

# THE EFFECT OF SATISFACTION, MOTIVATION AND WORK ETHIC ON THE PERFORMANCE OF PMI MALANG CITY EMPLOYEES

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## ABSTRACT

*This study aims to determine the effect of job satisfaction, work motivation and work ethic on employee performance in PMI Malang City. The research location is the Indonesian Red Cross Malang City which is located on Jl. Buring No. 10, Malang City for the blood transfusion unit (UTD) and on Jl. Buring No.19 Malang City for the PMI Malang City headquarters unit. This study used quantitative methods with a population of all PMI Malang City employees with a total of 120 people. The data collection method uses probability sampling with proportional random sampling, based on the Slovin formula, sample in this study was 55 respondents. Data analysis using Multiple Regression Analysis using the SPSS version 24 program. From the research conducted in June 2022, the results of the study were obtained which showed that: (1) There is no direct influence of job satisfaction on the performance of PMI Malang City employees; (2) There is no direct influence of work motivation on the performance of PMI Malang City employees; (3) There is a direct influence of work ethic on the performance of PMI Malang City employees; and (4) job satisfaction, work motivation and work ethic have a simultaneous influence on the performance of PMI Malang City employees*

**KEYWORDS:** Job Satisfaction, Job Motivation, Work Ethic and Employee Performance



## **Introduction**

The Indonesian Red Cross (PMI) is a non-governmental organization established by the government with the aim of assisting the government in the service of redheads. All have been contained in the Law of the Republic of Indonesia Number 1 of 2018 concerning Kepala merah. PMI's Human Resources (HR) is an important factor in PMI's humanitarian services. Employees needed at PMI are required to be fast and precise in providing humanitarian services to the community directly as a perpetrator of pmi services themselves. The faster and more accurate the service-an. That is given to the community, the better the overall quality of service and automatically customer satisfaction as an organizational goal can be achieved.

PMI Malang City in this case is fully aware that the good quality of human resources is the main capital of an organization in the process of development internally and externally, therefore improving the quality and capacity of human resources is a mandatory thing that must be improved. Its implementation is based on achievements in the efficiency and effectiveness of the work. How well, the work done and as far as ma-na, the result of a job that is in accordance with the objectives of the organization. Employee performance can be measured by looking at the suitability between program planning and implementation, cooperation in workgroups, understanding and ability of employees at work and evaluation in achieving employee achievements. PMI employees are required to always work productively with high enthusiasm so that in providing services to the community, they do not seem slow, lazy and only to abort obligations.

Based on pre-survey observations that have been carried out by the author, in reality there is a phenomenon about the performance of pega-wai in PMI Malang City which is still relatively not optimal. According to Mangkunegara (2017) employee performance can be measured by 4 things as follows: (1) Quali-tas.kerja; (2) Quantity.work; . (3) Performance of duties and (4) Responsibilities. Work quality is a benchmark of the level of efficiency and effectiveness of employees in carrying out their work. This is related to the actual conditions in PMI Malang City, it seems that some employees are still carrying out work perfunctorily. Indicators of task implementation for employees in PMI Malang City also seem to be very lacking. It can be seen that not all employees can be relied on in carrying out tu-gas in each of their parts as well as the ability of employees to innovate in work. During working hours at PMI Malang City, there was a gap between each section and seemed to work alone according to their respective parts, there were even some senior employees who did not know new employees from other parts due to the weak adaptation of employees in socializing in their work environment.

Employees who have not been able to provide their best performance can be caused by: (1) The low sense of satisfaction of an employee at work can also be caused by the non-implementation of a reward and punishment system that makes employees feel that they are not being paid attention to by the organization; (2) Low work motivation of employees, this can be seen from the fact that there are still many employees who often leave the office or

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their work for personal activities during working hours; and (3) . Low work ethic of employees at PMI Malang City. These three factors are estimated to be the factors that cause employees to not give their best performance to what is their duties and responsibilities. One of the problems that often occurs in employees is dissatisfaction with the work done, resulting in low employee performance. Job satisfaction can be related to the performance of the employee himself. This means that in order to maximize employee performance, a company / organization must be able to meet or even increase the level of job satisfaction of its employees (Putra, 2020: 50).

The second factor that has a spirit in employee performance is motivation, motivation is one of the factors that influence the performance of employees in the MALANG PMI environment. Creating human resources for PMI Malang City employees who have a good morale to always improve their competence and capacity is not an easy matter. Surely a person's motivation will go down when what is obtained does not match what is done or expected. According to Zlate and Cucui (2015) work motivation is the top priority for a leader in an organization in developing organizational strategy. According to Putra (2020:50) in an organization, employee motivation is needed to achieve organizational goals. With high employee work motivation, it is hoped that all individuals from un-sur employees are willing to work together and enthusiastically so as to create an effective work environment for even better performance. If the motivation of employees da-lam work is high, it is hoped that the kiner-ja of an organization can be maximized. Inversely, if employee motivation is low, it can be ascertained that employee performance will also not be optimal.

Another factor that affects employee performance is work ethic. Nurjaya (2021) proves that work ethic has a significant influence on employee performance and the two things are very closely related. The work ethic of every individual employee is needed in advancing an organization. because otherwise the organization will find it difficult to compete with other competitors and will eventually be hampered in achieving organizational goals. Employees with a high work ethic will certainly show their attitude and disposition and confidence in trying to complete a worker. The work ethic of PMI Malang City employees is seen from the hard work of employees in completing their work hours and outside of working hours / overtime. It can be seen that there are still some employees who do not take advantage of working hours maximally and tend to explore the working hours that have been established by doing activities that are not related to their workers. Some employees also have low perseverance, judging from the work that never ends because it is influenced by factors such as low discipline, godliness, responsibility and not showing a professional attitude at work.

Based on the facts that are part of the author's observations at PMI Malang City about the existence of several employees who still have performance, satisfaction, motivation and work ethic which are still not optimal. As well as the differences of opinion from several researchers as much as possible, so it is necessary to carry out re-research with different research objects. This research will discuss the "The Spirit of Satisfaction, Motivation and Work Ethic towards

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the Performance of Malang City PMI Employees" in order to examine whether there is a partial or simul-tan influence with the object of Malang City PMI employees.

### **Problem Formulation**

The formulation of the problems in this study is as follows: (1) Does job satisfaction affect the performance of pmi pega-wai Malang City? (2) Does work motivation affect the performance of PMI Malang City employees? (3) Does work ethic affect the performance of PMI Malang city employees? (4) Does satisfaction, motivation and work ethic have a simultaneous effect on the performance of PMI Malang City employees?

### **Research objectives**

The purpose of the study in this study is to test and obtain empirical evidence regarding: (1) The effect of work satisfaction on pega-wai performance at PMI Malang City. (2) The effect of work motivation on the performance of employees at PMI Malang City. (3) The influence of work ethic on the performance of employees at PMI Malang City. (4) The simultaneous effect of satisfaction, motivation and work ethic on performance. employees of PMI Malang City.

### **Literature Review**

In the face of global competition in the world of work, employee performance is a mandatory thing that must be improved in compiling organizational strategies. In understanding the employee's work itself, here are some explanations from how many reliable sources are related to employee performance. This research uses the theoretical basis of the opinion of Mangkunegara (2017: 67) performance is defined as the result of work in terms of quality and quantity that has been produced by employees in carrying out duties in accordance with the authority and responsibility given by the organi-sasi. So the conclusion that can be drawn in defining kiner-ja is the result of the work of an employee seen from the point of view of quality and quantity. Which is carried out within a certain time in accordance with the duties and responsibilities that have been received. Managing performance can mean managing all of an organization's resources that are focused on employee performance. The management of performance itself includes setting goals, selecting and placing employees, assessing performance, determining compensation, employee education and training as well as capacity building and management. Through the management system, an organization will design all HR functions, ranging from the recruitment system, employee selection, training and development of employee capacity, job description design, providing employee competencies and assessments, with the aim of improving employee work so that the goals of orga-nization can be met.

According to. Setiawan. dan Kartika (2014:1477) in measuring employee performance can use the following indicators: (1) Accuracy of internal employees. Escaping the burden of his duties in which there is management manages the time and accuracy of the pega-wai in completing his tasks. (2) The suitability of working hours is the ability of the pega-wai in carrying out company / organization regulations in terms of timely entry and return to the ker-ja and the

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number of attendance. (3) The level of employee attendance can be seen from the number of absenteeism of employees in the specified period of time. (4) Cooperation between employees shall demonstrate the ability of a *pega-wai* to be able to cooperate with other employees in completing their duties. Job satisfaction can be seen from the differences in each individual employee, according to the employee's own perception of his duties and responsibilities. That is, the level of job satisfaction in each employee is not *sa-ma*. If an employee in an organization has achieved work satisfaction, then the employee will feel comfortable so that his interest in the organization will increase. Job satisfaction is an employee's attitude towards their work by comparing the amount that employees should receive with the number of awards received by employees from the organization (Robbin, 2015).

The perception of individual employees towards the burden of duties and the results obtained, in addition to many other factors around the work environment that influence the attitude of individual *pega-wai* towards their field of work. According to Sunarta (2019) job satisfaction is not only about positive behaviors such as productive, discipline, initiative, discipline, obedient, innovative and helpful. But also the control of negative behaviors of *pega-wai*, such as corruption, theft, damage and other negative things with the aim of happiness, psychological misfortune and quality of life of employees. Employees whose level of work satisfaction is high will prefer their work to be less likely to get job satisfaction. Job satisfaction is very much intrigued by several factors that affect it. This is because of these supporting factors, employees are able to feel the satisfaction of work or not. If an organization can present a safe work environment, it can affect the feelings of the *pega-wai* in carrying out their duties. Good leadership communication techniques with employees also play a very important role in creating the satisfaction of an employee's work, this is related to the ability of communication in hearing, understanding and acknowledging opinions and appreciations of employee achievements in an organization.

According to Yuwono quoted by Spector.in Badriyah (2015: 241) where the technique of identifying job satisfaction can use the following indicators: (1) Wages, (2) Promotion, (3) Supervision, (4) Benefits, (5) Contingents rewards, (6) Operating procedures, (7) Co-workers, (8) Nature of work, (9) Communication. From several explanations regarding job satisfaction indicators, it can be concluded that if the employee job satisfaction indicators consist of the content of work (*oto-nomi*.work and clarity of work), .management (support, work environment, workplace environment, relationships.subordinate superiors and between employees), job promotion (opportunities and systems promotion), training and compensatory (salary and reward). In this case, an organization is able to give a clear picture of job satisfaction to its employees. Work motivation is a benchmark that can be used to see how long an employee can last in carrying out his work. Work *moti-vasi* is strengthened by the attitude of the employee in the face of the work situation in order to achieve the goals of the organization. In carrying out his *tu-gas* and responsibilities, an employee is required to carry

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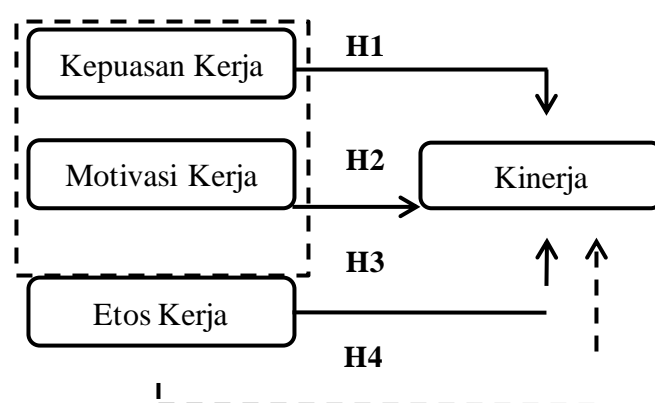
out the work earnestly and passionately. It is designed so that the work can be completed quickly, .precisely and with maximum results. Abraham Maslow according to Mangkunegara (2017:94) divides basic human needs into five levels, including: (1) Physiological care, (2) Needs of safe ra-sa, (3) Needs of belonging, (4) Needs.self-esteem, (5) Needs.actualizing.self. The indicators of work motivation according to Mangkunegara (2017) include: (1) Hard work, (2) Future orientation, (3) Efforts to advance, (4) Selected colleagues, (5) High level of ideals, (6) Task / goal orientation, (7) Perseverance, (8) Utilization of time

A person's work ethic is closely related to the character and personality of the employee in question. Work ethic is shaped by the influences, habits, cultures and values that a person believes in. In accordance with the opinion of Lie and Wijaya (2017) that work ethic is an understanding and belief in something in a menda-sar way so that it can affect life and make a principle of life. So that it can be concluded that in the work ethic itself contains passion and enthusiasm in carrying out tasks optimally or even the employee will try to achieve a work quality that is close to perfect. That is, there is a spirit from employees to perfect the results of their work and avoid the potential risk of damage so that the details of their work are prioritized to minimize or even eliminate errors or damage. The work ethic also draws the attitudes of employees from the evaluative aspects possessed by individual employees from the assessment.activities of ker-ja. Setiawan (2018) describes the in-dicator of work ethic as follows: (1) Full of responsibility, (2) High morale, (3) Disciplined, (4) Diligent and serious, (5) Maintaining mar-tabat and honor.

## Research Model

The framework of the research concept can be described as follows:

Figure 1. Research Concept Framework



## Research Hypothesis

Hypotheses based on the results of the theory.and.concept framework that have been previously outlined, then several hypotheses can be compiled as follows:

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H1: Job satisfaction has a positive and significant effect on employee performance at PMI Malang City.

H2: Work motivation has a positive and significant effect on employee performance at PMI Malang City.

H3: Work ethic has a positive and significant effect on employee performance at PMI Malang City.

H4: Satisfaction, motivation and work ethic simultaneously have a significant impact on the work of employees at PMI Malang City.

### Method

This research falls into the category of causal associative research, which is to ask about the relationship between two or more variables using a quantitative approach. This study will later explain the relationship affects and influenced from the variables-variables that will be studied, namely job satisfaction (X1), work motivation (X2) and work ethic (X3) to the dependent variable performance employee (Y). This research uses a quantitative approach because the data to be used in analyzing the inter-variables are expressed by numbers.

This research was carried out at PMI Malang City, Jl. Buring No. 10 and 19 Malang City with the implementation time in May 2022. With the population of these researchers, they are employees of PMI Malang City with a total of 120 people. This study used a method of retrieving probability sampling data with proportional random sampling. Probability sampling is a technique sampling by providing opportunities for all members of the population to become samples. Meanwhile, proportional random sampling is random sampling of a population regardless of its strata, Sugiyono (2017). So that the number of respondents who will be used in this research is 55 people, with a sample distribution of 14 employees from the Headquarters unit and 41 employees from UTD. The data collection method used in this study was to use a questionnaire or questionnaire. Sugiyono (2017: 142) questionnaire itself is a method of collecting data that is done by giving a set of questions or written statements to respondents to answer. In this study, researchers used a closed questionnaire type, so respondents only had to give a sign or tick (✓) on one of the answers that were considered appropriate.

Likert scale as a measure of attitudes, opinions and perceptions of a person or group of people related to social phenomena. According to Sugiyono (2014:58) the likert scale used is a minimum score of 1 to a maximum score of 4, so that a definite answer is obtained from the response-den. The answer will appear to tend to agree or disagree, so it is hoped that the results will be more relevant to the actual situation.

### Result

PMI Malang City consists of 2 units located on Jl. Buring No. 10 Malang City for the Blood Transfusion Unit (UTD) with a total of 89 employees and 31 employees from the Ya-ng

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Headquarters Unit located on Jl. Buring No. 19 Malang City. For administrative hours starting from 07.00 – 14.00 WIB for Monday to Thursday, 07.00 – 11.00 WIB specifically for Friday and 07.00 – 12.30 WIB for Saturday. Se-dangkan for the blood service department and picket officers are valid for 3 shifts within 24 hours, with a division of shift 1 at 07.00 – 14.00 WIB, shift 2 at 14.00 – 20.00 WIB and for shift 3 from 20.00 – 07.00 WIB. For employees who are scheduled in shift 3 have more operating hours than shift 1 or shift 2, so there is a policy from the management of PMI Malang City for officers who are scheduled in shift 3 have the right to get additional extra fooding.

Based on the results of the distribution of questionnaires that have been distributed to all pmi employees in Malang City, in this study there were 55 respondents and have provided some information about the situation of the respondents as ob-jek of this study, including: gender classification, age, length of work and the respondent's last education. Primary data is dio-leh.through distributing questionnaires in the form of Google Forms with the link: <https://bit.ly/AngketPMI> to all PMI Malang City Employees

**Table 1 Gender Characteristics**

Gender	Number	Percentage
Male	32	58,18%
Female	23	41,82%

Respondents with the most male sex filled out this study questionnaire with a percentage of 58.18% of the total respondents totaling 55 people and 41.82% of respondents from PMI Malang City employees with female sex. The number of respondents is relatively almost the same between men and women, claiming male employees are needed in services, ambulance pickets and disasters to ma-lam shifts, considering that there is a policy from the management of pmi Ma-lang City for employees who are gassed shifts malang only for pe - gadgets with male gender. Meanwhile, female employees are dominated by the administrative and financial departments and the blood la-boratorium section in the Transfu-si Darah Unit (UTD) which requires a high level of accuracy.

**Table 2 Age Characteristics**

Age	Number	Percentage
20 – 30 Years	14	25,46%
31 – 40 Years	31	56,36%
41 – 50 Years	7	12,73%
> 50 Years	3	5,45%

Judging from the table above, based on the age of response-den with an age range of 31 to 40 years dominates the pene-litian with a percentage of 56.36% of the total number of responses-den of 55 people, while the second place with a percentage of 25.46% aged 20 to 30 years, followed by 12.73% for the age range of 41 to 50 years and only 5.45% with an age range over 50 years. The data above shows an illustration that the average age of employees at PMI Malang City is in an adult and productive age. Employees with an age spanning between



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31 to 40 years are considered competent and able to be responsible for the work that is their duty and authority.

Table 3 Characteristics of Length of Work Length of Work Percentage Amount

Length of Work	Percentage	Amount
<b>1 – 5 Years</b>	15	27,27%
<b>6 – 10 Years</b>	17	30,91%
<b>11 – 15 Years</b>	13	23,64%
<b>16 – 20 Years</b>	7	12,73%
<b>&gt; 20 Years</b>	3	5,45%

From the data of table 3 above, it shows that the span of length of work at PMI Malang City from 55 respondents varies greatly. Seen from the table above, 27.27% of respondents with a length of work of 1 to 5 years, 30.91% with a length of work of 6-10 years, 23.64% in the range of 11-15 years, 12.73% stretched from 16–20 years and 5.45% in the working period span of more than 20 years at PMI Malang City. The period of work is very influential in developing enthusiasm and maximizing the potential that exists in the employee concerned to be able to carry out their duties and responsibilities better. The lower percentage of employees working in PMI Malang City will certainly cause assumptions about the low loyalty of employees in the work environment of PMI Malang City itself.

Table 4 Characteristics of Final Education

Last Education	Percentage Amount	Last Education
<b>SMA</b>	12	21,82%
<b>Diploma</b>	25	45,45%
<b>Undergraduate</b>	17	30,91%
<b>Magister</b>	1	1,82%

The table above shows that respondents with a Diploma education level are the most respondents reaching 45.45% among other educators out of a total number of 55 respondents. It is predicted that the distribution of job position holders in PMI Malang City is highest in the Blood Transfusion Unit (UTD) rather than the PMI Headquarters Unit with 41 and 14 employees, so that the educational qualifications needed at UTD PMI Malang City are education equivalent to Diplomas in the field of Keperawatan, Blood Transfusion Engineering Education (PTTD) and Blood Bank Technology (TBD).

The phenomenon that occurs from data on the age, length of work and the last education of employees in the work environment of PMI Malang City makes researchers assume that employees have been recorded as devices for PMI Malang City after graduating from high school / equivalent. However, in 2018, PMI Malang City obtained certification on How to Make Good Drugs (CPOB) from the Food and Drug Supervisory Agency (BPOM) in terms of blood processing. The consequences that must be fulfilled by pmi Malang City on employees are to jibkan pmi malang city employees who are involved in blood processing and laboratories to have the last education of diploma 3 mini-mall which is linear with their duties and responsibilities.

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## Descriptive Analysis of Variables

The description of the research variables was carried out in order to determine the description of respondents' perceptions related to the statements submitted in the questionnaire about satisfaction, motivation, work ethic and employee performance at PMI Malang City. Descriptive analysis is the average value of respondents' answers categorized by class intervals. Da-lam this study used a class interval of 0.75, so it can be categorized as follows :

**Table 5 Categories of Average Respondents' Answers**

Category Interval	Category Interval
3,25 – 4,00	Excellent/Very High
2,50 – 3,25	Good/High
1,75 – 2,50	Not good/Low
1,00 – 1,75	Very bad/Very Low

**Table 6 Descriptive Analysis of Indicators of Job Satisfaction Variables**

Category Average	Value Indicator	Category Average
<b>Job content</b>	2,63	Baik/Tinggi
<b>Management</b>	2,87	Baik/Tinggi
<b>Working environment</b>	2,88	Baik/Tinggi
<b>Job promotion</b>	2,77	Baik/Tinggi
<b>Compensation</b>	2,92	Baik/Tinggi
<b>Job training</b>	2,90	Baik/Tinggi

Table 6 shows the results of a descriptive analysis of respondents on employee job satisfaction variables, there are 6 indicators, including: job content, management, work environment, job promotion, compensation and job training. According to the perception of the average pmi employee in Malang City, it is stated that each of the indicators has a good / high category. From the data obtained by researchers in this study, there was a high percentage of 50.9% of the response-den which stated the dissatisfaction of Ma-lang City PMI employees towards the current ker-ja promotion system (X1.12) and 47.27% stated that they were dissatisfied with income based on employee work performance in the work environment of PMI Malang City (X1.2). While 2 indi-kator falls into the category of not good/low, the terse-but indicator is a statement of not being able to complete the amount of work as stipulated by the company (X1.2) and very ja-rang taking permission (X1.12). Phenomenon related to 2 indicators of bad / low category in the Malang City PMI environment, the researcher concluded that if not all employees in the Malang City PMI work environment have guidelines / job discription in working. This makes it difficult for employees to define the work target itself, thus affecting the results of the X1.2.

**Tabel 7 Descriptive analysis of work motivation**

Category	Average	Indicator
<b>Physical needs</b>	2,55	Good/High
<b>The need for a sense of security</b>	2,89	Good/High
<b>Social needs</b>	2,94	Good/High
<b>The need for rewards</b>	2,73	Good/High

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<b>Need to achieve goal</b>	2,69	Baik/Tinggi
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Responses from respondents about work motivation variables showed that the work motivation of PMI Malang City employees was in a good/high category. It can be concluded that PMI Malang City employees have good work motivation with a percentage of 60% to 84%, which is indicated by the highest percentage of 84% of respondents who feel satisfied after carrying out the duties that are their responsibility and authority (X2.7). In addition, PMI Malang City employees also have a good work hu-bungan with colleagues (X2.4) and feel safe and comfortable in the work environment of PMI Malang City. This can be seen from the daily life of PMI Malang City employees who are able to cooperate between several parts in achieving organizational goals. In addition, there were also a number of respondents' answers that stated that they disagreed and strongly disagreed, such as in the statement that the salary given had been able to meet the needs of life (X2.1) by 40% and 32.73% who said that the boss gave praise that Ji-ka could complete the task te-pat time (X2.6). From terse-but data, researchers conclude that the salary of PMI Malang City employees is still not enough to meet the needs of employees in big cities such as Malang City and considering that the number of employees in UTD is 89 people with a division of 4 sections, logically 1 section head is in charge of 22 to 23 employees. With such a comparison, the process of monitoring and evaluating employees is difficult, so that the leadership does not give praise to the employees one by one.

**Table 8 Descriptive Analysis of Work Ethic Variable Indicators**

<b>Category</b>	<b>Average</b>	<b>Indicator</b>
<b>Full of Responsibility</b>	3,21	Good/High
<b>High morale</b>	3,13	Good/High
<b>Disciplined</b>	3,10	Good/High
<b>Diligent and serious</b>	3,18	Good/High
<b>Maintain dignity and honor</b>	3,13	Good/High

In this study, the variables of work ethic were determined by five indicators, including: full of responsibility (X3.1), high morale (X3.4), plinth-sided (X3.5), diligent and serious (X3.7) and maintaining dignity and honor (X3.8). Table 5.12 shows that the average value of the indicators constituting the work ethic variable was 75.76% who agreed and 19.80% said they strongly agreed while 4.24% said they did not agree and 0% who expressed disagreement. This proves that the work ethic of the response-den is in good shape.

**Table 9 Descriptive Analysis of Employee Performance Variable Indicators**

<b>Category</b>	<b>Average</b>	<b>Indicator</b>
<b>Accuracy of task completion</b>	3,12	Good/High
<b>Fit of working hours</b>	3,06	Good/High
<b>Attendance rate</b>	3,00	Good/High
<b>Cooperation between employees</b>	3,13	Good/High

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From the data from the des-cryptive analysis of respondents' perceptions of the performance of PMI Malang City employees according to the table data above, there are 4 indicators that reflect the performance of Malang City PMI employees, including: the accuracy of completing tasks, the suitability of working hours, the level of attendance and cooperation between employees. The average device of PMI Malang City agrees that the quality of work is good / high or the employees of PMI Malang City are able to complete work appropriately, in accordance with working hours and high attendance rates as well as good cooperation between employees. The per-centase value was obtained as follows: 8% of respondents expressed strong agreement, 70% of respondents agreed, 19% of respondents expressed disapproval and 3% expressed strong disapproval.

### Partial Hypothesis Test (t Test)

**Table 10 Partial Test Results (t)**

Variabel	t hitung	Sig.	Kesimpulan
Kepuasan kerja	1.429	0.159	Tidak terdapat pengaruh
Motivasi kerja	0.653	0.517	Tidak terdapat pengaruh
Etos kerja	5.620	0.000	Terdapat pengaruh

First Hypothesis Testing (H1) is rejected which means there is no effect of X1 on Y.

Second Hypothesis Testing (H2) is rejected which means there is no effect of X2 on Y.

Third Hypothesis Testing (H3) is accepted which means there is an influence of X3 on Y.

### Simultaneous Hypothesis Test (F Test)

**Table 11 Simultaneous Test Results (F)**

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	122,927	2	61,463	17.280	,000 <sup>b</sup>
Residual	98,971	51	2,749		
Total	221,897	54			

Table 11 above shows the significance value for the simultaneous influence of X1, X2 and X3 on Y is  $0.000 < 0.05$  and the calculated F value is  $17.280 > F$  of table 2.7826 so it can be concluded that H4 is acceptable which means there is a simultaneous influence of X1, X2 and X3 on Y.

### Coefficient of Determination Delta Test (R2)

**Table 12 Coefficient of Determination (R2) Test Results**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

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1	,710 <sup>a</sup>	,504	,475	2,66241
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Based on the above output, the R Square value is 0.504. This means that the simultaneous influence of variables X1, X2 and X3 on variable Y is 50.4%.

### Discussion

Based on the results of statistical tests in this study, there are several statements that answer the problem, including:

The results of the data analysis test stated that the job satisfaction variable (X1) did not have a significant effect on the performance of (Y) employees in the Malang City PMI environment. An interesting fact was obtained by researchers with the object of employee research in the work environment of PMI Malang City, where income did not have a significant effect on performance. This is based on the fact that PMI is a social humanitarian organization that indirectly makes employees in the work environment of PMI Malang City prioritize services with high *loya-litas* in serving consumers / service users. *Begi-tu* also with a promotion system, considering that the career path of PMI Malang City employees only has 2 levels of structural positions, namely: section head (9 seats) and unit head (2 seats) with a comparison of 120 PMI Malang City employees as a whole.

The results of the hypothesis analysis test explained that work motivation (X2) had no significant effect on the performance of (Y) pmi employees in Malang City. The fact that researchers have questioned in supporting this research *ha-sil* is that the management of PMI Malang City has not been optimal in rapping the reward and punishment system in coaching employees in the work environment of PMI Malang City.

The results of the hypothesis analysis test determined that work ethic (X3) had a significant effect on the performance of (Y) PMI malang employees. This is obtained from a significance value that is smaller than  $\alpha$  (0.05) which is 0.000. This means that there is an influence between the work ethic of employees on the *kiner-ja* of PMI Malang City employees in which there are *tang-responsibilities* and carrying out work with full honesty. This supports previous research by Suriansyah (2015), Ikhsan Abd. Wahid (2019) and Wenty Fibrianti and Lela Nurlaela W. (2020) who stated that work ethic has a positive and significant effect on employee performance.

The results of this study show that the variables of job satisfaction (X1), work motivation (X2) and work ethic (X3) simultaneously have a significant influence on job satisfaction (Y) of PMI employees in Malang City. The performance of the *pega-wai* can be influenced by three basic things, namely: work satisfaction, work motivation and work ethic. An employee who has a high work ethic will certainly describe a high morale, as well as high motivation and job satisfaction will tend to make employee performance even better.

## Conclusion

Based on the results of the study, several conclusions can be obtained as follows: (1) Prove that job satisfaction (X1) does not have a significant effect on the performance of (Y) PMI Malang City employees. (2) Prove that work motivation (X2) does not have a significant impact on the performance of (Y) PMI Malang City employees. (3) Prove that work ethic (X3) has a significant effect on the work (Y) of PMI Malang City employees. (4) Prove that job satisfaction (X1), work motivation (X2) and work ethic (X3) have a significant effect on the performance of PMI Malang City employees.

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