

Effect Of Work Motivation On The Performance Of Procurement Service Unit Employees With A Balanced Approach Scorecard To The Perspective Of Growth And Learning In Maros Regency

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Abstract—This study was conducted through the Balance Scorecard approach on a learning and growth perspective with the aim to: Know and analyze the impact of work motivation, employee development and work environment on performance The office of the Maros Regency Procurement Service Unit and analyze the factors that have a dominant effect on employee performance. The study used 46 respondents. The analysis of the data used is descriptive to explain the characteristics of respondents and the description of research variables. Further quantitative data were analyzed with multiple regression analysis tools through the Statistical Package for Social Science (SPSS) program for information on the influence of work motivation factors, employee development, and working environment. Performance of employees both simultaneously and partially. The results of the hypothesis testing in this study showed that all independent variables (work motivation, employee development, and work environment) were positively and significantly influential on the dependent variable (employee performance) of the Office Maros Regency Procurement Service Unit. The magnitude of the influence given by the independent variable to the dependent variable is 64.1% while the remaining 35.9% is influenced by other factors outside of the model. A partial work motivation variable is the dominant variable affecting employee performance.

Keywords— *Job Motivation, Employee Development, Work Environment.*

I. INTRODUCTION

Maros Regency Procurement Service (ULP) office has the vision to realize procurement integrated based on principles, ethics and the value of procurement is required to be able to fulfill the vision, one of them by improving the quality Experts from employees. This step is balanced by improving the technology and quality of its human resources. Based on the authors ' observation of the Maros Regency service Unit,

during which the performance level measurement of a government agency was more emphasized on the ability of the agency to absorb the budget. In other words, an agency will be declared successful when it can absorb the entire budget charged to it. Despite the fact, the results and impacts achieved from the implementation of the program are still far below the standard.

Performance measurement has not been conducted against other performance indicators that are more intangible or non-technical but directly or not greatly affect the performance of a government organization as a whole, such as aspects of Non-financial. The assertion of the importance of a more comprehensive measuring method is presented by Niven that the traditional measurements we know so far are very difficult to measure the things that are intangible assets, such as motivation or skill Can bring about organizational changes and growth[1]. Therefore it takes a performance measurement system capable of measuring the value of the intangible assets to estimate and deliver a successful organization. Balanced Scorecard was created to address the weaknesses of previous performance measurement systems that only focus on the financial aspect alone. In the Balanced Scorecard, the measured aspects are more comprehensive, coherent, measurable, and balanced. Balanced Scorecard is more comprehensive and balanced as it encompasses financial and non-financial aspects, such as a growth perspective.

In this perspective, it allows the organization to update the capacity of human resources, information and working environment conducive to improving, both efficiency and productivity in the realization of an internal process that will provide Satisfaction and meet the expectations of performance partners [2].

Low working motivation can affect employees ' performance not maximally[3]. Maintaining and improving

employee performance can be done in a variety of ways. However, employees as human beings who have different needs and desires in doing the job, it is also needed different ways to motivate them to improve employee performance.

To achieve organizational objectives, employees need the motivation to work more diligently. Seeing the importance of employees in the organization, employees need more serious attention to the task that is done so that organizational objectives are achieved. Employee development is a personnel activity that helps employees plan future careers[4].

A good working environment can support the implementation of work so that employees have the spirit of work and improve employee performance. Handoko said that the working environment is important in organizing the government activities, in this case, the facilities and infrastructures used to facilitate or facilitate the movement and activities of the Government [5].

II. LITERATURE REVIEW

A. Human Resource Scorecard

The Human Resources Scorecard is a system of measuring the performance of human resources that links people, strategies, and performance to produce superior companies[6]. The Human Resource Scorecard is an important "lever" that companies can use to design and deploy more effective human resource strategies[6].

The Human Resource Scorecard consists of 4 perspectives:

- The Financial Perspective is a financial benchmark for a company.
- Customer Perspective is a benchmark for employees to create strategies for the company.
- The internal business process perspective aims to increase customer satisfaction.
- The learning and growth perspective aims to develop human resources in the company.

B. Work Motivation

Motivation is a series of impulses that are deliberately formulated by the leadership of the company that is pointed out to employees so that they are willing to willingly carry out certain behaviors that have an impact on improving performance in the series of achievements of the company's goals that have been previously set. Winardi explained that motivation is a potential force that exists within a person, which can be developed by itself or developed by a number of outside forces which essentially revolve around monetary rewards and non-monetary rewards, which can affect the results of their performance positively or negatively, which depending on the situation and conditions faced by the person concerned[7]. While Siagian, motivation is the driving force that results in a person or organization willing and willing to mobilize their abilities in the form of expertise or skills, energy

and also the time to carry out various activities that are their responsibility and fulfill their obligations in order to achieve the determined goals and objectives of the organization. previously[3].

C. Employee performance

According to Rivai, Employee performance is the result or success rate of an employee as a whole during a certain period in carrying out tasks compared to various possibilities, such as work results standards, targets/targets or criteria agreed upon together. statement from Sunarto, namely: High employee performance can be achieved because of high mutual trust among its members means that members trust the integrity, characteristics, and abilities of each other member[8].

D. Employee Development

Career management (career management) is the process by which an organization selects, evaluates, assigns, and develops its employees to provide a pool of people who are weighty to meet future needs[9]. Personnel activities such as screening, training, and assessment function for two basic roles in the organization, namely: (a) The first role, the traditional role is to motivate the organization to fill its positions with employees who have the interests, abilities and skills that meet the requirements; (b) The second role is to ensure that the long-term interests of employees are protected by the organization and that employees are encouraged to grow and realize their full potential[10].

E. Work Environment

The work environment is everything that exists around workers who can influence themselves in carrying out tasks that are charged[11]. Another opinion said that the work environment is a physical condition where a person performs his daily duties including the condition of space, both from the office and [3]. The work environment is a material and non-material (psychological) incentive[12]. For this reason, efforts need to be made to create a work environment that is both material and non-material[13].

III. RESEARCH METHODS

The research approach used is a quantitative analytical descriptive approach that aims to describe the nature and characteristics of the data or variables to be tested. Besides, the design of this study is used to describe and describe what it is about a variable, symptom, condition, or certain phenomenon, so that in this study it is used to analyze data obtained in-depth with the hope that the influence of independent variables on the dependent variable can be known. In this case with the Balanced Scorecard approach to Growth and Learning Perspective related to the performance of non-financial aspects, namely Work Motivation, Employee Development and Work Environment, the variable to be tested is the first independent variable (X1) Work Motivation, second independent variable (X2) Employee Development, third independent variable (X3) Work Environment, and dependent variable (Y) Employee Performance. This study also uses a causal design that aims to

analyze the relationship or level of influence of independent variables on the dependent variable, whether the relationship is significant through the regression test.

The analytical model used is multiple linear regression by processing data using the SPSS program (Statistical Package for Social Science) with the following formulations:

$$Y_1 = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

- Y_1 = Employee Performance = constants
- $b_1, b_2, b_3,$ = regression coefficient, $i = 1, 2, 3,$
- e = term of error
- X_1 = Work motivation
- X_2 = Employee Development
- X_3 = Work environment

With a confidence level (confidence interval) 95% or $\alpha = 0,05\%$ then the results of the above formulation are carried out as follows:

1) *Simultaneous regression test (F test):* The hypothesis testing criteria for testing simultaneously are:

a) $H_0 = b_1, b_2, b_3 = 0$; Simultaneously Work Motivation, Employee Development and Work Environment do not affect the ULP Employee Performance of Maros Regency

b) H_a : Minimum one $b \neq 0$; Simultaneous Work Motivation, Employee Development, and Work Environment affects ULP Maros Regency Employee Performance. The test tool used to accept or reject the hypothesis is by the F statistical test, provided that if $F \text{ count} \geq F \text{ table}$ then H_0 is rejected and H_a is accepted. whereas if $F \text{ count} \leq F \text{ table}$ then H_0 is accepted and H_a is rejected.

2) *Partial Test (t-Test):* Partial test criteria are:

c) $H_0: b_1, b_2, b_3, b_4 = 0$, meaning that part there is no significant influence from the Stakeholder Perspective, the Internal Business Process Perspective, the Growth and Learning Perspective, and the Financial Perspective do not affect the measurement of the performance of ULP in Maros Regency.

d) $H_0: b_1, b_2, b_3, b_4, \neq 0$, meaning that part there is a significant influence from the Stakeholder Perspective, the Internal Business Process Perspective, the Growth and Learning Perspective, and the Financial Perspective influencing the measurement of the performance of ULP in Maros Regency. The test tool used to accept or reject the hypothesis is a two-way t-test, with the provision that if the result of $t \text{ count} \geq t \text{ table}$ or $t \text{ count} \leq -t \text{ table}$ then H_0 is rejected and H_a is accepted, whereas if $t \text{ table} < t \text{ count} \leq t \text{ table}$, then H_0 is accepted and H_a is rejected.

IV. RESULTS AND DISCUSSION

Questionnaires distributed to respondents were 46 questionnaires, and questionnaires were returned as many as 46 questionnaires. Therefore for data processing in the study, there were 46 questionnaires returned by respondents. Then from the results of data processing and analysis using SPSS 22, the results could be presented in the following:

A. Multiple Regression Analysis

1) *Correlation Coefficient Test:* Correlation coefficients are worth at least -1 and at most 1. If 0, it means there is no correlation at all and if correlation 1 then perfect correlation this means that getting closer to 1 or -1 then the relationship between the two variables gets stronger. Conversely, if R approaches 0 means the relationship between the two variables is getting weaker. To find out how the relationship between independent variables and the dependent variable can be seen from the results of the correlation coefficient test (R) and the coefficient of determination (R²). Based on the table. 1, it can be seen that the magnitude of the correlation value (R) shows a strong relationship between independent variables (X1, X2, and X3) on the dependent variable (Y) of 0.801 or 80.1% thus the relationship is assumed to be a strong relationship because of its value close to 1.

2) *Determination Coefficient Test:* To see the effect of independent variables (X1, X2, and X3) on the dependent variable (Y) can be seen as the magnitude of the determination coefficient (R²), where the magnitude of the determination coefficient (R²) or R-square is = 0.651. This value indicates that the magnitude of the influence of independent variables (X1, X2, and X3) on the Dependent variable (Y) is equal to 65.1% while the remaining 34.9% is influenced by other independent variables not observed in this study. For more details, see the following table I:

TABLE I. COEFFICIENT TEST RESULTS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.807 ^a	.651	.626	1.186

3) *Simultaneous Test (Test - F):* From the results of testing on the simultaneous ANOVA test or F test as shown in the table. 2, obtained an F-count value of 25,051. F-count value is compared with F-table where if $F\text{-count} > F\text{-table}$ then the independent variables simultaneously have a significant effect on the dependent variable. At the level of $\alpha = 0.05$ with degrees of freedom numerator / df_1 (k) = 3 (number of independent variables) and degrees of freedom of denominator / df_2 (nk-1) = 42, obtained value of F-table 2.84 Thus, the value of F -count 26,154 is greater than the value of F-table (2,84). The probability value is obtained at 0,000. Because the probability is far smaller than the significant value of 0.05, the

regression model can be used to predict employee performance. Based on the results of these calculations can be interpreted that the variables of work motivation, training and development, and work environment simultaneously have a significant effect on employee performance variables.

TABLE II. F TEST RESULTS

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	110.346	3	36.782	26.154	.000 ^b
	Residual	59.067	42	1.406		
	Total	169.413	45			

4) *Partial Test (Test - t)*: To find out the magnitude of the influence of each independent variable (X1, X2, and X3) on the dependent variable (employee performance) partially, it can be done by looking at beta standardized values, t-count > t-table and $\alpha < 0.05$ as shown in table 3. The formula for finding the value of t Table is:

$$t \text{ table} = (\alpha/2; n-k-1)$$

$$t \text{ table} = (0,05/2; 46-3-1)$$

$$t \text{ table} = (0,025; 42)$$

From the table, the t table value is 2.018. To find out more details can be described as follows:

a) The test results on Work Motivation variables (X1) indicate that the beta standardized value is 0.288; t-count value 2,574 > t-table 2,018; and a significant level of 0.018 < 0.05. The results showed that the Work Motivation variable had a positive and significant effect on employee performance. The magnitude of the influence of work motivation variables on employee performance is 28.8% with a significance level of 0.018. Thus the proposed hypothesis can be accepted.

b) The test results on the training and development variables (X2) indicate that the beta standardized value is 0.323; t-count value 2,568 > t-table 2.018, and a significant level of 0.014 < 0.05. The results showed that career development variables had a positive and significant effect on employee performance. The magnitude of the influence of training and development variables on employee performance is 32.3% with a significance level of 0.016. Thus the proposed hypothesis can be accepted.

c) The test results on work environment variables (X3) indicate that the beta standardized value is 0.328; 2.54 t-count value > 2.018 t-table; and a significant level of 0.014 > 0.05. The results of the study show that the work environment variable has a positive and significant effect on employee performance. The magnitude of the influence of work environment variables on employee performance is 32.8% with a significance level of 0.014. Thus the proposed hypothesis can be accepted.

TABLE III. PARTIAL TEST RESULTS

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.169	2.272		.514	.610
	X1	.255	.104	.288	2.452	.018
	X2	.309	.120	.323	2.568	.014
	X3	.333	.130	.328	2.554	.014

Based on the significant value of each independent variable of the study in Table 3, the independent variable of the study which has the greatest influence is the Working environment variable (X3), which has the largest beta (β) value of 32.8%. In connection with the results referred to the second hypothesis, this study was rejected.

To find out the equation of the results of the multiple regression coefficient tests and t-test as described above can be seen as follows:

$$Y = 1,169 + 0,255X_1 + 0,309 X_2 + 0,333 X_3$$

Based on the regression line it can be explained that:

- Each addition of 1 variable X1 then Y will experience an increase besides of 0.255 or 25.5% with the condition that the other variables are constant or not subject to change.
- Each addition of 1 variable X2 then Y will increase by 0.309 or 30.9% with the condition that the other variables are constant or not change.
- Each addition of 1 variable X3 then Y will increase by 0.333 or 33.3% with the condition that the other variables are constant or not change.

B. Effect of Work Motivation on Employee Performance

Based on static test results shows that the motivation of work has a significant impact on the performance of the Procurement Unit Office employees (ULP) in Maros Regency. This can be interpreted that work motivation is given following the desired needs of employees, the employee will encourage himself to carry out the task properly to produce high performance. There are several forms of giving Motivation which is usually given to employees who are considered achievers related to work or duties including; granting certain positions or promotions, increasing status, providing facilities and so on. Of course, the gift is based on a variety of mature considerations. However, the main purpose of awarding is to encourage the motivation and morale of employees in carrying out their duties well, not only employees who excel but also for other employees who want to try to achieve better goals.

The results of this study indicate that the work motivation variable has a positive and significant effect on employee

performance. That is, that the greater the motivation given to employees who have a higher enthusiasm and passion to do tasks well and ultimately will produce better performance. Thus this research supports previous research (Mutmainnah [14], which partially shows that the motivation variable has a dominant influence on employee performance at the Maros Regency Procurement Service Unit Office. This shows that the higher the level of employee motivation, the tendency of employee performance at the Unit Office Procurement Services in Maros Regency will also increase.

C. Effect of Employee Development on Employee Performance

Based on the results of data analysis that has been done, the regression of employee development has a positive and significant effect on employee performance. Where the development of employees carried out to employees can improve their abilities, skills, expertise, and enthusiasm to work so that it helps facilitate work to improve performance. Then from the results of partial testing that is between employee development and performance has a positive and significant effect on employee performance, or in other words that employee development has a significant effect on employee performance. This is following the theory proposed by Ambar TS and Rosidah. [15] One way that can be done in an effort to improve employee performance is through employee development, namely by developing through means of education and training and non-education and training, then emphasized in theory According to Bernardin & Russel [16] Education and training are every effort to improve the performance of workers on certain jobs that are currently their responsibility, or one job that has something to do with their work. Training is more related to improving the skills of employees who have occupied a particular job or task so that they emphasize skills.

Based on the results of research in the field, it shows that employee development variables have a positive and significant influence on Employee Performance variables, seen from the majority of respondents who gave answers agreeing that employee development can improve the ability to work and solve problems faced. The results of this study indicate that it shows that employee development plays a very important role in encouraging work morale to achieve work achievement. This is in line with the theory put forward by Wibowo[17], that employee performance is influenced by several factors, namely internal factors, and external factors. Internal factors are factors that come from within employees. While external factors are factors supporting employees in work that comes from the environment, such as employee development.

D. Effect of Work Environment on Employee Performance

The results of the study show that the work environment variable is a variable that has a significant effect on employee performance. That is, the work environment in this case calmness, security, comfort, good relationships with co-workers, and harmonious relationships with superiors will affect employee performance, performance will decrease if

employees feel disturbed in carrying out their work, so they cannot concentrate on their work. This is supported by Taufik[18], who explains that the work environment is the physical environment of the workplace where employees carry out daily work. This environment in the sense of all the circumstances that exist around the workplace will affect employees. According to Reksohadiprodjo[19], designing or regulating the work environment is a workplace lighting arrangement, controlling noise, controlling the air, regulating the cleanliness of the workplace. In line with this opinion, Tohari explained that several things included in the work environment are room coloring, room lighting, ventilation, sound, room, and furniture. Thus, the level of calm, ventilation and lighting systems is an environment where employees work or move, in carrying out these activities the work environment must be designed in such a way that employees become comfortable at work.

V. CONCLUSION

From the results of the analysis that have been stated previously, then in this section, it can be concluded, then simultaneously the variables of work motivation, employee development, and work environment have a positive and significant effect on employee performance at the Procurement Service Unit Office in Maros Regency. Variable work motivation is partially a variable that has a dominant influence on employee performance at the Procurement Service Unit Office in Maros Regency. This shows that the higher the level of motivation of employees, the trend in employee performance at the Procurement Unit Service Office in Maros Regency will also increase.

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