

Mega Aktiva: Jurnal Ekonomi dan Manajemen

Email : megaaktiva@febi.umkendari.ac.idWebsite : <https://megaaktiva.umkendari.ac.id/index.php/Jurnal>

THE EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE (A STUDY OF EMPLOYEES OF PDAM TIRTAMARTA IN YOGYAKARTA CITY)

¹Burhanudin, ²Arnol Agapa¹Fakultas Ekonomi, Universitas Janabadra Yogyakarta, 55231Email: burhanujb@gmail.com²Fakultas Ekonomi, Universitas Janabadra Yogyakarta, 55231Email: arno_agapa@yahoo.co.id

ABSTRACT

This research aimed to determine the effect of the need for achievement on employee performance, the effect of the need for affiliation on employee performance, and the effect of the need for power on employee performance. The sample size used in this study was 64 employees of PDAM Tirtamarta in Yogyakarta City. The data analysis technique used multiple linear regression. The study results showed that the need for achievement has no effect on employee performance, the need for affiliation has no effect on employee performance, and the need for power have an effect on employee performance

Keywords : *The Need for Achievement; Need for Affiliation; Need for Power; Employee Performance.*

I. INTRODUCTION

One of the problems face by all organization or companies is employee performance. It is an important issue for almost all companies because of several reasons. First, it is because of the economic globalization and increasingly intense competition between companies. Employee performance is one of the indicators or key factor for team performance and company performance, which consequently contributes to the productivity and competitiveness of the company. Second, employee performance is an important issue in an economic recession. An economic recession generally refers to “a period of reduced economic activity”. This is marked by a decline in international trade, debt, bankruptcy, high unemployment, low consumer confidence, and so on. In this condition, companies must cut costs in order to be able to survive in difficult times, including by reducing employees or outsourcing to cheaper markets. Meanwhile, employees are required to improve their performance to increase the company’s productivity. In fact, reorganization of the company by employee reduction often occurs to increase the opportunities for the companies to survive an economic recession.

Every organization or company strives to achieve sustainable high performance through its people or employees. Performance is often simply defined, that is by only output-oriented or quantitative goals achiever or quantitatively achieved results. Performance should not only relate to what the employee has achieved but also how they achieve it. High performance is the result of appropriate behavior, especially

Mega Aktiva: Jurnal Ekonomi dan Manajemen

Email : megaaktiva@febi.umkendari.ac.id

Website : <https://megaaktiva.umkendari.ac.id/index.php/Jurnal>

discretionary behavior, effective use of knowledge, skill, and competencies needed. Performance management should not only consider results (outputs) but also consider inputs (behavior). This means that measuring performance is not only consider the target achievement, but also consider the competencies. This is what is called the mixed model of performance management (Armstrong, 2006).

Employee performance is influenced by various factors, one of them is motivation. Most managers and executives realize that effective employee motivation is one of the most important management tasks. Motivation represents the processes that cause stimuli, direction, and persistence towards an activity carried out voluntarily directed at a goal (Kreitner and Kinicki, 2010). Motivation in the workplace can take place in two ways. First, people can motivate themselves by looking for, finding, and conducting a job (or given a job) that meets their needs or at least makes them hope that their goals will be achieved. Second, people can be motivated by managers through salaries, promotions, awards, and so on (Armstrong, 2006).

The competitive challenges faced by companies today are economic sustainability, global challenges, and technological challenges. One of the keys to dealing with these challenges includes having motivated employees. Employees with high ability and motivation tend to have better performance (Noe et al., 2008). In reality, some companies still have problems with low employee performance. One of such companies is Water Supply Company (PDAM) of Tirtamaa in Yogyakarta City. PDAM Tirtamana Yogyakarta is a water supply company established based on the Yogyakarta city level II regional regulation number 3 of 1976, regarding PDAM Tirtamarta Yogyakarta. The regional regulation was later revoked and declared invalid based on the Yogyakarta city regulation number 14 of 2012, on November 12, 2012, regarding PDAM Tirtamarta Yogyakarta. The purpose of the establishment of this company is to improve the welfare of the community, especially in the field of drinking water that meets the health requirements for the people of Yogyakarta and its surrounding areas. This study aimed to determine the effect of motivation on performance, on employees of PDAM Tirtamarta in Yogyakarta City.

II. THEORITICAL STUDY

Performance

Performance is a work achievement that is the result of implementing a work plan made by an institution carried out by leaders and employees working in these institutions, both government and companies (business) to achieve organizational purposes (Abdullah, 2014). Meanwhile, Wirawan (2009) defined performance as an output produced by function or indicators of a job or profession in a certain time. Performance should not only be output-oriented or achieve quantitative goals but also need to consider how people achieve it (Armstrong, 2006).

Factors Influencing Performance

Employee performance is the result of a synergy of a number of factors. The factors that influence employee performance are internal environmental factors of organization and employee internal factors. Internal environmental factors of organizations include

Mega Aktiva: Jurnal Ekonomi dan Manajemen

Email : megaaktiva@febi.umkendari.ac.id

Website : <https://megaaktiva.umkendari.ac.id/index.php/Jurnal>

vision, mission, and organizational goals, organizational policy, raw materials, technology (robots, production systems, etc.), organizational strategy, management system, compensation, leadership, capital, organizational culture, organizational climate, and coworkers. External environmental factors of the organization include economic factors, political factors, social life, culture and community religion, and competitors. Meanwhile, internal employee factors include talent and personal traits, creativity, knowledge and skills, competence, work experience, physical factors, and psychological factors.

According to Mangkunegara (2017), the factors that influence performance are ability and motivation. Ability consists of potential abilities (IQ) and reality abilities (knowledge and skills). While motivation is formed from the attitude of employees in dealing with work situations.

Performance Dimensions

Performance dimensions are the qualities or features of a job or activities occur in the workplace that is conducive towards measurement. It provides a tool for describing the overall scope of activity in the workplace. Performance dimensions are elements of work that show performance. To measure performance, performance dimensions are developed into performance indicators. Performance indicators are used to develop performance evaluation instruments, which are then used to measure the performance of an employee. Development of performance dimensions and indicators is carried out through job analysis. In general, the performance dimensions can be grouped into three types, i.e. work results, work behavior, and personal characteristics related to work.

Motivation

Motivation represents, psychological processes that cause stimuli, direction, and persistence in an activity performed voluntarily and directed at a goal (Kreitner and Kinicki, 2010). Motivation is defined as a series of processes that move, direct, and maintain individual behavior to achieve several goals (Greenberg and Baron, 2003). Motivation is a drive that is governed by purpose and rarely appears in emptiness. Understanding motivation is important because the reaction to compensation and other human resource problems is related to motivation (Mathis and Jackson, 2001). Meanwhile, Robbins and Judge (2007) defined motivation as a process that explains the intensity, direction, and perseverance of a person to achieve his goal. Based on these definitions, there are three main elements of motivation, i.e. intensity, direction, and perseverance.

Motivation theory consists of two approaches, i.e. content approaches and process approaches. The content approach or theory focuses on identifying internal factors such as instincts, needs, satisfaction, and job characteristics that provide energy to employee motivation. These theories do not explain how motivation is influenced by dynamic interactions between individuals and the environment where they work. This boundary then led to the emergence of the motivational process theory. The process approach or theory focuses on the explanation of the process of internal factors effects and cognition on employee motivation. Process theory is more dynamic than content theory (Kreitner and Kinicki, 2010). The content approach includes the hierarchy theory of Abraham

Mega Aktiva: Jurnal Ekonomi dan Manajemen

Email : megaaktiva@febi.umkendari.ac.id

Website : <https://megaaktiva.umkendari.ac.id/index.php/Jurnal>

Maslow's needs, ERG theory, two-factor theory, and McClelland's theory of needs. While the process approach consists of expectation theory, justice theory, and goal setting theory.

Effect of Motivation for Employee Performance

One of the factors that influence employee performance is motivation (Kreitner and Kinicki, 2010). The motivation theory used in this study is McClelland's theory of needs. This theory was developed by David McClelland and his colleagues, who stated that there are three needs that can be used to explain individual motivation. The three needs are (Robbins and Judge, 2013): (a) need for achievement, i.e. the drive to exceed, achieve standards, and strive to succeed. The characteristics of individuals who have a high need for achievement prefer jobs that require personal responsibility, feedback, and moderate risk; (b) need for affiliation, i.e. the desire to establish intimate and friendly interpersonal relationships; and (c) need for power, i.e. the need to have influence, be influential, and control other individuals. Performance can be grouped into three dimensions, i.e. work results, work behavior, and personal characteristics related to work. One of the factors that influence employee performance is employee internal factors, namely motivation.

The results of research by Larasati and Gilang (2014) with a sample of 166 employees of the North West Java Telkom Region (Witel Bekasi), showed that the need for achievement, the need for affiliation, and the need for power both partially and simultaneously have a significant effect on the performance of Witel Bekasi employees. Negara and Al Musadieq (2014) conducted research with a sample of 75 employees of PT. PLN Persero APJ Malang. The results showed that the need for achievement, the need for power, and the need for affiliation, both partially and simultaneously have a significant effect on employee performance.

Hypothesis

The hypothesis proposed in this study are:

Hypothesis 1: The need for achievement affects employee performance

Hypothesis 2: The need for affiliation affects employee performance

Hypothesis 3: The need for power affects employee performance

III. RESEARCH METHODOLOGY

The sample size in this study in this study were 64 respondents of employees of PDAM Tirtamarta in Yogyakarta City. The variables in this study consisted of dependent variables, i.e. employee performance (Y) and independent variables, i.e. motivation (X) which consist of the need for achievement (X1), the need for affiliation (X2), and the need for power (X3). Employee performance (Y) is defined as the results of work, work behavior, and personal traits that related to work (Wirawan, 2009). Employee performance was measured by 12 items of questions with 12 indicators namely (Larasati and Gilang, 2014) quality, target, discipline, speed, attendance, leadership, error, cooperation, initiative, honesty, ability, morale.

Mega Aktiva: Jurnal Ekonomi dan Manajemen

Email : megaaktiva@febi.umkendari.ac.id

Website : <https://megaaktiva.umkendari.ac.id/index.php/Jurnal>

Motivation in this study used McClelland's theory of needs which consists of the need for achievement, need for power, and need for affiliation. The need for achievement (X1) was measured by 8 items of questions with indicators of innovation, creativity, feedback, challenges, and morale. The need for affiliation (X2) was measured by 6 items of questions with indicators of socialization, interpersonal relationships, and friendship. The need for power (X3) was measured by 5 items of questions with indicators of competition, authority, and position. Responses were made using a Likert scale with 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree).

The questionnaire was used for data collection techniques in this study. The validity test results with the Pearson correlation coefficient indicated that all items in this questionnaire have a significance level of $0,000 \leq 0.05$, which was declared as valid. Meanwhile, the reliability test results showed that all variables have Cronbach alpha value of > 0.70 , so all variables in this study were considered reliable

IV. RESULTS

Respondents Characteristics

Respondents in this study were employees of PDAM Tirtamarta Yogyakarta, with a sample size of 64 respondents. The characteristics of the respondents in this study can be grouped based on marital status, gender, last education, and working period, which are presented in the following table.

Table 1. Respondent Characteristic

No.	Respondent Characteristic	Frequency	Percentage	
1	Based on marital status	Unmarried	17	26.6%
		Married	47	73.4%
2	Based on gender	Male	42	65.6%
		Female	22	34.4%
3	Based on last education	Senior High School	35	54.7%
		Diploma 3	15	23.4%
		Undergraduate	13	20.3%
		Post-graduate	1	1.6%
4	Based on the working period	Less than 2 years	10	15.6%
		2-7 years	15	23.4%
		7-12 years	9	14.1%
		12-18 years	5	7.8
		More than 18 years	25	39.1%
Totals		64	100%	

Source: data processed

Descriptive Statistics

Descriptive statistical analysis will provide data description that can be seen from the minimum, maximum, sum, average (mean), and standard deviation value (Ghozali,

Mega Aktiva: Jurnal Ekonomi dan Manajemen

Email : megaaktiva@febi.umkendari.ac.id

Website : <https://megaaktiva.umkendari.ac.id/index.php/Jurnal>

2016; Santosa, 2015). The results of descriptive statistical analysis are presented in the following table.

Table 2. Descriptive Statistics

	N	Min.	Max.	Sum	Mean	Std. Dev.
Employee performance (Y)	64	39	60	3141	49.08	5.618
Need for achievement (X1)	64	23	40	2094	32.72	4.127
Need for affiliation (X2)	64	22	30	1688	26.37	2.292
Need for power (X3)	64	13	25	1283	20.05	2.522
Valid N (listwise)	64					

Source: data processed

Based on descriptive statistics with 64 respondents (N), it appears that employee performance variables (Y) have a minimum value of 39, maximum of 60, sum of 3141, mean of 49.08, and standard deviation of 5,618. The need for achievement (X1) has a minimum value of 23, maximum of 40, sum of 2094, mean of 32.72, and standard deviation of 4.127. The need for affiliation (X2) has a minimum value of 22, maximum of 30, sum of 1688, mean of 26.37, and standard deviation of 2,292. The need for power (X3) has a minimum value of 13, maximum of 25, sum of 1283, mean of 20.05, and standard deviation of 2,522.

Classic Assumption Test

A regression model can be used to predict if it fulfills several assumptions that are often referred to as classic assumptions (Santosa, 2015). The classic assumption tests to be tested in this study were the multicollinearity test, heteroscedasticity test, and normality test. Multicollinearity test was based on tolerance value and VIF (variance inflation factor), heteroscedasticity test was performed with a Scatterplot graph, while the normality test was performed with Kolmogorov-Smirnov (K-S) non-parametric statistical test. Based on the results of multicollinearity test, heteroscedasticity test, and normality test, it turned out that multicollinearity did not occur between the independent variables in this research model, there was no heteroscedasticity in the regression model used in this study, and residual data were normally distributed.

Data Analysis

This study used confidence level (CL) of 95% or $\alpha = (1 - CL)$, therefore $\alpha = (1 - 95\%) = 5\%$. This means that there is 95% probability of accurate estimation of the population parameters and 5% probability of incorrect estimation of research results which is expressed with a level of significance (significance level) of 0.05 (p 0.05). The significance level is the level of probability determined by the researcher to decide whether to reject or accept the hypothesis. Therefore, the level of confidence is the probability level determined by the researcher that statistical samples can accurately estimate population parameters, while the level of significance indicates the probability of errors made by researchers to reject or accept hypotheses (Indriantoro and Supomo,

Mega Aktiva: Jurnal Ekonomi dan Manajemen

Email : megaaktiva@febi.umkendari.ac.id

Website : <https://megaaktiva.umkendari.ac.id/index.php/Jurnal>

2002). The results of multiple linear regression analysis with the help of the SPSS Statistics program are as follows.

From the model summary, the R-value, determination coefficient value, and standard error of estimate (SEE) value were obtained. The model summary is presented in the table below.

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823 ^a	.678	.662	3.269

a. Predictors: (Constant), Need for power (X3), Need for affiliation (X2), Need for achievement (X1)

b. Dependent Variable: Employee performance (Y)

Source: data processed

The ANOVA test results are presented in the following table.

Table 4. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	1347.529	3	449.176	42.039	.000 ^a
	Residual	641.080	60	10.685		
	Total	1988.609	63			

Source: data processed

Determining the coefficients of the independent variables can be seen from the unstandardized coefficients, which are presented in the following table.

Table 5. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	6.240	4.821		1.294	.201
	Need for achievement (X1)	.235	.144	.172	1.629	.109
	Need for affiliation (X2)	.308	.233	.126	1.319	.192
	Need for power (X3)	1.349	.250	.606	5.385	.000

a. Dependent Variable: Employee performance (Y)

Source: data processed

Mega Aktiva: Jurnal Ekonomi dan Manajemen

Email : megaaktiva@febi.umkendari.ac.id

Website : <https://megaaktiva.umkendari.ac.id/index.php/Jurnal>

Testing of hypothesis 1 in this study shows that the need for achievement does not affect employee performance. The results of this study are similar to the results of a study by Dany et al. (2015) who conducted a study of life insurance employees with Bumiputera 1912 of Batu Branch, which stated that the need for achievement does not affect employee performance.

The need for achievement is an urge to exceed, achieve standards, and strive to succeed. Characteristics of individuals who have a need for high achievement are those who prefer jobs that require personal responsibility, feedback, and moderate risk (Robbins and Judge, 2013). The need for achievement is the need to achieve success, measured by the standard of perfection in a person. This need is closely related to work and directs behavior in an effort to achieve certain achievements (As'ad, 2000).

Testing of hypothesis 2 shows that the need for affiliation does not affect employee performance. The results of this study are similar to the results of a study by Dany et al. (2015) which stated that that the need for affiliation does not affect employee performance. The results of this study are also similar to the results of Purwati's research (2010) with a sample of employees of PT Anindya Mitra Internasional Yogyakarta, which stated that the need for affiliation has no significant effect on employee performance.

The need for affiliation is the desire to establish intimate and friendly interpersonal relationships (Robbins and Judge, 2013). It is a need for warmth and support in relation to others. This need directs behavior to establish close relationships with other people (As'ad, 2000).

Meanwhile, testing of hypothesis 3 indicates that the need for power affects employee performance. This result is in accordance with the study by Negara and Al Musadieq (2014) with a sample of PT. PLN Persero APJ Malang. The results of this study also support the results of Purwati's (2010) study, that the need for power affects employee performance.

The need for power is the need to have influence, be influential, and control other individuals (Robbins and Judge, 2013). People who have a need for power have the following characteristics: (1) the desire to directly influence others; (2) the desire to control others; and (3) strive to maintain leadership-follower relationships. It is a need to master and influence others. This need causes the person concerned is to be less or does not care about the feelings of others. In everyday life, these three needs, namely the need for achievement, the need for affiliation, and the need for power, will always arise in the behavior of individuals, but with a different strength between those needs in (As'ad, 2000).

The results of this study indicate that the need for achievement and the need for affiliation does not affect employee performance. Based on the coefficient of determination in this study, the 66.2% variation in employee performance can be explained by the three independent variables namely the need for achievement, the need for affiliation, and the need for power, while the remaining 33.8% is explained by other causes in outside of this research model. This shows that employee performance is not only influenced by motivational variables, but also by other variables such as external environmental factors of organization, internal factors of organization, and employee internal factors in addition to motivation (Wirawan, 2012)

Mega Aktiva: Jurnal Ekonomi dan Manajemen

Email : megaaktiva@febi.umkendari.ac.id

Website : <https://megaaktiva.umkendari.ac.id/index.php/Jurnal>

V. CONCLUSION

This study aimed to determine the effect of motivation on employee performance of PDAM Tirtamarta in Yogyakarta. The results showed that the need for achievement did not affect employee performance. Based on the results of this study, the leadership of the company should provide financial incentives to employees with low-performance needs, because they tend to not strive for achievement without financial incentives. This does not mean that money is not really important for employees with a high need for achievement, even though they will continue to perform well without financial incentives. If employees with high achievement needs are successful, they will seek economic benefits as proof of their success. In addition, the company should also provide an achievement motivation training program for its employees to increase achievement motivation (Kreitner and Kinicki, 2014).

The results of the study showed that the need for affiliation has no effect on employee performance. Based on the results of this study, company leaders should create a cooperative and supportive work environment for employees with high affiliation needs, which can improve their performance. Conversely, employees with a low need for affiliation should be given a task that allows them to work independently because they prefer to work alone (Gitosudarmo and Sudita, 2000).

The results of the study show that the need for power affects employee performance. Employees with a high need for power like to work and think about being discipline and respect for themselves. There are positive and negative sides to this need for power. On the positive side, employees with a high need for power focus on meeting group goals and helping employees to feel competent because effective managers must influence others positively. According to McClelland, good managers must have a high need for power combined with the low need for affiliation. The downside of this need for power is having a mental characteristic of thinking of themselves. Therefore company leaders should be able to manage employees with the need for power appropriately by reducing the negative side of this need and building its positive side (Kreitner and Kinicki, 2010).

VI. REFERENCES

- Abdullah, M. M. (2014). *Manajemen dan Evaluasi Kinerja Karyawan*. Yogyakarta. Aswaja Pressindo.
- Armstrong, M. (2006). *A Handbook of Human Resource Management Practice*. 10th edition. London. Kogan Page Publishers.
- As'ad, M. (2000). *Psikologi Industri*. 4th edition. Yogyakarta. Liberty.
- Dany, A. I., Mukzam, M. D., & Mayowan, Y. (2015). Pengaruh Kebutuhan Prestasi, Kekuasaan dan Afiliasi Terhadap Kinerja Karyawan (Studi Pada Karyawan Asuransi Jiwa Bersama Bumiputera 1912 Cabang Batu). *Jurnal Administrasi Bisnis*, 24(2), 1-9.
- Ghozali, I. (2016). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 23*. Semarang. Badan Penerbit Univeristas Diponegoro.

Mega Aktiva: Jurnal Ekonomi dan Manajemen

Email : megaaktiva@febi.umkendari.ac.id

Website : <https://megaaktiva.umkendari.ac.id/index.php/Jurnal>

- Gitosudarmo, I., & Sudita, I. N. (2000). *Perilaku Keorganisasian*. Edisi Pertama. Yogyakarta. BPFE.
- Greenberg, J., & Baron, R. A. (2003). *Behavior in Organizations: Understanding and Managing The Human Side of Work*. Pearson College Division.
- Indriantoro, N., & Supomo, B. (2002). *Metodologi Penelitian Bisnis untuk Manajemen & Akuntansi*. Yogyakarta. BPFE.
- Koopmans, L. (2014). *Measuring Individual Work Performance*. (Doctoral Dissertation, Body@Work, Research Center on Physical Activity, Work and Health).
- Larasati, S., & Gilang, A. (2014). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Wilayah Telkom Jabar Barat Utara (Witel Bekasi). *Jurnal Manajemen dan Organisasi*, 5(3), 200-213.
- Kreitner, R. & Kinicki, A. (2010). *Organizational Behavior*, 9th edition. New York: McGraw-Hill.
- Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.
- Mathis, R. L., & Jackson, J. H. (2001). *Manajemen Sumber Daya Manusia*, buku 1 dan buku 2. Terjemahan. Jakarta. Salemba Empat.
- Negara, E. K. & Al Musadieg, M. (2014). Pengaruh Motivasi Terhadap Kinerja (Studi pada Karyawan PT. PLN Persero APJ Malang). *Jurnal Administrasi Bisnis*, 11(1), 1-9.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2017). *Human Resource Management: Gaining a competitive advantage*. New York. McGraw-Hill Education.
- Purwati, S. (2010). Pengaruh Motivasi Kerja Karyawan Terhadap Kinerja Karyawan PT. Anindya Mitra Internasional Yogyakarta. *Jurnal Ekonomi Universitas Ahmad Dahlan*, 2(3), 1-13.
- Robbins, S. P., & Judge, T. A. (2013). *Organizational Behavior*. 15th edition. US. Prentice Hall.
- Santosa, S. (2015). *Menguasai Statistik Parametrik: Konsep dan Aplikasi dengan SPSS*. Jakarta. Elex Media Komputindo.
- Wirawan. (2009). *Evaluasi Kinerja Sumber Daya Manusia: Teori, Aplikasi dan Penelitian*. Jakarta. Salemba Empat.