THE EFFECT OF PERFORMANCE ALLOWANCE ON EMPLOYEE WORK MOTIVATION WITH DISCIPLINE AS A MEDIATION VARIABLE (CASE STUDY AT THE BPPKAD OFFICE OF KEDIRI CITY)

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ABSTRACT

The purpose of offering performance allowances was to boost employee motivation and enhance their productivity. However, at the BPPKAD Office in Kediri City, there is still a need to improve employee awareness of optimal work performance. Despite the provision of performance allowances, employees have not shown significant changes in their work and tend to remain unchanged. Employees still need to be properly informed about their duties and responsibilities.This means the employees must show better work motivation, their primary task as a State Civil Apparatus. This research aims to determine the significant influence of the performance allowance variable on employee work motivation with the discipline variable as mediation at the BPPKAD Office of Kediri City. This research used quantitative methods with a sample size of 70 people. Quantitative analysis was carried out using the classic assumption test in this research. The testing stages start with the normality test, multicollinearity test, autocorrelation test, heteroscedasticity test, regression analysis, correlation and determination coefficient analysis, F test, and t-test. The research results show that performance allowances and work discipline positively affect work motivation at the Regional Revenue, Financial and Asset Management Agency (BPPKAD) Office of Kediri City. Another research needs to be carried out regarding factors that influence work motivation other than performance allowance variables and work discipline, such as work environment, work atmosphere, and work culture.

Keywords*:* Performance allowance, Employee work motivation, Work discipline

INTRODUCTION

The key challenges in human resource management is determining the most effective method to boost employee motivation. Human resource management involves both the science and art of managing workforce relationships and roles to achieve organizational goals efficiently and effectively (Hasibuan, 2017). To enhance employee performance in pursuit of organizational objectives, providing motivation is essential. According to Hasibuan, motivation is the process of inspiring subordinates to work diligently, utilizing their full capabilities and skills to achieve the company's objectives. Meanwhile, according to Berelson and Steiner in Celarent (2010), motivation is a conscious effort to influence a person's behavior to achieve organizational goals. Generating one's motivation combines the concepts of need, encouragement, purpose, and reward. Employee motivation is complicated because it involves individual factors and organizational factors. *Needs*, goals, attitudes and abilities are classified as individual factors. Meanwhile, those factors from the organization include salary payments and allowance payments, job security, fellow workers, supervision, and the work itself (Yusuf, 2016).

Theoretically, performance allowances are one of the components of employee welfare; tukin (performance allowances) can be used as a motivational element for employees to excel. Therefore, every organization strives to design the right tukin system to increase employee motivation and performance (Dumilah et al., 2023). The term performance allowance is a term that is still new among Civil Servants. The term prevalent and often used by most Civil Servants is remuneration. Remuneration is associated with improving performance and productivity, so it can be used as an element of motivation for employees to excel. In the Great Indonesian Dictionary, remuneration is interpreted as giving gifts, KBBI Online, downloaded on July 1st, 2024. Employees' reward for work performance or performance displayed is called performance allowance. (Fathoni, 2006)

The provision of performance allowances for state civil servants is a mandate conveyed through Presidential Regulation Number 123 of 2017 concerning Employee Performance Allowances within the State Civil Service Agency, n.d.) article 2 which states that (1) Employees within the State Civil Service Agency, in addition to being given income by the provisions of laws and regulations, are given performance allowances every month, (2) Performance allowances as intended in paragraph (1) are given after considering the assessment of bureaucratic reform, organizational performance achievements, and individual performance achievements.

So to implement the provisions of Presidential Regulation Number 123 of 2017, the Ministry of State Apparatus Empowerment and Bureaucratic Reform through the (State Civil Service Agency issued Regulation Number 5 of 2020 concerning Procedures for Granting, Deducting, and Stopping the Payment of Employee Performance Allowances within the State Civil Service Agency, n.d.) The policy of providing performance allowances and improving civil servants' performance is part of the bureaucratic reform efforts initiated by the government through the Ministry of State Civil Apparatus Empowerment.

The Office of the Regional Revenue, Financial and Asset Management Agency (BPPKAD) of Kediri City is a government institution that has the formulation of vision, mission, and technical policies in the field of financial services to the community and is required to be friendly to every community who wants to request services in terms of financial problems. In addition, of course,

we must have good interaction with every employee in the BPPKAD Office of Kediri City, in the condition that the office is safe from problems related to employee work motivation. (Safitri, 2014)

According to Samsudin (2006) on Human Resource Management, one of the functions of providing performance allowances is to encourage and motivate employees to work better, and the purpose of providing performance allowances is to increase employee work productivity. However, what happened at the BPPKAD Office of Kediri is that employee awareness of working optimally still needs to be improved. Even though performance allowances have been given, employees have yet to show significant changes to their work and even tend to stay. Employees need to be better aware of their duties and obligations. That means the employee needs to show better motivation, which has become his main task as an ASN.

Another factor that affects employee work motivation is Discipline. Employee motivation will never arise if other factors outside of these needs are met, such as work discipline among employees. This can be said that directly or indirectly, the employee work discipline factor has the potential to affect employee work motivation, and if employee work motivation appears, in the end, employee performance can be achieved properly (Munawaroh, 2018).

However, what happened at the BPPKAD Office of Kediri City, the performance allowance program that has been provided has not been able to increase the work motivation of employees judging from the author's initial observation, which found low employee discipline related to the problem of time at work, many employees have left the office before the break time arrives and after the break time, many employees no longer return to work to carry out their obligations as per the schedule that has been set and only to come back again when it was almost time to go home. The responsibility of employees in carrying out their duties could be better. It can be seen from the low level of employee attendance when the leader or head of the field is absent. Some of the facts above show a discrepancy between the theory that has been initiated and the facts that occur in the field. (Aika et al., 2022).

For the problems studied not to expand, the author limits the research to (1) The performance allowance studied is the provision of performance allowances per Presidential Regulation Number 123 of 2017. (2) The performance allowance report by the employee's Discipline studied is limited to sufficient in January-December 2021. The research by Kristina (2015) is relevant to the focus of this research, namely "The Effect of Employee Remuneration on Employee Performance at the Ministry of State Secretariat of the Republic of Indonesia ."The study, which uses a quantitative descriptive method, explained the results that there was an influence of remuneration on employee performance of 69.2%. The similarity of this study with the study is to use remuneration or performance allowance as the x variable.

Based on the background and identification of the problem above, the formulation of the problem in this study is: Does performance allowance have a significant effect on work motivation, and does Discipline have a significant effect on the work motivation of employees at the BPPKAD Office of Kediri City?. The objectives of this study are (1) to find out the effect of performance allowances on the work motivation of employees of the BPPKAD Office of Kediri City. (2) to determine the influence of Discipline on the work motivation of BPPKAD Office of Kediri City Office Employees.

LITERATURE REVIEW

Work Motivation

Motivation comes from the Latin word movere, which means to move. It is a psychological process that is the goal and direction of every behavior. Kondalkar defines motivation as a talented inner desire caused by needs, desires, and willingness that drives an individual to use his physical and mental energy to achieve desired goals (Hamali, 2018). According to Stokes and Kadarisman (2012), work motivation is a driver for a person to do his job better, is a factor that makes the difference between success and failure in many things, and is a vital emotional energy for a new job. From the above definition, work motivation is a skill in directing or controlling and moving a person to act on the desired behavior based on the goals set to achieve specific goals. According to Weisenger in Syafaruddin & Anzizhan (2016), there are four sources of motivation, namely (1) Self (thoughts, stimulation, own behavior), (2) Friends, (3) Emotional Mentors (fictional and real), (4) Work Environment and (5) Financial.

To study employee motivation, the most important source of understanding is the motives behind employee behavior. If employees are motivated to work because of allowances or incentives, this knowledge can influence employee performance. So that later, employees can perform at their best to achieve an organizational goal. (Noorlitaria Achmad et al., 2020)

Performance Allowance

The Definition of Performance Allowance according to the Regulation of the Ministry of State Apparatus Empowerment and Bureaucratic Reform Number 63 of 2011 concerning Guidelines for the Arrangement of the Civil Servant Performance Allowance System, explains that performance allowance is a function of the successful implementation of bureaucratic reform based on performance that an individual employee has achieved. Individual employees' performance must align with the performance achieved by their agencies (Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 63 of 2011 concerning Guidelines for the Arrangement of the Civil Servant Performance Allowance System, n.d.) Employee performance allowances can increase or decrease in line with the increase or decrease in performance. Employee performance allowances are provided relatively and appropriately based on the weight of the work and their responsibilities to spur productivity and ensure employee welfare. According to Hasibuan (2017), the benchmarks used to see the extent to which performance allowances can motivate employees' work are:

1. Degree of work suitability

2. Work attendance rate
3. Ability to carry out tasks
4. Punctuality of work
5. The amount of performance allowance.

According to Bernardin and Russell (2013), the main criteria used to measure performance include quality, quantity, and timeliness. Quality is defined as how close or how far the process or results of carrying out activities are to perfection, judging from their conformity with the ideal way of carrying out activities or fulfilling the desired goals. Quantity is defined as the amount produced or the number of activity cycles that have been completed. Meanwhile, punctuality is defined as how far an activity is completed. According to the Regulation of the State Civil Service Agency Number 5 of 2020 concerning Procedures for the Grant, Deduction, and Termination of Payment of Employee Performance Allowances within the State Civil Service Agency, the factors for deducting performance allowances according to Article 9 are:

Table 1. Percentage of Performance Allowance Cuts

Late Entry Rate	Late Time	Percentage of Cuts (%)
TM 1	≤ 30 minutes	0,5
TM 2	≥ 31 to ≤ 60 minutes	1
TM 3	≥ 61 minutes / not filling in the attendance list to go to work	1,5

Source: Appendix II of the State Civil Service Agency Regulation Number 5 of 2020

Work Discipline

According to Sutrisno (2014), Discipline is a respectful attitude that allows employees to adjust voluntarily without any coercion to obey the rules and regulations that the company has set. The more frequent violations of the regulations set, the more employee discipline there is. Likewise, if the level of violation is low or if the employee complies with the norms that the company has determined, it can be said that employee discipline is good. There are four indicators of work discipline, namely:

1. Obey the rules of time. Judging from the hours of entering work, the time of returning home, and the time of rest on time, according to the rules that apply in the company,
2. Obey company regulations. Essential rules about how to dress and behave at work.
3. Obey the rules of conduct at work. It is shown by the ways of doing work, such as positions, duties, and responsibilities, as well as how to relate to other work units.
4. Obey other company regulations, including rules about what is allowed and what is not allowed for employees.

Based on the literature review description above, the researcher uses relevant theories to form a theoretical framework for this. The theoretical framework in question is the effect of performance allowances on work motivation and work allowances on work motivation through employee discipline at the BPPKAD Office of Kediri City. The framework of thought is a conceptual model of how theories relate to various factors identified as essential problems (Sugiyono, 2013). The theoretical framework in this study can be seen as follows:

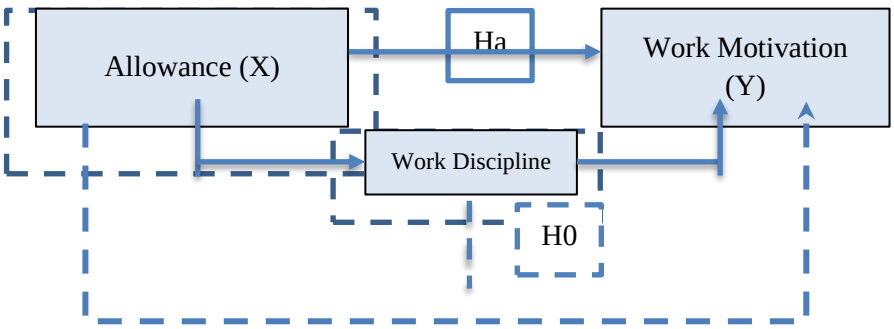

Figure 1. Theoretical Framework

Formulating the research hypothesis is the third step after the researcher presents the theoretical foundation and research framework. Based on the above frame of thinking, the researcher uses the following hypothesis :
Hypothesis Nol (H0):

1. Performance allowances do not have a significant effect on work motivation.
2. Work discipline does not have a significant effect on work motivation.

Alternatif (Ha) hypothesis :

1. Performance allowance has a significant effect on work motivation.
2. Work discipline has a significant effect on work motivation.

RESEARCH METHODS

The research approach used is quantitative. According to Sugiyono (2017), the quantitative approach is a research approach that uses data in the form of numbers and analyzes it using statistics. The data in this study are divided into free variables, bound variables, and mediation variables. Based on the purpose of the study, this study was conducted to find out whether there was an influence between the performance allowance variable (X) and the work motivation variable (Y), with the Discipline variable as mediation or intervening (Z).

Table 2. Variable Definition Table

Variable	Variable Definition	Indicator	Instruments	Measurement Scale	Skala Data
Performance Allowance	Performance allowance is another compensation that binds employees to continue working for an agency.	1. Degree of work suitability 2. Work attendance rate 3. Ability to carry out tasks 4. Punctuality of work 5. Amount of performance allowance	Questionnaire	Likert 1-5 STS = 1 TS = 2 R = 3 S = 4 SS = 5	Ordinal
Work Motivation	These support human behavior, so they are willing to work hard and enthusiastically to achieve optimal results.	1. Decent salary 2. Opportunity to advance 3. Recognition as an individual 4. Good workplace 5. Recognition of achievement	Questionnaire	Likert 1-5 STS = 1 TS = 2 R = 3 S = 4 SS = 5	Ordinal
Work Discipline	Compliance with the norms already determined by the company or workplace	1. Obey the rules of working hours 2. Obey company regulations 3. Obey the rules of work behavior 4. Obey other rules	Questionnaire	Likert 1-5 STS = 1 TS = 2 R = 3 S = 4 SS = 5	Ordinal

This research was conducted at the Office of the Regional Revenue, Financial, and Asset Management Agency (BPPKAD) of Kediri City. The research period starts from September 2023 to October 2023. In this study, the author uses quantitative data from numbers obtained from the BPPKAD Office of Kediri City. The number of samples used in this study is determined using the Slovin formula. The population of respondents is all employees in the BPPKAD office of Kediri City, which is 85 people, so the sample taken by the researcher uses the Slovin formula with a confidence level of 95% and an error rate of 5%. Thus, the number of samples in this study is 70 employees.

Before data collection and processing, a validity and reliability test of the questionnaire was first carried out. The data used to test the validity and reliability was obtained from filling out the questionnaire The Effect of Performance Allowance on Employee Work Motivation with Discipline as a Mediation Variable by 30 respondents in different places from the location of this study but with almost the same characteristics, namely at the Personnel and Human Resources Development Agency of Kediri City.

The results of the validity test show that the validity test on the variable indicators of Performance Allowance (TK), Work Motivation (MK), and Work Discipline (KK) produces a value *of Corrected Item-Total Correlation* > r table (0.3610) so that it can be concluded that each statement indicator can be stated in the variable is valid. In addition, the reliability testing results on all research variables produced a *Cronbach's alpha value* of more than >0.6. Based on these results, all variables of this study are declared reliable.

RESULT

After obtaining the research data, the researcher described the data, namely the grouping of characteristics that need to be known, namely gender, age, education, working period of the respondents, and employment status. The total number of research respondents was 70; the most were men, and the most were in the age group of 26-45 years. The respondents' fields of work are budgeting, Accounting and Verification, Bookkeeping and Billing, Data Collection and Determination, Asset Management, Operational Control, Treasury and Payroll Management, and Secretary. The highest education of respondents in this study was at the Diploma 4/Strata 1 level with the employment status of all State Civil Apparatus (ASN). The highest rank/group of employees is III/d – Level I Administrator, and the highest group is IV/b – Level I Supervisor. Details of the characteristics of the research respondents can be seen in the following table:

Table 3. Table of Characteristics of Research Respondents

	N (%)
Total Research Respondents	70 (100)
Gender	
Law Law	36 (51,43)
Woman	34 (48,57)
Age Group (years)	

≤ 25	2 (2,85)
26-45	46 (65,72)
46-65	22 (31,43)
Job Field	
Budgeting, Accounting, and Verification	17 (24,29)
Bookkeeping and Billing	8 (11,43)
Data Collection and Determination	9 (12,86)
Asset Management	6 (8,57)
Operational Control	11 (15,71)
Treasury and Payroll Management	12 (17,14)
Secretary	7 (10,00)
Education	
High School Equivalent	4 (5,72)
D3	11 (15,71)
D4/S1	43 (61,43)
S2	12 (17,14)
Employment Status	
ASN	70 (100)
Non-ASN	0 (0)
Rank / Class	
II/b – Junior Organizer Level I	1 (1,43)
II/c – Regulator	10 (14,29)
II/d – Level I Regulator	7 (10,00)
III/a – Penata Muda	5 (7,14)
III/b – Level I Youth Managers	10 (14,29)
III/c – Penata	12 (17,14)
III/d – Level I Planner	17 (24,29)
IV/a – Coach	6 (8,57)
IV/b – Level I Coach	2 (2,85)
Experience / Working Period (years)	
≤5	10 (14,29)
6-10	2 (2,85)
11-20	53 (75,57)
>20	5 (7,14)

The results of filling out the questionnaire on the Performance Allowance Variable showed the average filling score of each question on the variable ranging from 2.46 to 4.07. The results of filling out the questionnaire show that the work carried out by employees at the *BPPKAD Office of Kediri City is by the mandated position, and the allowances given are considered to be by the portion of work done. Then, the average employee of the BPPKAD Office of Kediri thinks they can complete the tasks given. However, sometimes some jobs come or are given suddenly so that the work can still be completed even if it is not precisely the deadline.*

Furthermore, the results of filling out the questionnaire on the Work Motivation Variable showed that the average questionnaire filling score ranged from 3.07 to 3.76. The results of filling out the questionnaire showed that the average employee of the *BPPKAD* Office *of Kediri was motivated to carry out their work because of the basic salary, which was decent and sufficient to meet the needs of life. The atmosphere at the BPPKAD Office of Kediri City is considered good and supports the comfort of the work environment. Every work is carried out, and the leadership at the BPPKAD office in Kediri City also appreciates employee achievement. Then, the average also argues that their work provides opportunities for self-development through training, seminars, and further study.*

Finally, the average results of the questionnaire filling out each question on the Work Discipline variable showed values ranging from 3.16 to 3.70. The results of filling out the questionnaire show that the average employee of the Kediri City Regional Revenue, *Financial* and Asset Management Agency (BPPKAD) office *always arrives on time, including coming home from work and taking breaks according to office regulations. The clothes used are also according to the daily dress code. On average, they think they are responsible for the work given and always comply with the applicable regulations at the BPPKAD Office of Kediri City.*

At the stage of research data analysis, the normality test was carried out using Kolmogorov-Smirnov. The analysis showed that the Kolmogorov-Smirnov test significantly affected each variable. $p > 0.05$ (α=5%). This means that it can be *concluded* that all research data on each variable is normal and that the assumption of normality has been met. The results of the normality test analysis showed that the significance of the Kolmogorov-Smirnov test produced on each variable was equal to sig. 0.199 > 0.05, and the second equation was sig. 0.200 > 0.05 (α=5%). Therefore, it can be concluded that all research data on each variable in both equations is normal, and the assumption of normality has been fulfilled. Furthermore, it is proven through the P-Plot, which shows normally distributed data with one diagonal straight line, and the residual data plot can be said to be parallel.

One-Sample Kolmogorov-Smirnov Test

		TK	MK	KK
N		70	70	70
Normal Parameters[a,b]	Mean	16.3429	17.1143	16.8143
	Std. Deviation	2.54744	1.74075	3.13139
Most Extreme Differences	Absolute	.144	.152	.219
	Positive	.144	.125	.154
	Negative	-.082	-.152	-.219
Kolmogorov-Smirnov Z		1.203	1.269	1.832
Asymp. Sig. (2-tailed)		.111	.080	.092

a. Test distribution is Normal.

b. Calculated from data.

Figure 2. Normality test results

Furthermore, the multicollinearity test is carried out by looking at the value of the Variance Inflation Factor (VIF) to ensure whether or not there is an intercorrelation between the *independent* variables. The results of the analysis showed that the VIF value of the study's independent variable was 1,076, and 1,076 all <10. Based on these results, there is no multicollinearity in the regression model.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	12.725	1.250		10.181	.000		
	TK	-.101	.068	-.148	-1.499	.139	.929	1.076
	KK	.360	.055	.647	6.533	.000	.929	1.076

a. Dependent Variable: MK

Figure 3. Multicollinearity test results

The Durbin-Watson test was carried out to see whether or not there was a deviation of classical assumptions, namely the autocorrelation that occurred between the residual values in *this* study. The Durbin-Watson value from the test results is 2.115, where this value is located between 1.52 – 2.46, so it can be concluded that there is no autocorrelation in the regression model or, in other words, the assumption that non-autocorrelation has been fulfilled.

Correlations

			TK	KK	ABS_RES
Spearman's rho	TK	Correlation Coefficient	1.000	.216	.213
		Sig. (2-tailed)	.	.072	.076
		N	70	70	70
	KK	Correlation Coefficient	.216	1.000	-.039
		Sig. (2-tailed)	.072	.	.746
		N	70	70	70
	ABS_RES	Correlation Coefficient	.213	-.039	1.000
		Sig. (2-tailed)	.076	.746	.
		N	70	70	70

Figure 4. Heteroscedasticity test results

This heteroscedasticity test was carried out using Spearman's Rho correlation test. The analysis showed that the significance value of the correlation between the Performance Allowance variable and the residual absolute was 0.076, and the significance value of the correlation between the Work Discipline variable and the residual absolute was 0.746. *All* of these significance values are greater than 0.05, so it can be concluded that there is no heteroscedasticity in the regression model or the assumption that non-heteroskedasticity has been fulfilled.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.725	1.250		10.181	.000
	TK	-.101	.068	-.148	-1.499	.139
	KK	.360	.055	.647	6.533	.000

a. Dependent Variable: MK

Figure 5. Regression analysis test results

Furthermore, multiple linear regression analysis was carried out to determine the influence of the Performance Allowance and Work Science and Technology Department variables on the Work Motivation variable. Based on the results of the calculation in the figure above, the following equation is obtained: $Y = 12.725 + (-0.101)TK + 0.360KK + e_i$

Entering the hypothesis testing stage, starting with analyzing correlation coefficients and determination. The value of the correlation coefficient (R) shows how close the relationship between the variables of Performance Allowance and Work Discipline is to the variable of Work Motivation; the value of the correlation coefficient (R) is 0.724. This value shows that the influence of the Performance Allowance and Work Discipline variables on the Work Motivation variable is close or firm, which is 72.4%.
The value of the determination coefficient (R2) is used to measure how far the model can explain the variation of the bound variable, namely the Work Motivation variable. The result of the SPSS calculation obtained a value of R2 = 0.690, meaning that 69% of Work Motivation can be explained by the variables Performance Allowance and Work Discipline. At the same time, the remaining 31% was influenced by other variables outside the model observed in this study.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724[a]	.690	.371	1.38027

a. Predictors: (Constant), KK, TK

b. Dependent Variable: MK

Figure 6. Results of the correlation and determination

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
TK	Equal variances assumed	.420	.523	1.020	22	.032	1.04202	1.02206	-1.07761	3.16164
	Equal variances not assumed			1.154	15.051	.027	1.04202	.90324	-.88262	2.96666
KK	Equal variances assumed	.456	.507	-5.537	22	.000	-5.18487	.93647	-7.12700	-3.24275
	Equal variances not assumed			-4.844	8.774	.001	-5.18487	1.07029	-7.61557	-2.75418

Figure 7. Test results t

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	81.441	2	40.721	21.374	.000[b]
	Residual	127.645	67	1.905		
	Total	209.086	69			

a. Dependent Variable: MK

b. Predictors: (Constant), KK, TK

Figure 8. Test results F

The hypothesis's rejection or acceptance is based on the t-test and the F-test results. The t-test is used to test the regression coefficient independently and to test the significance of the regression result parameter value. It is carried out by comparing the t count value with the critical value (t table). Researchers use the F test to find out whether independent variables affect dependent variables together or simultaneously.

The t-test is used to determine the influence between variables separately. So, the significance value of the Performance Allowance variable in the t-test is 0.032 or < 0.05. It shows that the Performance Allowance variable has a significant partial effect on the Work Motivation variable. The significance value of the Work Discipline variable in the t-test is 0.000 or < 0.05; this shows that the Work Discipline variable has a partially significant effect on Work Motivation.

It can be seen that the F test produces a calculated F value of 21,374 with a significance value of $p < 0.05$ (α=5%). Based on these values, it can be concluded that the Kinerka Allowance and Work Discipline variables simultaneously affect the Work Motivation variable.

DISCUSSION

It was determined that performance allowance significantly influences work motivation. It can be seen from the significance value in the t-test of the Performance Allowance variable of 0.032 or less than the *level of significance* (α) 0.05. The results of the analysis showed that there was a positive influence of Performance Allowance on Work Motivation, meaning that the higher the Performance Allowance, the higher the Work Motivation of employees at the office of the Regional Revenue, Financial and Asset Management Agency (BPPKAD) *of Kediri City.*

If BPPKAD Kota Kediri wants to increase the work motivation of its employees, one of these can be done by increasing performance allowances. The performance allowance referred to in this study includes the suitability between the work given to Kediri City BPPKAD employees *and the mandated positions; this is in line with the results of research by* Sari & Patimah (2019), *which stated that the suitability of individual jobs or person job fit* with the position they get has a significant effect on employee work motivation. The person's job fit will also increase self-efficacy, which then also provides job satisfaction for employees directly. This statement is supported by Widyastuti & Ratnaningsih (2018), who also mentioned in their research that there is a significant positive relationship between a person's job fit and motivation and job satisfaction, meaning that the higher the job suitability with their position, the higher the employee's work motivation and accompanied by directly proportional job satisfaction.

In line with the theory of performance allowances, according to Safitri et al. (2014), the provision of performance allowances can motivate employees to work optimally and motivate employees to work even better. It shows that work motivation has a very close relationship with performance allowances. Employee motivation can increase or decrease in line with the increase or decrease in performance allowances. In the process of giving rewards to employees on the work results achieved by employees and can motivate employees at work, the distribution of allowances is carried out fairly and appropriately by their workload and responsibilities to spur productivity and ensure employee welfare.

Performance allowances in assigning work tasks according to the office timeline and avoiding jobs that are given suddenly also affect work motivation at the BPPKAD Office of Kediri City. Jayanti and Dewi (2021) state that the time spent working on a task or work will affect the desire to do the work; the less time given to working on the task, the lower the motivation. It also affects the work output produced if a task is completed in a hurry.

The results also showed that work discipline significantly influences work motivation. It can be seen from the significance value on the t-test of the Work Discipline variable of 0.000 or smaller than the level of significance (α) 0.05. The results of the analysis showed that there was a positive influence of Work Discipline on Work Motivation, meaning that the higher the Work Discipline, the higher the Work Motivation of employees at the office of the Regional Revenue, Financial and Asset Management Agency (BPPKAD) *of Kediri City.*

If the BPPKAD Office of Kediri City wants to increase the work motivation of its employees, it can do so by increasing work discipline. The work discipline referred to in this study is to arrive on time, including coming home from work and taking breaks, which is also carried out according to office regulations. The punctuality of entry, rest, and departure from work will affect employee work motivation; this is supported by research by Yanthi et al. (2019), which states that work discipline in terms of using work time by the provisions of the company or office affects increasing the work motivation of each employee.

The dress code used also affects work motivation; in this case, if the BPPKAD Office of Kediri City employees dress according to the provisions, it will increase their work motivation. Work clothes or uniforms are a component of company culture in terms of aesthetics and work atmosphere, where the company's dress code, office layout, allowance programs, and social calendar are examples of how aesthetics and atmosphere ca*n affect employee work motivation. Although not directly visible, it helps employees understand how the office treats or values its employees (Sabrina et al., 2023). It is also supported by the research of* Pramana and Widiastini (2020), *who stated that suitable clothing is a human need, including in the workplace; the clothes used at work will determine how much a person is appreciated in his or her work.*

Discipline regarding responsibility for the work given and always complying with the applicable regulations at the BPPKAD Office of Kediri City also affects employee work motivation, where employees who comply with company regulations will have high work motivation. The research is in line with Aryani and Fauzan (2021), *who stated that establishing work rules in the workplace affects work motivation. A workplace with work rules makes employees more directed in taking a stance and acting. This condition also motivates employees to work well because everything already has a reference to work rules or regulations.*

CONCLUSION

The following conclusions in this study are (1) *Performance allowance has a positive effect on work motivation at the* Regional Revenue, Financial and Asset Management Agency (BPPKAD) *of Kediri City, (2) Work discipline has a positive effect on work motivation at the* Regional Revenue, Financial and Asset Management Agency (BPPKAD) *Kediri City, (3) The influence of performance allowance and work discipline variables on work motivation variables is close or firm, which is 72.4%, (4) As much as 69% of work motivation can be explained by performance allowance and work discipline variables, while the remaining 31% is influenced by other variables outside the model observed in this study.* (5) Therefore, *to increase employees' work motivation at the office* of the Regional Revenue, Financial, and Asset Management Agency (BPPKAD) *of Kediri City, it is necessary to pay attention to performance allowances and work discipline aspects.*

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