



Antecedents of Work Motivation and Their Implications for Work Performance

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Abstract. This study aims to determine the effect of placement and workload on work motivation and its impact on employee performance. Respondents in this study were part of the Sleman Regency Government employees with a sample of 196 respondents using the proportional stratified random sampling method. The analysis tool used is path analysis. The results of this study concluded that each placement and workload have a significant effect on employee motivation. Placement and workload each have a significant effect on employee performance. The results of the Sobel test state that there is a significant effect of work placement mediated by work motivation on employee performance, and there is a significant effect of workload mediated by work motivation on employee performance.

Keywords: Placement · Workload · Motivation · Work Performance

1 Introduction

Research conducted by Martoyo [1] states that the factors that can affect employee performance, one of which is work motivation. Sutrisno [2] suggests that individual work performance is a combination of three factors, namely, the ability, temperament, and interest of a worker, clarity and acceptance of the explanation of the role of a worker, and the level of work motivation. Problems related to employee performance, is that there are still employees who are less than optimal in an effort to improve their abilities, especially in terms of the ability to analyze various data related to goods and services procurement activities.

Motivation is needed by an individual because a job that is done requires motivation within the individual which results in increased morale so that if the work produces good results it will be a separate achievement for the employee. Based on the initial survey, it was found that there were problems related to employee motivation, including that there were still employees who were not ready to face work risks, this was because employees were very vulnerable to various things, including gratuities, and very strict supervision.

Placement of employees aims to place the right people in positions that match their interests and abilities, so that employees can contribute to the achievements given to the company. Given the importance of human resources in a company, placement activities

are important in efforts to improve employee performance. This is in accordance with Tohardi's opinion [3] which states that placement activities are very important in human resource management in order to improve employee performance.

Workload measurement is needed to analyze the effective time needed to complete a product or job. Workload measurement can also be used to calculate the number of employee needs based on the effective working time standard per year. An appropriate workload for each individual employee in an institution in accordance with their task capacity in order to achieve optimal work performance. For employees, the problem found in the initial survey was that in certain periods, the workload of employees felt very heavy, especially during periods when a lot of work had to be completed with partners, another problem was that there were still employees who sometimes felt confused about duties, especially as a result of the competence currently possessed by employees.

2 Research Methods

1. Research Object

The objects in this study are employees in the Sleman Regency Government

2. Research Variables

In work placement research, workload is an independent variable/exogenous variable, work motivation is called an exogenous and endogenous variable, while employee performance is an endogenous variable.

3. Population and Sample

a. Population

The population in this study were 382 employees in the Sleman Regency Government

b. Sample

The sample in this study based on calculations using the Slovin formula is 195.3 respondents, rounded up to 196 respondents.

4. Methods of Data Analysis

a. Research Instrument Test

Test the validity and reliability to test the list of questions or questionnaires that will be given to respondents. This validity and reliability test is to prove that the list of questions in the questionnaire filled out by respondents is considered valid and reliable

b. Test Path Analysis

In this study, path analysis was used to analyze the causal relationships that occur in multiple regression if the independent variables affect the dependent variable not only directly but also indirectly [4]. To process the data using the AMOS.22 program

c. Model Fit Test

The main objective of SEM analysis with Path Analysis is to test the fit of a model, namely the suitability of the theoretical model with empirical data. The goodness of fit criteria in this study are [4]:

- 1) X^2 (*Chi Square Statistic*) and Probability
The fundamental test tool for measuring overall fit is the likelihood ratio chi square statistic. The model is categorized as good if it has a Chi Square value = 0 which means there is no difference. The recommended significant level of acceptance is $p \geq 0.05$, which means that the actual input matrix and the predicted input matrix are not statistically different.
- 2) GFI (Goodness of Fit Index)
Used to calculate the weighted proportion of the variance in the sample covariance matrix that is explained by the estimated population covariance matrix. The GFI index reflects the overall model fit level which is calculated from the predicted residual squared model compared to the actual data. The GFI value is said to be good if it is ≥ 0.90 .
- 3) AGFI (Adjusted Goodness of Fit Index)
AGFI is a development of GFI which is adjusted to the degree of freedom available to test the acceptability of the model. The recommended acceptance level is if the AGFI value ≥ 0.90 .
- 4) CFI (Comparative Fit Index)
CFI is an incremental suitability index that also compares the models tested. The recommended acceptance level is if the CFI value ≥ 0.95

d. Sobel Test

Testing the mediation hypothesis can be done with a procedure developed by Sobel [5] and known as the Sobel test (Sobel test). The Sobel test is carried out by testing the strength of the indirect influence X to Y through I. In this study, the calculation of the Sobel test uses the Sobel calculator.

3 Research Results and Discussion

1. Research Results

a. Research Instrument test results

1) Validity Test Results

Validity is the accuracy of the assessment tool for the concept being assessed so that it really assesses what must be assessed. In this study, the validity test was carried out by statistical calculations, which were declared valid if the r-count value $>$ r-table. The results of the validity test show that the r-count value of each research variable indicator is greater than the r-table value, so that all indicator statements from the variables in this study can be declared valid

2) Reliability Test Results

Test Reliability is the level of consistency of a test, the extent to which the test can be trusted to produce consistent scores, relatively unchanged even though it is tested in different situations. In this study, reliability was declared if the Cronbach's Alpha value of the variables in the study was greater than

0.6. Based on the results of data processing, it shows that the Cronbach's Alpha value of each variable has a Cronbach's Alpha value greater than 0.6, so that all variables in this study can be declared reliable.

b. Goodness of Fit Analysis Results

The results of the feasibility test of the model in this study were based on data processing with the AMOS program application as shown in Table 1.

Table 1 shows, all the results of the Goodness of Fit Index test have values above the Cut-off value, it can be stated that the model in this study is fit.

c. Results of Hypothesis Test Analysis

1) Regression Test Results

From data processing using the AMOS application, the results of the regression test of each research variable are as follows:

Based on Table 2 and Table 3, it can be explained as follows:

- 1) Work placement (x1) has a significant effect on work motivation (y1) for employees, because the significance probability value (P) in Table 2 is 0.003 where $P = 0.003 < 0.05$.
- 2) Workload (x2) has a significant effect on work motivation (y1) for employees, because the significance probability value (P) in Table 2 is 0.009 where $P = 0.009 < 0.05$.
- 3) Work placement (x1) has a significant effect on work performance (y2) for employees, because the significance probability value (P) in Table 2 is 0.000 where $P = 0.000 < 0.05$
- 4) Workload (x2) has a significant effect on work performance (y2) for employees, because the significance probability value (P) in Table 2 is 0.030 where $P = 0.030 < 0.05$
- 5) Work motivation (y1) has a significant effect on work performance (y2) for employees, because the significance probability value (P) in Table 2 is 0.005 where $P = 0.005 < 0.05$

2) Sobel test results

The Sobel test is to determine whether the mediating variable (motivation) is significant in mediating the independent variable (work placement and workload) on the dependent variable (work performance). The calculation process for the Sobel test is carried out using a Sobel calculator.

a) Sobel Test 1 (Job Placement → Motivation → Work Performance)

Based on the results of the calculation of the Sobel test, it can be seen that the significance probability value is 0.0014, where the value of $0.0014 < 0.05$ means that motivation significantly mediates the effect of work placement on employee performance

b) Sobel Test 2 (Workload → Motivation → Work Performance)

Based on the calculation results, the estimate value for workload → motivation is 0.180 with a Standard Error (SE) value of 0.035 and an estimate value for motivation → work performance is 0.190 and the SE value is 0.031.

Based on the calculation results of the Sobel test, it can be seen that the significance probability value is 0.00008, where the value of 0.00008 < 0.05 means that work motivation significantly mediates the effect of workload on employee performance.

2. Discussion

a. Effect of Work Placement on Work Motivation

The results of this study indicate that work placement has a significant effect on employee motivation. Thus, the hypothesis in this study which states that employee placement has an effect on employee motivation is proven. The results of this study support previous research that has been conducted by [6], and [7]. In his research, Willy Gunawan [7] concluded that placement has a significant effect on employee motivation.

b. Effect of Workload on Work Motivation

The results of this study indicate that workload has a significant effect on employee motivation. Thus, the hypothesis in this study which states that employee workload has an effect on employee motivation is proven. The results of this study support previous research that has been conducted by [6], but the results of this study do not support the research that has been conducted [8].

c. The Effect of Work Placement on Work Performance

The results of the study show that work placement has a significant effect on employee performance. Thus, the hypothesis in this study which states that employee placement has an effect on employee performance is proven. The results of this study support previous research conducted by [6, 9], and [10].

d. Effect of Workload on Work Performance

The results of this study indicate that workload has a significant effect on employee performance, thus, the hypothesis in this study which states that employee workload has an effect on employee performance, is proven. The results of this study support previous research conducted by [6], but the results of this study do not support the research conducted by [8].

e. The Effect of Work Motivation on Work Performance

The results of this study indicate that work motivation has a significant effect on employee performance. Thus, the hypothesis in this study which states that employee motivation has an effect on employee performance, is proven. The results of this study support previous research conducted by [6], but the results of this study do not support the research conducted by [8].

f. The Influence of Motivation-Mediated Work Placement on Work Performance

Based on the calculation results in the Sobel test, it turns out that the motivational variable significantly mediates the effect of work placement on work performance. These results support previous research conducted by [11] who

Table 1. Goodness of Fit Test Results

Goodness of Fit Index	Cut-off Value	Test Results	Information
Chi-Square	Expected small	1,423	Good
Significance of Probability	≥0,05	0,233	Good
Comparative Fit Index (CFI)	≥0,95	0,992	Good
Goodness of Fit Index (GFI)	≥0,90	0,996	Good
Adjusted Goodness of Fit Index (AGFI)	≥0,90	0,964	Good

Table 2. Regression Weights

			Estimate	S.E.	C.R.	P	Label
y1	<---	x1	,276	,054	2,923	,003	par_1
y1	<---	x2	,221	,035	2,602	,009	par_2
y2	<---	x1	,574	,123	4,682	***	par_3
y2	<---	x2	,239	,110	2,176	,030	par_4
y2	<---	y1	,257	,031	2,827	,005	par_5

Table 3. Standardized Regression Weights

			Estimate
y1	<---	x1	,202
y1	<---	x2	,180
y2	<---	x1	,310
y2	<---	x2	,143
y2	<---	y1	,190

in his research concluded that motivation can be a mediating variable from the effect of job placement on employee performance.

g. The Influence of Motivation-Mediated Workload on Work Performance

The results of the study show that motivation significantly mediates the effect of workload on work performance. These results support previous research conducted by [12] who in his research concluded that motivation can be a mediating variable from the effect of workload on employee performance.

4 Conclusions and Recommendations

1. Conclusions

From the results of this study, it can be concluded as follows:

- a. Employee Placement has a significant effect on employee motivation
- b. Workload has a significant effect on employee motivation
- c. Employee placement has a significant effect on employee performance.
- d. Workload has a significant effect on employee performance.
- e. Work motivation has a significant effect on employee performance.
- f. Employee placement through work motivation has a significant effect on employee performance
- g. Employee workload through work motivation has a significant effect on employee performance

2. Recommendations

From the results of this study, the suggestions and input are as follows:

- a. The placement of employees needs to be adjusted to the knowledge, intellectual abilities and skills possessed by employees.
- b. It is necessary to instill in the perpetrators a sense of pride in the work of the goods and services procurement team, where a sense of pride in the success of the team will have a positive impact on the institution.

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