008), similarities also exist between PNS and THL, such as office facilities, equal treatment from supervisors and colleagues, and assigned workloads. However, PNS often experience greater comfort and job security than THL, who face job insecurity. This aligns with Al & Anil's (2016) Social Cognitive Theory, which posits that job attitudes impact work behavior, and job satisfaction interacts with performance. This theory underscores the relationship between job satisfaction and performance, urging organizations to address factors that may undermine employee satisfaction to ensure high performance.

Sopiah (2008) further highlights the disparities in salary and employment benefits between PNS and THL. Civil servants enjoy advantages such as fixed salaries, holiday bonuses, health insurance, and accident coverage. Conversely, THL often feel uncomfortable in their roles due to their ambiguous status and lack of institutional benefits provided to PNS (Wahyuningtyas & Utami, 2018). Interestingly, THL perform the same duties and responsibilities as PNS but do not receive equivalent benefits or job security. In this context, the role of government institutions is pivotal in addressing employee concerns and providing motivation in any form to ensure job satisfaction and, consequently, better performance. Employees who are satisfied with their jobs are typically more motivated and likely to deliver optimal results (Arif, 2012).

The distinction between PNS and THL continues to draw attention. Many long-serving THL lack guarantees from their institutions for conversion to permanent civil servant status, leaving them uncertain about their future and limiting their career development opportunities. Additionally, their salaries and benefits fall short compared to those of PNS. However, this dissatisfaction can also motivate THL to enhance their performance to achieve desired outcomes. In contrast, PNS often feel secure in their positions, which offers clear career advancement opportunities and superior compensation. However, the perceived satisfaction of PNS could potentially diminish their motivation to excel, as they may believe they have already achieved all they need, negatively impacting their performance. Nevertheless, the duties, responsibilities, and directives issued by supervisors remain the same for both PNS and THL.

The motivation behind this research stems from theoretical and empirical studies examining variables related to Job Satisfaction, Work Motivation, and Performance among PNS and THL. Findings from Hidayah & Tobing (2018) revealed that job satisfaction, motivation, and organizational commitment collectively influence employee performance. While job satisfaction alone had no significant impact, other variables like motivation and organizational commitment were found to have substantial effects. Similarly, Sasono & Razikin (2022) noted that motivation positively but insignificantly affected employee performance, while compensation and job satisfaction demonstrated significant positive impacts. Together, Motivation, Compensation, and Job Satisfaction significantly shaped employee performance.

Organizational productivity is heavily influenced by employee conditions and behavior, particularly their level of job satisfaction. Low job satisfaction often leads to decreased productivity, directly or indirectly affecting employees' performance and commitment to their tasks (Rilantiana, 2022). Based on these considerations, the authors conducted a study titled "Improving the Performance of Civil Servants and Daily-Contract Workers at the Satuan Polisi Pamong Praja of Batu City: The Role of Job Satisfaction and Work Motivation".

LITERATURE VIEW

According to Robbins (2006), performance represents the optimal achievement of an employee in alignment with their potential, making it a focal point for organizational managers. Performance reflects the extent to which individuals actively complete tasks and strive to achieve designated goals. In contrast, Yuniarsih et al. (2008) define performance as the tangible accomplishments demonstrated by individuals or institutions after completing all processes within their responsibilities. This performance comprises the outcomes attained by employees over a specific period and is unrelated to their character or attitudes (Keban, 2004). It is important to note that performance is not an inherent attribute, such as talent or skill, but rather the manifestation of these abilities (Sedarmayanti, 2001). Ulfah (2019) further describes performance as the process of transforming inputs into outputs within a work setting.

Luthans (2007) defines job satisfaction as the positive feeling employees derive from evaluating their work based on their perceptions of how well they perform their roles. Similarly, Sunyoto (2012:26) views job satisfaction as an emotional state, either pleasant or unpleasant, experienced by employees in their work environment. Wibowo (2013) adds that job satisfaction reflects an individual's positive or negative feelings about their job, influenced by a comparison between their desires and the reality they face. Robbins (2015:170) identifies job satisfaction as a general attitude towards one's job, shaped by the challenges and obstacles encountered.

According to Hasibuan (2013), job satisfaction embodies the emotional bond and love an individual feels towards their work, evident in their work ethic, discipline, and performance. Thus, job satisfaction can be defined as an individual's attitude or feelings toward their job, influenced by internal and external factors. Organizations can enhance

job satisfaction as a strategy to meet the needs of individuals, groups, and the organization itself (Miranty & Ali, 2020).

Motivation plays a crucial role in fostering an individual's professional integrity and skill development (Sunarsi, 2018). Robbins (2006) describes motivation as the willingness to exert high effort toward achieving organizational goals, driven by an individual's need fulfillment. Motivated employees perceive their work as a means to achieve significant personal objectives (Arif, 2012). These goals represent desired rewards that employees aspire to achieve through their motivation, marking the endpoint of the motivational cycle and requiring all tasks to be completed.

Employees derive motivation from both intrinsic factors and external sources provided by their organization. Non-financial incentives often include supportive work environments and adequate facilities that enable employees to feel comfortable and work effectively. Motivation remains a vital factor in the workplace, as it drives individuals to achieve goals and meet their needs. Highly motivated employees consistently strive for excellence and willingly invest extra time and effort in their work. Conversely, employees with low motivation often fail to give their best and are reluctant to dedicate additional resources to their responsibilities (Kinlaw, 1981:5).

Previous studies by Siddiqui & Rida (2019), Panungkelan (2021), and Sasono & Razikin (2022) explored the relationship between work motivation and performance. Panungkelan (2021) and Sasono & Razikin (2022) found a significant correlation between work motivation and performance. However, Sasono & Razikin (2022) also reported that while work motivation had a positive influence, it was not statistically significant. Additional studies focusing on job satisfaction and performance, including those by Hidayah & Tobing (2018), Khan et al. (2012), and Abidin & Kusuma (2022), revealed contrasting findings. Khan et al. (2012) and Abidin & Kusuma (2022) identified a significant impact of job satisfaction on performance, whereas Hidayah & Tobing (2018) found no significant effect.

Research involving motivation, job satisfaction, and performance collectively, conducted by Zaman & Zulganef (2023), Rahman et al. (2019), and Hayati et al. (2022), concluded that work motivation and job satisfaction together significantly influence employee performance.

This study aims to examine the effects of job satisfaction and work motivation on the performance of employees within the Satuan Polisi Pamong Praja in Batu City. The relationship between the background and research questions is illustrated through the following research model:

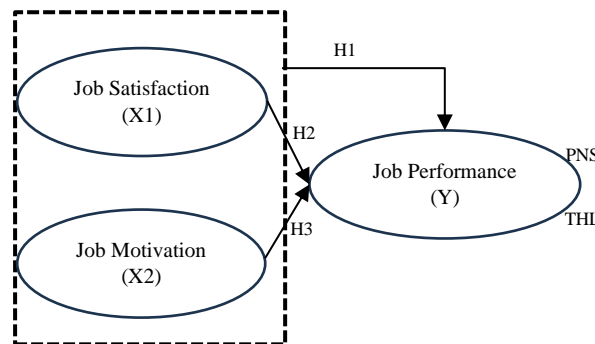


Figure 1: Research Model

Based on the theoretical framework, observed phenomena, and the research model, the following hypotheses are proposed:

1. Job Satisfaction and Work Motivation collectively have a positive and significant effect on the performance of civil servants (PNS) and contract workers (THL) at the Public Order Agency (Satuan Polisi Pamong Praja) of Batu City.
2. Job Satisfaction has a positive and significant partial effect on the performance of PNS and THL at the Public Order Agency of Batu City.
3. Work Motivation has a positive and significant partial effect on the performance of PNS and THL at the Public Order Agency of Batu City.
4. There are significant differences in the effects of Job Satisfaction, Work Motivation, and Performance between PNS and THL at the Public Order Agency of Batu City.

RESEARCH METHODOLOGY

This study adopts a quantitative research approach and was conducted at the Satuan Polisi Pamong Praja (Municipal Police) office in Batu City, located at Jalan Panglima Sudirman 507, Balaikota Among Tani, Batu City. The population comprises Civil Servants and Contract Workers from the Operational Division or Law Enforcement Officers of the Satuan Polisi Pamong Praja Batu City, consisting of 65 Civil Servants and 59 Contract Workers. The sampling technique employed in this study is probability sampling,

specifically the simple random sampling method. The sample size is calculated using the Slovin formula, assuming the population follows a normal distribution (Prasetyo & Jannah, 2018). The calculation is as follows:

$$\begin{aligned} n &= \frac{N}{1+N(e)^2} \\ n &= \frac{124}{1+124(0.05)^2} \\ n &= 94 \end{aligned}$$

Description:

- N = Population size
- n = Sample size
- e = Margin of Error, representing the percentage of allowable inaccuracy due to sampling errors, set at 0.05 or 5%.

Based on the calculation above, the total number of respondents in this study is 94 individuals, comprising 47 civil servants (PNS) and 47 contract workers (THL).

The type and source of data used in this research is **primary data**. Data collection was conducted using a questionnaire method, employing a Likert scale. The Likert scale includes a range of responses from highly positive to highly negative, typically expressed in terms like "strongly agree," "agree," "neutral," "disagree," and "strongly disagree." The questionnaire consists of 30 items, with each variable containing 10 questions.

RESULTS AND DISCUSSION

The respondents in this study comprised Civil Servants (PNS) and Contract Workers (THL). Data collection was conducted by distributing an online questionnaire through Google Forms. The questionnaire link was shared with Civil Servants and Contract Workers assigned as Operational Team members in the Public Order Agency (Satuan Polisi Pamong Praja) of Batu City. As a result of the questionnaire distribution, responses were obtained from 94 participants, consisting of 47 Civil Servants and 47 Contract Workers, all of whom were male.

Research Results

1. Descriptive Analysis of Job Satisfaction Variable

The research results indicate that the average job satisfaction among civil servants (PNS) at the Public Order Agency (Satuan Polisi Pamong Praja) in Batu City is 4.06, categorized as "High." This reflects a good level of satisfaction, particularly in areas such as job roles, salary, relationships with colleagues, promotion opportunities, and supervision. The highest score (4.36) was recorded for the supervision indicator, where PNS expressed satisfaction with supervisors who understand their subordinates, emphasizing the pivotal role of leadership in enhancing employee satisfaction. Conversely, the lowest score (3.74) was found in the alignment of job tasks with individual skills, suggesting that some PNS feel their assigned tasks are not fully aligned with their competencies.

For contract workers (THL), the average job satisfaction score is 3.87, also categorized as "High." The highest score (4.19) was for relationships with supervisors, highlighting the positive personal interactions that THL experience with their leaders, demonstrating leadership's success in fostering satisfaction through good relations. On the other hand, satisfaction with salary scored the lowest (3.56), indicating that some THL feel their earnings are insufficient to meet their needs.

2. Descriptive Analysis of Work Motivation Variable

The average work motivation of PNS at the Public Order Agency in Batu City falls under the "High" category, with a mean score of 4.06, indicating a high level of motivation. The highest mean (4.25) is found in the self-actualization indicator, particularly related to the recognition of service, suggesting that PNS feel valued by their organization. However, the lowest mean (3.55) relates to the comfort of office facilities, indicating some dissatisfaction with the availability of comfortable workplace amenities.

The work motivation of THL in Batu City is also high, with an overall mean score of 4.03. The highest mean (4.25) was found in the coworker relationship indicator, emphasizing that good relations among colleagues contribute to a comfortable work environment. The lowest mean (3.84) relates to self-actualization, particularly opportunities for training, which are less frequently provided to THL compared to PNS, impacting their work motivation.

3. Descriptive Analysis of Performance Variable

The performance of PNS at the Public Order Agency in Batu City has an average (mean) score of 4.16, categorized as "High." The highest mean (4.34) was for the item "I feel I

have optimized resources to complete the tasks assigned to me," reflecting the effectiveness of PNS in utilizing resources. However, the lowest mean (3.93) relates to independence in making difficult decisions, suggesting some hesitation in autonomous decision-making during challenging situations.

The performance of THL also averages 4.05, categorized as "High." The highest mean (4.25) was for the item "I have good skills to complete my tasks," indicating confidence in their abilities. However, the lowest mean (3.85) was also related to independence in decision-making during difficult situations, similar to PNS. This highlights challenges for THL in making independent decisions due to limited experience and expertise, which are crucial for avoiding errors that may impact work outcomes.

4. Instrument Testing

The validity test was conducted to ensure the questionnaire effectively measures the intended variables. Using SPSS 22, the validity test compared the calculated r-value (r-count) with the r-table value (0.200) at a 0.05 significance level. If $r\text{-count} > r\text{-table}$, the questionnaire item is considered valid. Results showed that items on the job satisfaction, work motivation, and performance variables had r-count values greater than r-table, confirming their validity as reliable data collection tools for subsequent research.

The Cronbach's Alpha values for Job Satisfaction (0.629), Motivation (0.625), and Performance (0.734) were all higher than the standard threshold, demonstrating the reliability of all variables for data collection purposes.

5. Classical Assumption Testing

- Normality Test: Using the Kolmogorov-Smirnov (K-S) test, data are considered normally distributed if the significance value exceeds 0.05. The SPSS output showed a significance value of 0.932, indicating a normal distribution for Job Satisfaction and Work Motivation variables. This confirms that the data meet the normality assumption, ensuring accurate representation of the population.

- Multicollinearity Test: Multicollinearity was assessed using tolerance values and Variance Inflation Factor (VIF). A model is free of multicollinearity if $\text{tolerance} > 0.1$ and $\text{VIF} < 10$. In this study, Job Satisfaction (tolerance 0.746, VIF 1.341) and Motivation (tolerance 0.213, VIF 4.685) showed no multicollinearity.

- Heteroscedasticity Test: Scatterplot analysis showed randomly scattered residual points above and below 0, indicating no heteroscedasticity. Further testing using the Glejser method confirmed significance values > 0.05 for Job Satisfaction (0.476) and Motivation (0.94), supporting the absence of heteroscedasticity.

6. Hypothesis Testing

Multiple linear regression analysis was used to assess the relationship between the dependent variable (Performance) and two independent variables (Job Satisfaction and Work Motivation).

- Regression Coefficients:

- Job Satisfaction: A 1% increase improves PNS performance by 66.4%, THL by 23.4%, and combined performance by 11.9%.
- Work Motivation: A 1% increase enhances PNS performance by 76.4%, THL by 15.8%, and combined performance by 42.7%.

- F-Test: Significant results were obtained for PNS (F-value $17.909 > 3.20$, $p = 0.000$), THL (F-value $12.715 > 3.20$, $p = 0.000$), and combined groups (F-value $15.260 > 3.10$, $p = 0.000$), confirming a joint influence of both variables on performance.

- t-Test: Both Job Satisfaction and Work Motivation showed significant individual effects on performance for PNS, THL, and combined groups.

The results demonstrate that Job Satisfaction and Work Motivation significantly and positively impact the performance of PNS and THL at the Public Order Agency in Batu City. Combined, these variables account for 51.3% of performance variations, with the remainder influenced by other factors. No significant differences in Job Satisfaction, Motivation, or Performance were found between PNS and THL, highlighting their comparable contributions to organizational goals.

Discussion

1. The Impact of Job Satisfaction and Work Motivation on the Performance of Civil Servants (PNS) and Contract Workers (THL) at the Civil Service Police Unit of Batu City Simultaneously

The first hypothesis tests the combined impact of job satisfaction and work motivation on the performance of Civil Servants (PNS) and Contract Workers (THL). The results

show that job satisfaction and work motivation significantly affect the performance of PNS and THL at the Batu City Civil Service Police Unit. This conclusion is supported by an F-test value of 15.260, exceeding the critical F value of 3.10, with a significance level of 0.000, which is smaller than the chosen $\alpha = 5\%$ or 0.05. As a result, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted. This indicates that both job satisfaction (X_1) and work motivation (X_2), when considered together, have a significant impact on the performance of PNS and THL (Y) at the Batu City Civil Service Police Unit.

The data analysis also shows that work motivation contributes 42.7% to employee performance, while job satisfaction contributes 11.9%. As such, work motivation has a stronger influence on the performance of PNS and THL compared to job satisfaction. This analysis suggests that efforts to improve both job satisfaction and work motivation are necessary for enhanced employee performance.

The simultaneous effect of work motivation and job satisfaction on employee performance, as seen in this study, aligns with Mangkunegara's (2005) view that internal and external factors influence individual performance. This study supports the idea that the presence of work motivation and job satisfaction significantly affects PNS and THL performance.

Based on observations, the combined impact of work motivation and job satisfaction on performance supports Wibowo's (2011) claim that motivation affects performance, though it is not the sole determinant. This study confirms that work motivation contributes more significantly (42.7%) compared to job satisfaction.

Employees with high job satisfaction but low work motivation tend to show suboptimal performance. Conversely, employees with high work motivation but low job satisfaction also fail to achieve optimal performance. In contrast, employees with high levels of both job satisfaction and work motivation are more likely to meet performance standards, completing tasks within deadlines and producing high-quality work. When both job satisfaction and work motivation are low, performance suffers, resulting in delays, poor service quality, and failure to meet quantity targets.

These findings are supported by descriptive analysis, which indicates high average scores for job satisfaction and work motivation, suggesting that both PNS and THL employees at the Batu City Civil Service Police Unit exhibit satisfactory levels of job satisfaction

and motivation, positively impacting their performance. This is consistent with Zaman & Zulganef's (2023) findings that both work motivation and job satisfaction have a significant positive impact on employee performance at Bank Syariah BJB Jakarta.

2. The Impact of Job Satisfaction on the Performance of Civil Servants (PNS) and Contract Workers (THL) at the Batu City Civil Service Police Unit Partially

The significance test for the impact of job satisfaction on the performance of PNS and THL shows that job satisfaction (X1) statistically has a significant positive effect on the performance of PNS and THL. This is evident from a t-statistic of 2.988, which exceeds the t-table value of 1.661 (at $df = 47$, $\alpha = 0.05$), or by the significance value of 0.000, which is smaller than $\alpha = 0.05$. Therefore, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted. This means job satisfaction (X1) has a significant partial effect on the performance of PNS and THL (Y) at the Batu City Civil Service Police Unit.

The second hypothesis test also supports Gibson's view in Wibowo (2011) about the reciprocal relationship between job satisfaction and performance. On one hand, job satisfaction can improve performance, leading satisfied workers to be more productive. On the other hand, performance also influences satisfaction, with more productive workers experiencing greater job satisfaction. This suggests that the more satisfied the employees are, the better their productivity and performance will be. Satisfied workers tend to perform at their best, and when more aspects of job satisfaction are met, the higher their satisfaction level.

Job satisfaction can be fostered through factors like salary, which is important for PNS and THL to meet their living needs. If employees are satisfied with their salaries, they are motivated to perform well. However, if they are dissatisfied with their compensation, it could affect their performance, including meeting deadlines and work expectations in terms of quantity and quality. PNS are satisfied with their salary, while THL feel dissatisfied, as the salary does not meet their basic needs. This finding aligns with descriptive analysis of salary satisfaction indicators for THL. On the other hand, PNS feel that the tasks assigned to them do not match their abilities, as public sector jobs require adaptability and learning new skills for optimal performance.

Satisfaction with supervisors also influences performance, as a supportive leader can motivate employees to improve the quality of their work. PNS and THL are more likely to feel satisfied when they have supportive, approachable, and collaborative supervisors.

Positive feelings about their work, combined with strong leadership support, enable PNS and THL to complete tasks on time and perform optimally. This is supported by high satisfaction scores with supervisors at the Batu City Civil Service Police Unit.

Descriptive analysis shows high average scores for job satisfaction, suggesting that the job satisfaction levels of PNS and THL are satisfactory, positively influencing their performance. This aligns with Abidin & Kusuma's (2022) research, which concluded that job satisfaction has a partial effect on employee performance at Husein Sastranegara Airport in Bandung.

3. The Impact of Work Motivation on the Performance of Civil Servants (PNS) and Contract Workers (THL) at the Batu City Civil Service Police Unit Partially

The significance test for the impact of work motivation (X2) on the performance of PNS and THL shows that work motivation (X2) has a significant positive effect on performance. This is evident from a t-statistic of 3.418, which exceeds the t-table value of 1.661 (at $df = 47$, $\alpha = 0.05$), or by the significance value of 0.001, which is smaller than $\alpha = 0.05$. Thus, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted. This indicates that work motivation (X2) has a significant partial effect on the performance of PNS and THL (Y) at the Batu City Civil Service Police Unit.

The third hypothesis test confirms Mangkunegara's (2012) claim that there is a positive relationship between achievement motivation and performance. High achievement motivation leads to high performance, while low motivation results in low performance. When motivation is high, performance improves, and when motivation is low, performance declines. This research shows that work motivation has a positive impact on employee performance, supporting Handoko's (2011) theory that work motivation influences employee performance.

Work motivation is influenced by various factors, including colleagues, as demonstrated by THL employees who value the ability to collaborate and assist each other in completing tasks, regardless of employment status. This cooperative environment fosters a sense of solidarity, positively impacting performance. Another important factor is self-actualization, with recognition from the organization motivating employees to perform their best. For PNS, recognition plays a key role, as it boosts their motivation, leading them to maintain a positive reputation with the organization. When motivation is appropriately provided, it positively affects performance.

Descriptive analysis of work motivation also shows high average scores, indicating that work motivation among PNS and THL employees is satisfactory, which influences their performance. This is consistent with Panungkelan's (2021) research, which found that work motivation positively impacts employee performance at PT ABC.

4. Differences in Job Satisfaction, Work Motivation, and Performance between Civil Servants (PNS) and Contract Workers (THL) at the Batu City Civil Service Police Unit

Based on the average scores for job satisfaction, work motivation, and employee performance, Civil Servants (PNS) show better average scores than Contract Workers (THL) in all three areas. The Independent Sample t-Test for job satisfaction indicates a significance value of 0.110, which is greater than 0.05, suggesting no significant difference in job satisfaction between PNS and THL. However, there is a 1.638-point difference, with PNS generally reporting higher satisfaction, possibly due to factors such as salary and promotions.

The Independent Sample t-Test for work motivation also shows no significant difference (significance value 0.797), with a negligible difference of -0.255. This could be because both PNS and THL meet the basic human needs as outlined in Maslow's theory.

Additionally, the Independent Sample t-Test for performance shows a significance value of 0.252, which is still greater than 0.05, indicating no significant performance differences between PNS and THL. However, the 1.170-point difference suggests that PNS tend to perform better than THL, possibly due to factors like quality and quantity.



Figure 2: Comparison of Regression Equations between Civil Servants (PNS) and Temporary Non-Permanent Employees (THL).

Regression analysis indicates that PNS have a lower constant value (9.938) compared to THL (41.849), but higher regression coefficients in both job satisfaction (0.664 vs. 0.234)

and work motivation (0.764 vs. 0.158). This suggests that although THL might have overall higher performance, their lower satisfaction and motivation hinder their results. On the other hand, PNS, despite lower performance, tend to show higher satisfaction and motivation, which could eventually lead to improved performance over time.

This study contradicts research by Montolalu et al. (2021), which found significant differences in employee performance, job satisfaction, and work motivation between permanent and non-permanent employees at Sintesa Peninsula Hotel Manado.

CONCLUSIONS AND SUGGESTIONS

Conclusions

Based on the data analysis and discussion on the impact of job satisfaction and work motivation on the performance of Civil Servants (PNS) and Non-Permanent Employees (THL) at the Civil Service Police Unit of Batu City, several conclusions can be drawn:

The implementation of job satisfaction factors among employees, including salary, job nature, colleagues, promotion, and supervision, along with the application of work motivation factors such as self-actualization, physical needs, security needs, social needs, and self-recognition, has been proven to enhance the performance of both PNS and THL in the Civil Service Police Unit of Batu City. In both contexts, these factors are interconnected and influence the performance of PNS and THL. The findings of this study suggest that work motivation has the greatest potential to improve the performance of PNS and THL. This is because the more motivation an institution provides to its employees, the better their performance will be.

The implementation of job satisfaction factors like salary, job nature, colleagues, promotion, and supervision has been shown to improve the performance of PNS and THL in the Civil Service Police Unit of Batu City. This can be attributed to the fact that PNS feel satisfied because they receive satisfactory salaries and benefits from the institution, along with clear career orientations or promotions aligned with their positions, and a clear job status. Meanwhile, THL feel satisfied due to their good personal relationships with colleagues or superiors, regardless of their employment status. The comfort in the work environment encourages both PNS and THL to strive for outstanding performance for the institution.

The application of work motivation factors such as self-actualization, physical needs, security needs, social needs, and self-recognition has been proven to improve the

performance of PNS and THL in the Civil Service Police Unit of Batu City. Based on this, the researcher concludes that providing health benefits and retirement plans for THL or retirement plans for PNS by the institution creates a sense of security, motivating them to perform their duties diligently. Additionally, bonuses given by superiors further contribute to their optimal work performance.

The comparison of job satisfaction, work motivation, and performance between PNS and THL did not show significant differences. This can be attributed to shared experiences and common factors they encounter, resulting in similar levels of job satisfaction, work motivation, and performance. Factors such as supervision, colleagues, and job tasks contribute to the convergence of their experiences.

Suggestions

Based on the research findings, several recommendations are proposed, including:

- The institution should assign tasks that align with each employee's capabilities, as every employee has their own unique skills. The institution must be more selective in assigning tasks to ensure they are handled by the right individuals.
- It is recommended to evaluate the compensation provided to employees to determine whether it is appropriate. This is closely related to employee job satisfaction, which directly impacts their performance.
- Based on the findings of a questionnaire item indicating discomfort with facilities, the institution should pay attention to the physical needs of all employees, especially regarding office facilities that support employee performance.

Based on the results of the study, it is suggested that the organization pay more attention to task alignment with individual competencies, conduct regular evaluations of the remuneration system, and improve the quality of work facilities to support employee productivity. Furthermore, the continuous development of employee capacity should be a priority. For future research, it is recommended to enrich the research model with more complex variables and expand the scope to different types of organizations to gain a more comprehensive understanding of the factors affecting employee performance.

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