

FACTORS THAT AFFECT PERFORMANCE BY USING WORK MOTIVATION AS INTERVENING

(Sawahlunto City Regional Financial and Asset Management Agency)

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ABSTRACT: The survey conducted turned out to be the low performance of BPKAD employees in Sawahlunto City. This is certainly influenced by several factors, including work environment, work discipline and work motivation. This research aims to look at the influence of: a) The influence of the work environment, work discipline on employee work motivation. b). The influence of work motivation, work environment and work discipline on employee performance. c). The influence of the work environment and work discipline on the performance of BPKAD employees in Sawahlunto City with work motivation as intervening. The population and samples in this study were all employees of BPKAD Sawahlunto City as many as 81 people. The technique of determining the number of samples using total sampling. Data analysis techniques use path analysis.

The results of this study showed that the work environment and work discipline had a significant effect on the work motivation of BPKAD employees in Sawahlunto City. In addition, the work environment, work discipline and motivation also have a significant effect on the performance of BPKAD employees in Sawahlunto City. The advice that can be submitted in this study is so that BPKAD Sawahlunto City can pay attention to the comfort of employees at work, because this is seen from the survey results and the results of respondents' responses to the work environment, still showing poor results.

Employee discipline should be prioritized and improved, so as to increase work motivation which has an impact on improving employee performance in carrying out tasks. Awarding awards to employees in the form of promotion of positions can increase work motivation, so that it has a direct impact on employee performance.

Keywords: Work Environment, Work Discipline, Motivation, Performance

1. INTRODUCTION

The low performance of BPKAD employees in Sawahlunto City is certainly influenced by several factors. These factors that are suspected to affect the low performance of BPKAD employees in Sawahlunto City in this study are work environment, work discipline and work motivation. The work environment has a considerable contribution in improving performance. The work environment leads to several aspects including management, organizational structure, and job description, freedom, a satisfactory physical environment, such as the availability of places of worship, rooms that are comfortable enough to work, good ventilation, security, appropriate working hours and clear tasks.

The performance of employees in carrying out work is also influenced by work discipline because disciplinary factors play a very important role in the implementation of the daily duties of employees (Sedarmayanti, 2013). As stated by Hasibuan (2013: 193), defining discipline is the awareness and willingness of a person to obey all applicable company rules and social norms.

In addition to the work environment and work discipline, work motivation plays a role in influencing employee performance. Motivation is a component that plays an important role in realizing quality human resources. The need for high performance is an impulse that arises in a person to strive to achieve predetermined targets, work hard to achieve success and have the possibility to do things better than before.

Based on this hypothesis in this study is: (1) Work environment has a significant effect on employee work motivation (2) Work discipline has a significant effect on employee work motivation (3) Motivation has a significant effect on employee performance (4) Work environment has a significant effect on employee performance (5) Work discipline has a significant effect on employee performance (6) Work environment has a significant effect on employee performance with Motivation Work as intervening variables. (7) Work discipline has a significant effect on employee performance with work motivation as an intervening variable. Then the population in this study is all employees of BPKAD Sawahlunto City as many as 81 people and Data Processing Using Path Analysis

2. RESULTS OF RESEARCH AND DISCUSSION

Results of Research

Path analysis can be used to determine direct or indirect relationships. Model I is obtained in table 1 of this condensation:

Table 1. Regression of X_1 and X_2 's Effect on Y and R^2

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	38,334	11,964		3,204	0,003
	Work Environment (X_1)	0,232	0,194	0,187	1,198	0,038
	Work Discipline (X_2)	0,133	0,199	0,105	0,670	0,507
	$R^2 = 0,046$					

a. Dependent Variable: Motivation

Based on the table above, it is obtained that the Work Environment has a significant effect on Motivation while The Discipline of Work has no significant effect on motivation. Furthermore, the value of R^2 (R Square) is 0.046 which means that the contribution of variables X_1 and X_2 to Y is 4.6 % and the remaining 95.4 % is a contribution of other variables that were not included in the study. And from the value R^2 (R Square), obtained $e1$ by means of $e1 = \sqrt{1 - 0.046} = 0.977$. Based on the above results, structural equations are obtained, namely:

$$Y = 0,187.X_1 + 0,105.X_2 + 0,977$$

From the above data processing, a Model I Path Diagram can be obtained, as follows:

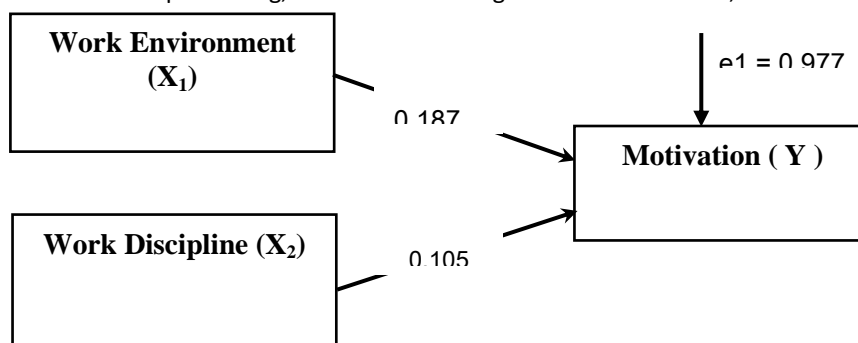


Figure 1. Model I – Path Analysis

Furthermore, Model II with the aim of knowing the presence or absence of the influence of free variables (Work Environment and Work Discipline) and intervening variables (motivation) against bound variables

(performance). Can be seen in Table 2 below:

Table 2. Regression of X_1 , X_2 , Y's Influence on Z

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-17.163	14.172		-1.211	0.233
	Work Environment (X_1)	0.253	0.208	0.165	1.214	0.232
	Work Discipline (X_2)	0.565	0.211	0.358	2.679	0.011
	Motivation (Y)	0.519	0.169	0.419	3.076	0.004
	$R^2 = 0.328$					

a. Dependent Variable: Performance

Based on the table above it is obtained that the work environment has no significant effect on performance. While work discipline and motivation are significantly fulfilled performance. As well as for the value of R^2 (R Square) ummary is 0.328 which means that the contribution of variables X_1 , X_2 and Y to Z is 32.8 % and the remaining 67.2 % is a contribution of other variables that are not included in the study. And from the value R^2 (R Square), obtained $e2 = \sqrt{1 - 0.328} = 0.810$.

Based on the above results, structural equations are obtained, namely:

$$Z = 0.165 X_1 + 0.358 X_2 + 0.419Y + 0.810$$

From the data processing above, a Model II Path Diagram can be obtained, as follows:

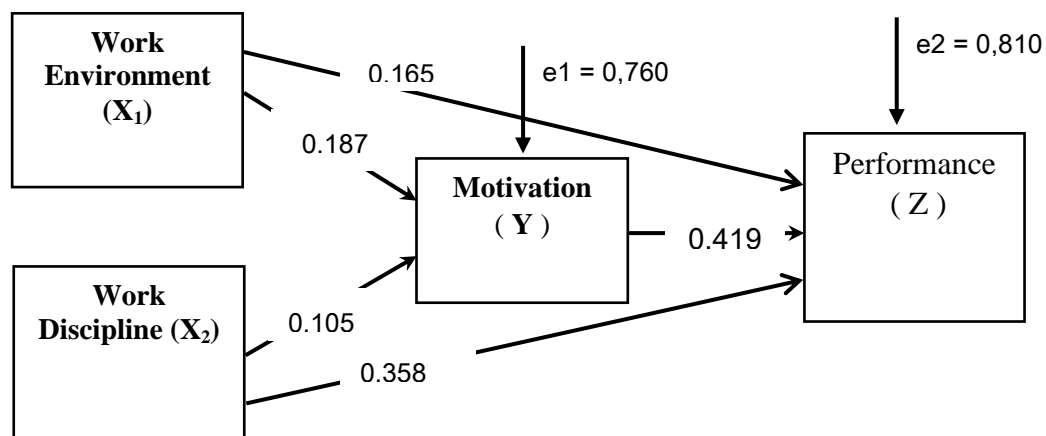


Figure 2. Model II – Path Analysis

Hypothesis Test Results

From two models of path analysis, the author obtained an analysis of the results of hypotheses for this study, namely:

1. Analysis of the influence of the work environment (X_1) on motivation (Y); From the analysis of the above variables, the value of the working environment variable (X_1) = 0.038 < 0.05 is obtained. This means that the work environment has a significant effect on motivation.
2. Analysis of the influence of work discipline (X_2) on motivation (Y). From the analysis of the above variables, the value of the working discipline variable (X_2) = 0.507 > 0.05. This means that work discipline has no significant effect on motivation.
3. Analysis of the influence of motivational variables (Y) on performance (Z). From the analysis of the above variables, the value for the motivation variable (Y) = 0.004 < 0.05. This means that motivation has a significant effect on performance.

4. Analysis of the influence of the Work Environment (X_1) on performance (Z). From the analysis of the above variables, the working environment variable value (X_1) is obtained = $0.232 > 0.05$. This means that the Work Environment has no significant effect on performance.
5. Analysis of the influence of the Variable Discipline (X_2) on performance (Z). From the analysis of the above variables, the value of the Work Discipline variable (X_2) = $0.011 < 0.05$. This means that work discipline has a significant effect on performance.
6. Analysis of the influence of the Work Environment (X_1) through motivation (Y) on performance (Z). From the analysis of the above variables obtained the direct influence exerted by the Working Environment variable (X_1) on performance (Z) of 0.165. While the indirect influence given by X_1 through Y to Z is the multiplication between the beta value of X_1 to Y and the beta value of Y to Z which is = $0.187 \times 0.419 = 0.078$. Then the total effect that the Working Environment (X_1) exerts on performance (Z) is = $0.165 + 0.078 = 0.243$. Based on the results of this count, it is known that the value of direct influence is 0.165 and the indirect influence value is 0.243, which means that the value of indirect influence is greater than the value of direct influence. These results show that indirectly the Work Environment (X_1) through motivation (Y) has a significant influence on performance (Z).
7. Analysis of the influence of Work Discipline (X_2) through motivation (Y) on performance (Z). From the analysis of the above variables obtained the direct influence exerted by the working discipline variable (X_2) on performance (Z) of 0.358. While the indirect influence given by X_2 through Y on Z is the multiplication between the beta value of X_2 to Y and the beta value of Y to Z which is = $0.105 \times 0.419 = 0.044$. Then the total effect given by the company (X_2) on performance (Z) is = $0.105 + 0.044 = 0.149$. Based on the results of this count, it is known that the value of direct influence is 0.358 and the value of indirect influence is 0.044, which means that the value of indirect influence is smaller than the value of direct influence. These results show that indirectly work discipline (X_2) through motivation (Y) has an insignificant influence on performance (Z).

Coefficient of Determination (R^2)

To find out the magnitude of the determination coefficient value (R^2) is indicated by the value of R Square, which can be seen in table 3 Results R Square Z (Performance), previously. From table 3, the determination coefficient value (R Square) is obtained of 0.328 (the value of 0.328 is an invalidation of the correlation coefficient or R, which is $0.572 \times 0.572 = 0.328$), where the amount of the determination coefficient (R^2) is 0.328 equals 32.8 %. This means that work environment, work discipline and motivation affect performance by 32.8%. The rest ($100\% - 32.8\% = 67.2\%$), is influenced by other variables outside of this regression model. The magnitude of the influence of these other variables is often referred to as error (e).

Table 3. R^2 Z Results (Performance)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,572 ^a	0,328	0,275	4,48817

a. Predictors: (Constant), Motivation, Work Discipline, Work Environment

b. Dependent Variable: Performance

Direct and Indirect Influence Test

In addition to using independent variables (X) more than one variable, the study also used intervening variables. Intervening variables are intermediate variables (mediation), their function is to mediate the relationship between independent variables and dependent variables. To test the influence of intervening variables used path analysis methods (path analysis). Path analysis is an extension of regression analysis to estimate causality relationships between predefined variables based on theory (Ghozali, 2011).

Here is an analysis of pathways to examine the relationship between the length of the Work Environment and The Work Discipline to performance and whether the relationship of the Work Environment and Work Discipline to performance is mediated by motivation with the figure as below:

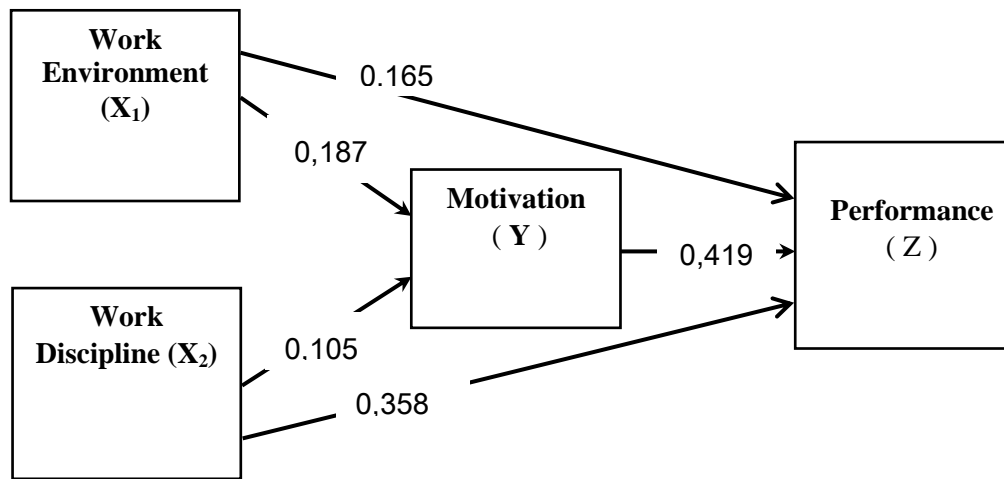


Figure III. Path Analysis Model

Based on the figures, the path model proposes a relationship based on the theory that the Work Environment has a direct relationship with performance. Based on the figures, the path model proposes relationships based on the theory that work discipline has a direct relationship with performance. However, the work environment and work discipline also have an indirect relationship to performance, namely from the work environment, as well as from the work environment to new motivations and then to performance.

Simultaneous Hypothesis Testing (Test F)

The feasibility test of this model is tested with the Test F method, the results of this F test determine the feasibility of a research model.

Table 4. Test Results F

ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	372,945	3	124,315	6,171	,002 ^b
	Residual	765,460	38	20,144		
	Total	1138,405	41			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation, Work Discipline, Work Environment

It can be seen from table 3 obtained an Fhitung value of 6,171. Furthermore, the result will be compared with the Ftable value. The search for Ftable is df (k; n-k). The value k = the number of free variables = 3, and n = respondent = 81. Then df (k; n-k) = df (3; 81-3) = df (3;39) = 2.85. So $F_{\text{hicalcation}} = 6,171 > F_{\text{tabel}} = 2.85$. Then it can be concluded that free variables (work environment, work discipline and motivation) simultaneously affect performance (bound variables).

Partial Hypothesis Testing (Test t)

The t test is intended to determine how far the influence of one independent variable (work environment, work discipline, and motivation) individually in describing dependent variables (performance). The results of the t test in this study can be seen in Table 1 and Table 2.

Based on the results of the t test, the following proof can be done:

1. Influence of the Work Environment on Motivation. Partial influence between the work environment on motivation amounted to 1.198 with sign. $0.038 < \alpha = 0.05$. Sign value. smaller than $\alpha = 0.05$, indicating the acceptance of a hypothesis that states the work environment has a positive and significant effect on motivation, meaning that the higher the influence of the work environment, it will affect the motivation of BPKAD Employees in Sawahlunto City.

2. The Effect of Work Discipline on Motivation. Partial influence between work discipline on motivation 0.670 with sign. $0.507 > \alpha = 0.05$. Sign value. Which is greater than $\alpha = 0.05$, indicating the rejection of the hypothesis that states work discipline has a positive and significant effect on motivation, meaning that the higher the influence of work discipline, it has no effect on the motivation of BPKAD Employees of Sawahlunto City.
3. Influence of the Work Environment on Performance Partial influence between the Work Environment on performance of 1.214 with sign. $0.232 > \alpha = 0.05$. Sign value. The large number of $\alpha = 0.05$, shows the rejection of the hypothesis that states the work environment has a positive and significant effect on performance, meaning that the higher the influence of the work environment, it will not affect the performance of BPKAD employees in Sawahlunto City.
4. The partial influence of work discipline on performance is 2.679 with signs. $0.011 < \alpha = 0.05$. Sign value. Which is smaller than $\alpha = 0.05$, indicating the acceptance of a hypothesis that states that work discipline has a positive and significant effect on performance, meaning that the higher the influence of work discipline, it will affect the performance of BPKAD employees in Sawahlunto City.
5. The influence of motivation on performance is partial between motivation to performance of 3.076 and sign. $0.04 < \alpha = 0.05$. Sign value. smaller than $\alpha = 0.05$, indicating the acceptance of a hypothesis that states motivation has a positive and significant effect on performance, meaning that the higher the influence of motivation will affect the performance of BPKAD employees in Sawahlunto City.

3. Discussion

The conclusion of this study is: 1. the work environment has a significant effect on employee motivation. 2. Work discipline has no significant effect on employee motivation. 3. Motivation has a significant effect on employee performance. 4. The work environment has no significant effect on the performance of BPKAD employees in Sawahlunto City. 5. Work discipline has a significant effect on the performance of BPKAD employees in Sawahlunto City. 6. Indirectly the work environment (X1) through motivation (Y) has a significant influence on employee performance. 7. Indirectly work discipline through motivation has an insignificant influence on the performance of BPKAD employees in Sawahlunto City.

4. SUGGESTION

This research advice is:

For the Work Environment, it is recommended to the agency in this case BPKAD Sawahlunto City so that it can pay attention to the comfort of employees in working, because this is seen from the survey results and the results of respondents' responses to the work environment, still showing poor results. So it is feared that later there will be a decrease in employee performance that will result in the performance of the agency;

The author suggests that facilities and infrastructure, especially in the operation of BPKAD Sawahlunto City, can be paid more attention to, in order to increase employee motivation in the implementation of their duties and obligations as public servants; The author suggests that employee discipline should be prioritized and improved, so as to increase work motivation which has an impact on improving employee performance in carrying out tasks;

Awarding awards to employees in the form of promotion of positions can increase work motivation, so that it has a direct impact on employee performance; The author suggests that agencies should provide additional budgets in the form of Operational Honors of Non-Tax State Revenue Work Units, in order to increase the motivation of bpkad employees in Sawahlunto City; For motivation, it is also recommended that relevant agencies generally and especially BPKAD Sawahlunto City to provide or organize Routine Activities such as Mental Revolution Activities in agencies.

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