THE EFFECT OF JOB PROMOTION, WORK DISCIPLINE, ORGANIZATIONAL CULTURE ON WORK PERFORMANCE IN THE REGIONAL REVENUE AGENCY (BAPENDA) IN KEPRI PROVINCE THROUGH JOB SATISFACTION AS INTERVENING VARIABLE

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Abstract

Promotion of Position, Work Discipline, Organizational Culture, Job Satisfaction, and Work Performance were variables in this study. SEM-PLS is used to analyze data using both parametric and non-parametric statistics (Structural Equation Modeling-Partial Least Square) Research variable data analysis using both parametric and non-parametric statistics, calibration and pilot tests, validity and reliability, analysis of the outer and inner models, and discussion of the findings of hypothesis testing or Path Analysis Path. In this study, route analysis is used to look at the distribution of relationships that show the direct and indirect effects of a variable or collection of variables on other variables. SmartPLS Ver 3.2.9 2022 assists in this study's path coefficient calculation.The findings of this study suggest that Work Performance is positively and negligibly impacted by Job Promotion and Work Discipline. Job Satisfaction Has A Positive And Significant Influence On Work Performance, Job Promotion Has A Positive And Significant Influence On Work Performance, Work Discipline Has A Positive And Significant Influence On Work Performance, Organizational Culture Has A Significant Positive Influence On Employee Work Performance, Job Satisfaction Has A Positive And Significant Influence On Interv Moderating the Impact of Organizational Culture on the Work Performance of the Riau Islands Province's Regional Revenue Agency (Bapenda)

Keywords: ***Job Promotion, Work Dicipline, Organizational Culture, Job Satisfaction and Work Performance***

1.INTRODUCTION

The Regional Revenue Agency of the Riau Islands Province, is a Regional Apparatus Organization (OPD) of the Riau Islands Province government whose main performance is the collection of Regional Original Income which is reflected in the increase in the realization of Regional Original Revenue. Based on the 2016-2021 Strategic Plan, the realization of revenue from Regional Original Revenue in 2020 is Rp. 1.192 Trillion (102.29%), Realization of PAD to total regional income set in 2020 is 33.96%, Percentage of Regional Tax Arrears collected is 29.69%. Thus, the overall PAD collection performance achievement is interpreted as "Exceeding / Exceeding the Target" (BAPENDA, 2021).

Overall, the achievement has exceeded the target, however, the achievement of the above targets has decreased from 2018 to 2020. The indicator of Regional Original Income in 2019 is Rp. 1.303 trillion Decrease in 2020 Rp. 1.192 trillion. Indicators of Regional Original Income to Total Regional Income in 2018 34.10% decreased in 2019 33.16%. Indicator Percentage of Local Tax Arrears Collected in 2019 32% decreased in 2020 29.96%.

In general, the implementation of programs/activities at the Regional Revenue Agency of the Riau Islands Province during 2020 can be carried out well. From the description of the data above, in general the performance achievement of the Riau Islands Bapenda is categorized as "very good" and runs effectively and efficiently. However, work performance has decreased from year to year.

Said one of the employees interviewed. The rate of promotion at the Riau Islands Bapenda is according to the schedule, which is once every 4 years, with the condition that the value of the SKP assessed by the direct supervisor consists of work targets, behavior (must be better than the

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previous year). Every official/employee has the right to receive a promotion. To be in the highest group, at least serving for approximately 2-3 years as chairman of the agency, it depends on the performance assessed by the governor as well as starting from echelon 4, echelon 3 who assesses performance for promotion is the head of the Riau Islands Bapenda. Awards in the form of promotions to staff with good performance should be done frequently to increase morale.

According to Yusup's research, (2020) work discipline that has a major impact on how well a person's work performance in an agency is concerned is very concerned about how each employee completes his or her duties in order to get a job with good results. In addition, staff compliance with legal requirements and official standards falls short of expectations. This is indicated by the fact that there are still some workers who are late in completing their professional tasks because they often leave the office during working hours for personal reasons.

Organizations need to build a culture that is suitable for their employees because this culture will indirectly control all organizational actions. People in organizations will adopt certain behaviors and traits as a result of established habits. To achieve one of its goals of improving performance, the organization must create a good culture that is not only aligned with its vision and mission but is also acceptable to its workforce.

2. PROBLEM FORMULATION
The formulation of the problem in this study is:
1. How does Job Promotion affect job satisfaction of employees of the Regional Revenue Agency of Riau Islands Province?
2. How does work discipline affect the job satisfaction of employees of the Regional Revenue Agency of the Riau Islands Province?
3. How does Organizational Culture affect Job Satisfaction of Regional Revenue Agency Employees of Riau Islands Province?
4. How does job satisfaction affect the work performance of the Riau Islands Province Regional Revenue Agency?
5. How does Job Promotion affect the Work Performance of Regional Revenue Agency Employees of Riau Islands Province?

3. RESEARCH METHODOLOGY
The data analysis of this research is multivariate analysis. Multivariate analysis is a statistical analysis to analyze variables simultaneously. Multivariate analysis in the second generation was used with structural equation modeling or known as structural equation model (SEM) and Partial Least Square (PLS) approach. Covariance-based SEM usually checks causality or theory, but PLS is more of a predictive model. PLS is an alternative strategy that switches from a convariant-based SEM approach to a variance-based approach. Because it is not based on many assumptions, PLS is a powerful analytical technique. For example, the sample size should not be too large and the data should be normally distributed. The sample of respondents for this study was modified by including 126 employees from all employees and ASN at the Regional Revenue Service of the Riau Islands Province according to Slovin's calculations.This sampling is adjusted to the number and percentage of each category/sampling area. With 43 ASN from the Center, 18 Batam Center, 18 Tg Pinang, 9 Bintan, 11 Karimun, Lingga, Natuna, Anambas and Kijang Regencies 4 each, Batu Aji Office 6, and Tg batu as many as 5 people. Variable measurement was used in the process of collecting data using a questionnaire instrument.

4.RESULTS AND DISCUSSION

In this study, hypothesis testing using analytical techniques. Partial Least Square (PLS) with smartPLS 3.0 program. The following is a schematic of the PLS program model tested:
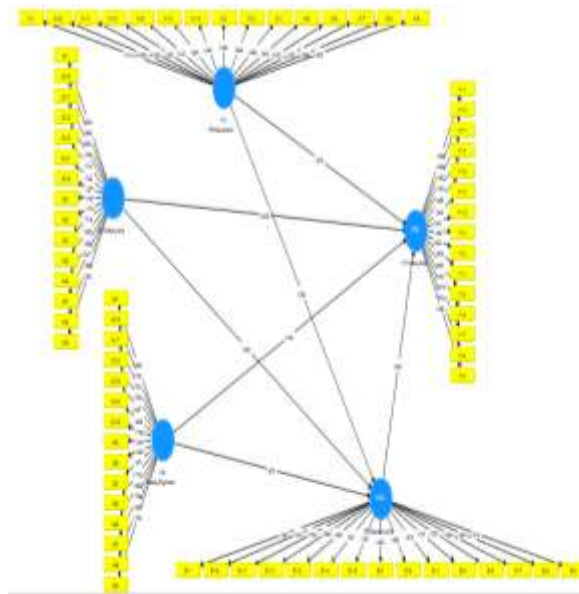
Figure 1. PLS Moderation

In the data analysis technique using Smart PLS there are three criteria to assess the Outer model, namely Convergent validity, Discriminant Validity and Composite Reliability. Convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between item scores/component scores estimated with PLS software. Individual reflexive measure is said to be high if it has a correlation of more than 0.50 with the measured variable.

4.1. Outer Model Evaluation Test

a. Convergent validity testing

Convergent validity testing uses the outer loading value. The outer loading test aims to see the correlation between the item or indicator score and the variable score. An indicator is considered reliable if it has a correlation value above 0.7, but in the development stage a correlation of 0.50 is still acceptable (Ghozali, 2013). The following is the value of the outer loading of each indicator on the research variable:

Table 1. Outer Loading

	(X1) Position Promotion	(X2) Work Discipline	(X3) Culture_ Organization	(Y) Work Performance	(Z) Job Satisfaction
X1.12	0.653				
X1.14	0.624				
X1.3	0.755				
X1.4	0.750				
X1.5	0.779				
X1.7	0.688				
X1.9	0.749				
X2.1		0.719			
X2.10		0.540			
X2.11		0.586			
X2.13		0.615			

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X2.14	0.730			
X2.15	0.739			
X2.2	0.820			
X2.3	0.764			
X2.4	0.699			
X2.5	0.877			
X2.8	0.655			
X3.1		0.729		
X3.10		0.745		
X3.11		0.783		
X3.12		0.749		
X3.13		0.736		
X3.14		0.744		
X3.15		0.768		
X3.2		0.786		
X3.4		0.525		
X3.5		0.580		
X3.6		0.630		
X3.7		0.754		
X3.8		0.826		
X3.9		0.708		
Y1.1			0.574	
Y1.10			0.763	
Y1.11			0.832	
Y1.12			0.859	
Y1.13			0.847	
Y1.14			0.721	
Y1.15			0.837	
Y1.2			0.701	
Y1.3			0.818	
Y1.4			0.621	
Y1.5			0.818	
Y1.6			0.888	
Y1.7			0.905	
Y1.8			0.717	
Y1.9			0.902	
Z1.1				0.703
Z1.10				0.829
Z1.11				0.810
Z1.12				0.786
Z1.13				0.831

Z1.14					0.794
Z1.15					0.799
Z1.2					0.781
Z1.3					0.727
Z1.4					0.671
Z1.5					0.624
Z1.6					0.631
Z1.7					0.711
Z1.8					0.771
Z1.9					0.817

Source: PLS data processing, 2022

Based on the data presented in table 1 above, it appears that there are several Outer loading values for this research variable< 0.7 but research in the early stages of developing a measurement scale, the loading factor value on a scale of 0.5-0.6 is still considered sufficient (Chin, 1998 in Ghozali and Latan 2015). So, it can be said that all statements in this research instrument are valid.
. Composite Reliability Test

Composite Reliability is the part that is used to test the reliability value of the indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value > 0.7. The following is the composite reliability value of each variable used in this study:

Table 2. Composite Reliability

	Composite Reliability
Job Promotion (X1)	0.897
Work Discipline (X2)	0.917
Organizational Culture (X3)	0.954
Work Achievement (Y)	0.974
Job satisfaction (Z)	0.974

Source: PLS data processing, 2022

Based on the data presented in table 2 above, it can be seen that the composite reliability value of all research variables is > 0.7. These results indicate that each variable has met composite reliability, so it can be concluded that all variables have a high level of reliability.
. Cronbach Alpha Test

The reliability test with composite reliability can be strengthened using the Cronbach alpha value. A variable can be declared reliable if the Cronbach alpha value > 0.7.

Table 3. Cronbach Alpha

	Cronbach's Alpha
Job Promotion (X1)	0.866
Work Discipline (X2)	0.900
Organizational Culture (X3)	0.948
Work Achievement (Y)	0.971
Job satisfaction (Z)	0.971

Source: PLS data processing, 2022

Based on the data presented above in table 3, it can be seen that the Cronbach alpha value of each research variable is > 0.7. Thus, these results can indicate that each research variable has

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met the requirements of the Cronbach alpha value, so it can be concluded that all variables have a high level of reliability.

Average Variant Extracted (AVE) Test

Each latent construct must have an AVE value > 0.5 to reflect a good measurement model. The AVE value for the variables in this study can be seen in the following table:

Table 4. Average Variant Extracted (AVE) Value

	Average Extracted Variance (AVE)
Job Promotion(X1)	0.529
Work Discipline(X2)	0.508
Organizational Culture (X3)	0.584
Work Achievement (Y)	0.719
Job satisfaction(Z)	0.714

Source: PLS data processing, 2022

Based on the data presented above in table 4, it can be seen that the Average Variant Extracted (AVE) value of each research variable is > 0.5. Thus, these results can indicate that each research variable has met the requirements of the Average Variant Extracted (AVE) value.

b. Colonierity Test

Collinearity testing is to prove whether the correlation between latent variables/constructs is strong or not. The value used to analyze it is by looking at the value of the Variance Inflation Factor (VIF) (Hair, et. al 2014; Garson, 2016). If the VIF value is > 5.00, it means that there is a collinearity problem, and conversely there is no collinearity problem if the VIF value is < 5.00.

Table 5. ValueColonierity

| Variable X1	VIF	Variable X2	VIF	Variable X3	VIF	Y . variable	VIF	Variable Z	VIF
X1.12	1,662	X2.1	3.064	X3.1	2,643	Y1.1	2,541	Z1.10	4,378
X1.14	1,615	X2.10	1,703	X3.10	2,762	Y1.10	4,543	Z1.11	4.038
X1.3	2,295	X2.11	1.42	X3.11	2.52	Y1.11	3,932	Z1.12	3,271
X1.4	3,124	X2.13	2,154	X3.12	2.77	Y1.12	4,875	Z1.13	3,588
X1.5	2.853	X2.14	3,278	X3.13	2.046	Y1.13	4,276	Z1.14	4,375
X1.7	1,528	X2.15	2.37	X3.14	2,707	Y1.14	2.52	Z1.15	4,567
X1.9	1,853	X2.2	4,893	X3.15	2,675	Y1.15	4,718	Z1.2	3,937
		X2.3	3,898	X3.2	3,527	Y1.2	3.118	Z1.3	4,125
		X2.4	2,616	X3.4	2.92	Y1.3	3,146	Z1.4	3,624
		X2.5	3,757	X3.5	3,245	Y1.4	1,662	Z1.5	2,774
		X2.8	2,323	X3.6	1,865	Y1.5	4,441	Z1.6	2,713
				X3.7	2,475	Y1.6	4.109	Z1.7	3,632
				X3.8	3,257	Y1.7	2,174	Z1.8	3,418
				X3.9	2,636	Y1.8	2,436	Z1.9	4.5
						Y1.9	3,462		
						Z1.1	3,862		

Source: PLS data processing, 2022

Based on the data presented above in table 5, it can be seen that the Colonierity value of each research variable is <0.5. Thus, these results can indicate that each research variable has met the requirements for the value of colony.

4.2.Inner Model Evaluation Test

The evaluation stage of the structural model (inner model) consists of testing the goodness of the model (model fit) and testing the hypothesis. The goodness of the model test is done by paying attention to the value of R-square (R2). The partial hypothesis test was carried out by taking into account the significant value of the relationship between variables (direct and indirect effects). The results of the bootstrapping process on the structural model can be seen in the following figure:
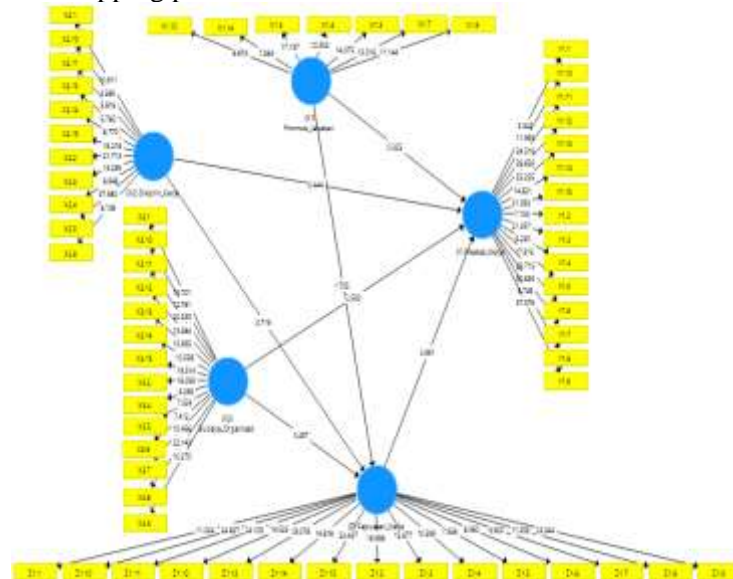
Figure 1. Bootstrapping Process Results
(Source: OutputSmartPLS, Ringle, et. al (2015)

a. R Square

The value of R-Square (R2) is used to determine the predictive power of the structural model in the SEM-PLS analysis. The criteria for R-square values that are close to 0.67 are considered strong, 0.33 as moderate, and 0.19 as weak (Chin & Wynne, 1999). R-square value in the following table:

Table 6. R-Square. Value

R Square

	R Square	Adjusted R Square
(Y) Achievement_Work	0.659	0.647
(Z) Job_Satisfaction	0.619	0.610

Source: PLS data processing, 2022

In the table above, the results of the influence of Position Promotion (X1), Work Discipline (X2) and Organizational Culture (X3) on Job Satisfaction (Z) are 0.610, meaning that the magnitude of the influence of Job Promotion (X1), Work Discipline (X2) and Culture Organization (X3) on Job Satisfaction (Z) is 61%. Then, the effect of Job Promotion (X1), Work Discipline (X2), Organizational Culture (X3) and Job Satisfaction (Z) on Job Performance (Y) is 0.647, meaning the magnitude of the influence of Position Promotion (X1), Work Discipline (X2), Organizational Culture (X3) and Job Satisfaction (Z) on Job Performance (Y) are 64.7%.

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Table 7. Value of Relationship Between Variables (Direct Effects)

Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (| O/STDEV |)	P Values
(X1) Job_Promotion -> (Y) Job_Achievement	-0.039	-0.027	0.118	0.325	**0.745**
(X1) Job_Promotion -> (Z) Job_Satisfaction	0.165	0.169	0.097	1,705	**0.089**
(X2) Work_Discipline -> (Y) Work_Achievements	0.071	0.049	0.160	0.444	**0.657**
(X2) Work_Discipline -> (Z) Job_Satisfaction	0.099	0.110	0.138	0.719	**0.472**
(X3) Organization_Culture -> (Y) Work_Achievements	0.445	0.459	0.178	2,500	**0.013**
(X3) Organization_Culture -> (Z) Job_Satisfaction	0.589	0.591	0.108	5,457	**0.000**
(Z) Job_Satisfaction -> (Y) Job_Achievement	0.386	0.382	0.129	2,991	**0.003**

Source: PLS data processing, 2022

Based on Table 7, the test of the Direct Effect above can be described as follows:
1) Position Promotion Variable (X1) againstJob Satisfaction (Z)has a p value of 0.089 > 0.05 with a t-statistic of 1.705 < t-table value of 1.993, which indicates that Job Promotion has an insignificant positive effect onJob Satisfaction (Ha1 Rejected)
2) Work Discipline Variable (X2) againstJob Satisfaction (Z)has a p value of 0.472 > 0.05 with a t-statistic of 0.719 < from the t-table value of 1.993, which indicates that Work Discipline has a positive and insignificant effect onJob Satisfaction (Ha2 Rejected)
3) Organizational Culture Variable (X3) againstJob Satisfaction (Z)has a p value of 0.000 <0.05 with a t-statistic of 5,457 > a t-table value of 1.993, which indicates that Organizational Culture has a significant positive effect onJob Satisfaction (Ha3 Accepted)

Table 8. Value of Relationship Between Variables (Indirect Effects)

Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (| O/STDEV |)	P Values
(X1) Position_Promotion -> (Z) Job_Satisfaction -> (Y) Job_Achievement	0.064	0.066	0.046	1,382	**0.168**
(X2) Work_Discipline -> (Z) Job_Satisfaction -> (Y)	0.038	0.044	0.058	0.659	**0.510**

Work_Achievement					
(X3) Organization_Culture -> (Z) Job_Satisfaction -> (Y) Work_Achievement	0.227	0.225	0.085	2,664	**0.008**

Source: PLS data processing, 2022

Based on Table 8, the test on the Indirect Effect above can be described as follows:

1) Job Satisfaction Variable (Z) moderates the effect of Job Promotion (X1) on Job Performance (Y)has a p value of 0.168 > 0.05 with a t-statistic of 1.382 < t-table value of 1.993, thenJob Satisfaction (Z) has a positive and insignificant effect in moderating Job Promotion on Work Performance (Page Rejected)

2) Job Satisfaction Variable (Z) moderates the effect ofWork Discipline(X2) on Work Performance (Y)has a p value of 0.510 > 0.05 with a t-statistic of 0.659 < t-table value of 1.993, thenJob Satisfaction (Z) has a positive and insignificant effect in moderating Work Discipline on Work Performance (Page Rejected)

3) Job Satisfaction Variable (Z) moderates the effect ofOrganizational culture(X3) on Work Performance (Y)has a p value of 0.008 < 0.05 with a t-statistic of 2.664 < t-table value of 1.993, thenJob Satisfaction (Z) has a positive and significant influence in moderatingOrganizational cultureon Work Performance (Ha10 Accepted)

5. CONCLUSIONS AND SUGGESTIONS
5.1. CONCLUSION

The findings of data analysis in the discussion and hypothesis testing, can be concluded as follows:

1. Promotion has a positive effectandnot significant toJob Satisfaction of Regional Revenue Agency (Bapenda) Employees of Riau Islands Province.
2. Work Discipline has a positive and insignificant effect onJob Satisfaction of Regional Revenue Agency (Bapenda) Employees of Riau Islands Province.
3. Organizational Culture has a positive and significant influence on Job Satisfaction of Regional Revenue Agency (Bapenda) Employees of Riau Islands Province.

5.2. SUGGESTION

1. Every employee has the right to receive a promotion which can be done by means of education and training, for example, to a higher level of education and specialization in education in accordance with their main duties and functions at the Regional Revenue Agency (Bapenda) of the Riau Islands Province and by non-training methods, for example, following a promotion to a higher position and getting an award. on their performance. This is useful for achieving goals at work.

2. Every employee is required to be disciplined at work, namely creating an orderly work environment, focusing on work goals, and making work a challenge so that the process of self-development and ability to work can be optimal. Leaders also need to provide periodic evaluations of the work of employees and create a positive and comfortable working atmosphere for employees so that cooperation between employees can be formed.

3. All forms of organizational culture or regulations provided by the agency so that they can be improved so that employees feel their needs are fulfilled so that the agency's goals and employee goals can be achieved in a balanced manner and employees can further improve their work performance.

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THE EFFECT OF JOB PROMOTION, WORK DISCIPLINE, ORGANIZATIONAL CULTURE ON WORK PERFORMANCE IN THE REGIONAL REVENUE AGENCY (BAPENDA) IN KEPRI PROVINCE THROUGH JOB SATISFACTION AS INTERVENING VARIABLE
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