

The Influence of Motivation and Welfare on Employee Performance

Hosen¹, Eko Budi Satoto², Toni Herlambang³, Abadi Sanosra⁴, Nurul Qomariah⁵

^{1,2,3,4,5}Universitas Muhammadiyah Jember, Indonesia

abuzyan77@gmail.com, nurulqomariah@unmuhjember.ac.id

Abstract

Employee performance is an important thing in an organizational structure. Increasing competition makes all organizations or companies race to improve the performance of their employees. The purpose of this paper is to determine and analyze the impact of employee work motivation and employee welfare on the performance of village officials in the Eastern District of Probolinggo Regency. The data used in this research is primary data obtained through distributing questionnaires. The Pini research population was village officials in the Eastern District of Probolinggo Regency, taking 100 village officials as samples for this research. Data was obtained by distributing prepared questionnaires. This measuring instrument in the form of a questionnaire will be tested using validity and reliability tests. Descriptive statistics are used to determine respondents' descriptions. Hypothesis testing is also carried out to determine the impact of exogenous variables on endogenous variables. After carrying out the analysis, the result is that work motivation has an impact on employee performance, and the welfare received by employees also has a significant effect on the performance of village officials in the Eastern District of Probolinggo Regency.

Keywords

motivation; well-being; employee performance.



I. Introduction

The success of the Regional Government in carrying out the community's mandate in the form of providing public services which is the hope of all stakeholders is largely determined by the success of the regional government organizations which are the instruments in providing public services. In Law Number 32 of 2004 concerning Regional Government, article 120 paragraph 2 states that "Regency/city regional apparatus consists of the regional secretariat, DPRD secretariat, regional services, regional technical institutions, sub-districts and sub-districts." Subdistricts/Villages as one of the Regency/City regional apparatus are certainly expected to contribute to the success of the Regional Government in providing public services. In accordance with its position as a regional apparatus, the Village Government is tasked with handling some of the regional autonomy affairs delegated by the Regent/Mayor (Law Number 32/article 127 paragraph 2), the Subdistrict/Village is the leading organization in providing public services.

The success of the Regional Government in carrying out the community's mandate in the form of providing public services which is the hope of all stakeholders is largely determined by the success of the regional government organizations which are the instruments in providing public services. Low motivation and inadequate work competence of Village government officials as described above is expected to hamper efforts to improve public service performance which is one of the objectives of decentralization and regional autonomy policies as mandated by Law Number 32 of 2004. Various case examples from the lack of optimal performance of public services by employees at the

Village Government, including services regarding the processing/making of land deeds, identity cards (KTP) and family cards (KK) that have not met the expectations of the user community, because they require a relatively long time and fees are charged. quite varied.

Human resources have a huge contribution and potential in carrying out the activities of an organization. The potential that exists in every human resource is expected to provide maximum or better results for the organization. Human resources are the most important factor as a driving force in carrying out all organizational activities based on their abilities and creativity as needed to achieve organizational goals. Human Resource Management is the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the company, employees and society (Hasibuan, 2018). Human resources as a workforce certainly require organized management or control, namely the part of management that is responsible for handling various problems within the scope of employees (Qomariah, 2020). Management of these resources is important so that employee performance can support organizational performance (Azhad et al., 2015).

According to (Sinambela, 2011), employee performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities, in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics. Performance is the quantity and quality of work completed by an individual or group. Proper supervision in various types of organizations aims to increase productivity and quality of work, while evaluating the performance of the human resources division is an important step in improving the overall performance of the company. In today's competitive business environment, human resource management and comprehensive audits of human resource activities are key to improving employee performance as well as overall productivity and motivation within the company. Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authority and responsibilities or about how a person is expected to function and behave in accordance with the tasks that have been assigned to him as well as the quantity, quality, and time used in carrying out tasks (A. P. Mangkunegara, 2019).

In order to improve employee performance, important factors that must be considered are motivation and welfare. Where organizational management takes the initiative and acts in accordance with the wishes of each leader. The policies outlined by the leadership of the organization are then outlined in regulations that apply to every employee who works in each village.

One factor that can improve performance is motivation. Motivation is a driving force in enthusiasm for work (Tanady, 2017). The strength or weakness of an employee's motivation will determine the level and quality of performance that will be achieved. Thus, to improve and build company performance, leaders and companies need to pay attention to work motivation rather than human resources, and identify what can encourage this motivation to achieve maximum performance (Afandi, 2018). Motivation is an important component in achieving success in a work process, because it contains the driving element for someone to do work alone or in a group. Employees who have high work motivation will work seriously in completing the tasks given by the leadership of the organization. Work motivation can actually improve performance in an organization as stated by (Basalamah, 2017; R. A. Kurniawan et al., 2019; Permana et al., 2019), (Ardianti et al., 2018; Hardianto et al., 2020; Hendrawijaya et al., 2019; Hidayah & Tobing, 2018; Mayangsari et al., 2020; et al., 2018; Soebyakto et al., 2019; Wijianto et al., 2020), (Utom

et al., 2019), (Atikah & Qomariah, 2020). Meanwhile, research conducted by (Rantesalu et al., 2017) states that motivation has no impact on performance.

The next factor that can also provide an increase in performance is welfare. The definition of welfare is a condition where all the physical and spiritual needs of the household can be met according to the level of living (Central Statistics Agency, 2007). Humans are creatures that live in the presence of other creatures, and living side by side with each other is an important driving factor in creating good performance for every organization. Welfare is a form of compensation given to employees in material and non-material form, which is given to employees during their service period or even after leaving due to retirement or old age in an effort to meet their needs. With the aim of providing work enthusiasm and encouragement for employees as well as improving and building company performance, leaders and companies need to pay attention to the motivation of their human resources, and identify what can encourage this motivation to achieve maximum performance. Welfare can improve employee performance because there is encouragement to carry out their duties well. Research discussing welfare issues linked to performance has been carried out by previous researchers, namely: (Lestari et al., 2020; Nasution, 2020; Rosanti & Marlius, 2023; Sriwidodo & Haryanto, 2010).

Based on data originating from the performance of Village Apparatus in Probolinggo Regency, it shows that the level of achievement of service activities in 2023 will be in the range of 70% to 85% or low achievement below 85%. This shows the less than optimal performance of Village Apparatus in Probolinggo Regency in providing services for activities in one year which has an impact on less than optimal achievement of agency goals. Based on the results of previous research regarding the relationship between motivation and performance, there are still inconsistent results, so it is important to carry out this research. The aim of this research is to determine and analyze the impact of motivation and welfare on employee performance in village officials in the Eastern District of Probolinggo Regency on performance.

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out this research. The aim of this research is to determine and analyze the impact of motivation and welfare on employee performance in village officials in the Eastern District of Probolinggo Regency.

II. Review of Literature

2.1 Human Resource Management

Human Resource Management (HRM) develops various techniques and tactics on how to manage employees in a company by increasing their commitment to the organization, working together through the concept of effective work teams, developing leadership and being able to motivate employees to improve individual employee performance (Azhad et al., 2015).

2.2 Employee Performance

According to (Bernardin, and Russell, 2013), the definition of performance is the recording of results obtained from certain job functions or activities over a certain period of time. According to (Siagian, 2015), the performance aspect can be divided into five aspects, namely work quality, timeliness, initiative, ability and communication. The definition of performance can also be interpreted as a person's overall results or level of success during a certain period in carrying out tasks compared to various possibilities, such as standard work results, targets or targets or criteria that have been determined in advance and have been mutually agreed upon (Zainal, 2019).

2.3 Work motivation

The general definition of motivation is something that can give rise to encouragement or enthusiasm within a person in carrying out their work. Work motivation is anything that arises from a person's desires, by generating passion and desires within a person that can influence, direct and maintain behavior. to achieve goals or desires that are in accordance with the scope of work (Sedarmayanti, 2017). Work motivation is something that must be built with a good personality or character, because encouraging work motivation that is based on wrong principles and reasons will result in personal and organizational losses (Handoko, 2010). Indicators of work motivation include the following:

- a. Physical needs are realized through providing appropriate wages and providing bonuses for employees.
- b. The need for security and safety is demonstrated in the form of security and safety facilities at work, pension funds, and also health benefits.
- c. Social needs are demonstrated by establishing good working relationships between colleagues or work friends.
- d. The need for appreciation is demonstrated in the form of recognition and appreciation for one's abilities.
- e. The need for self-realization is demonstrated through whether or not the work given is interesting.

2.4 Welfare

Welfare is an important part of an organization. Welfare programs provided by the government, institutions or organizations to their employees should be useful, so that they can encourage effective achievement of company goals. Welfare programs for employees should comply with the provisions set by the government and not violate government

regulations. Employee welfare is additional material and non-material rewards, which are given on the basis of discretion and are aimed at maintaining and improving the physical and mental well-being of employees in order to improve their performance (Rosanti & Marlius, 2023). There are several ways that can be done to maintain employee well-being in organizations such as workplace fitness programs, flexible work arrangements to avoid frustration, financial education, career coaching, training and development of emotional intelligence, providing healthy food to employees, building a friendly work environment in organization and so on.

2.5 Conceptual Framework

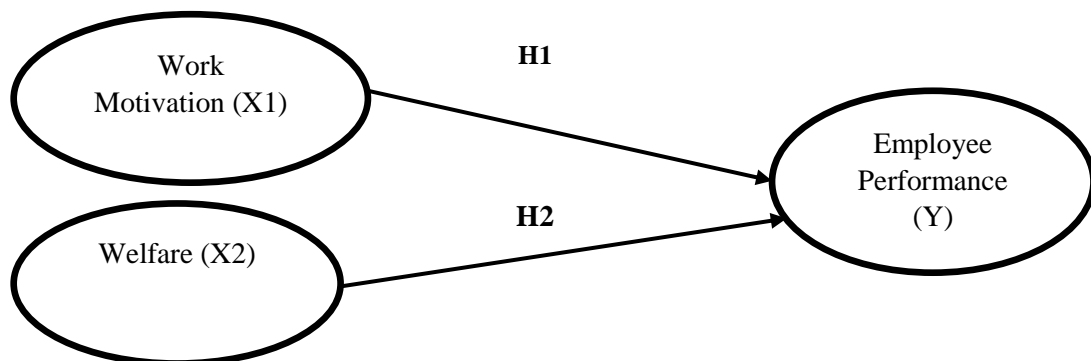


Figure 1. Conceptual Framework

2.6 Research Hypothesis

- a. Work Motivation influences employee performance.
- b. Welfare influences employee performance.

III. Research Methods

This research is causality research. Causality research is a type of research designed to examine the possibility of a cause-and-effect relationship between variables used in a study, so that researchers can state the classification of the variables (Sugiyono, 2017). The population in this study is a number of village officials in villages spread across 6 sub-districts in the eastern part of Probolinggo Regency, including: Pakuniran District, Kotaanyar District, Besuk District, Paiton District, Kraksaan District and Gading District, Probolinggo Regency with a total of 100 village officials as respondents. The questionnaire is used as a measuring tool to obtain primary data. This research consists of 2 (two) types of variables, namely the independent variable (motivation and welfare) and the dependent variable (employee performance). This measuring instrument in the form of a questionnaire will be tested using validity and reliability tests. Descriptive statistics are used to determine respondents' descriptions. Hypothesis testing is also carried out to determine the impact of the independent variable on the dependent variable.

IV. Conclusion

4.1 Validity Test Results

The validity test is used to determine whether or not a measuring instrument is valid, seen from its loading factor, whether it has a value above 0.6. The results of the validity test related to the indicators contained in the motivation, welfare and employee performance variables are presented in Table 1 below.

Table 1. Table of Validity Test Results

No	Variable	Indicator	Loading Factor	Results
1	Work Motivation (X1)	Indicator X1.1	0.754	Very Valid
		Indicator X1.2	0.805	Very Valid
		Indicator X1.3	0.666	Very Valid
		Indicator X1.4	0.770	Very Valid
		Indicator X1.5	0.736	Very Valid
2	Welfare (X2)	Indicator X2.1	0.673	Very Valid
		Indicator X2.2	0.908	Very Valid
		Indicator X2.3	0.703	Very Valid
		Indicator X2.4	0.870	Very Valid
		Indicator X2.5	0.919	Very Valid
3	Employee Performance (Y)	Indicator Y1	0.694	Very Valid
		Indicator Y2	0.784	Very Valid
		Indicator Y3	0.918	Very Valid
		Indicator Y4	0.748	Very Valid
		Indicator Y5	0.901	Very Valid
		Indicator Y6	0.795	Very Valid
		Indicator Y7	0.894	Very Valid

The results of the data validity test analysis presented in Table 1 show that all indicators for each variable, namely motivation, welfare and employee performance, have a loading factor value above 0.6, so they are declared valid.

4.2 Reliability Test

Reliability testing was also carried out so that the questionnaire used as a measuring tool in the research had high reliability. The reliability test for the motivation, welfare and employee performance variables in this study used composite reliability indicators which are presented in Table 2 below.

Table 2. Reliability Test Results

No	Variable	Composite Reliability Value	Results
1.	Work Motivation (X1)	0.863	Accepted
2.	Welfare (X2)	0.911	Accepted
3	Employee Performance (Y)	0.927	Accepted

In accordance with the results presented in Table 2, it can be seen that the reliability test value shows a figure above 0.6. Thus it can be concluded that all variables are declared reliable.

4.3 Research Hypothesis Test Results

Hypothesis testing was carried out to determine the impact of the independent variables (motivation and welfare) on the independent variable, namely employee performance. The results of the research hypothesis test are presented in Table 3, below.

Table 3. Direct Effect Test Results

Relationship Between Variables	Coefficient Value	P-value	Results
Work Motivation (X1)→ Employee Performance (Y)	0,28	< 0,01	Significant Positive
Welfare (X2)→ Employee Performance (Y)	0,44	< 0,01	Significant Positive

4.4 Discussion

a. The Effect Motivation on Employee Performance

The work motivation coefficient value is 0.28 with a p value of less than 0.01. So the conclusion is that the first hypothesis (H1) is accepted and H0 is rejected. The hypothesis which states that motivation has a significant effect on the performance of village officials in the eastern sub-district of Probolinggo Regency has been proven true. This means that if motivation gets better, employee performance will improve. According to (A. A. A. P. Mangkunegara, 2018) stated that motivation is both a need and a driving force for employees to take actions so that the desired goals can be achieved. Motivational factors have a direct relationship with individual employee performance. According to (Robbins & Judge, 2008), an employee will be willing to make greater efforts if he believes that these efforts will result in good performance appraisals and good performance appraisals will result in salary increases and promotions. This means that employee motivation for the things they want makes employees willing to do their work better. According to (Simamora, 2019), performance is influenced by psychological factors consisting of perception, attitude, learning and motivation. Thus, it shows that motivation is related to

employee performance as a motivating factor for employees to work more passionately, directed, diligently and willing to do better work in the hope of getting a salary increase, promotion and other goals they want to achieve. Research that is in line with the results of this research was conducted by: (Qomariah, Hermawan, et al., 2020), (Qomariah, Lusiyati, et al., 2022), (Kurniawan et al., 2021), (A. Kurniawan et al. ., 2023), (Mu'ah et al., 2023), (Rahmadani et al., 2020), (Maryani et al., 2022), (Ingsih et al., 2021), (Nursaid et al., 2020), (Basyah et al., 2022), (Tahiri et al., 2022), (Nursaid et al., 2023), (Triasmawan et al., 2023), (Mulyadi et al., 2023), (Qomariah, et al., 2022), (A. Setiawan et al., 2022), (Sari et al., 2020), (Rostina et al., 2024), (Qomariah et al., 2021), (Qomariah, et al ., 2020), (Y. Setiawan et al., 2022), (Atikah & Qomariah, 2020), (Utomo et al., 2019), (Suswati, 2021), (Paais & Pattiruhu, 2020), (Adha et al., 2019), (Achmad, 2016), (Rina & Perdana, 2017), (Qomariah, et al., 2020), (Jumadil et al., 2023), (Munawaroh, 2019), (Anggrainy et al. , 2017), (Azis, 2021), (Wiryawan et al., 2020), (Yogaswara et al., 2014), (Kusuma et al., 2015), (Alhudhori et al., 2019), (Ivan & Rizal , 2022), (Utarindasari & Silitonga, 2021), (Sundari & Rifai, 2020), (Marlinda et al., 2021), (Priyanto, 2016), (Anggrainy et al., 2017), (Angesty, 2019), (Arta & Harsono, 2014), (Fadly, 2017), (Adam & Kamase, 2019), (Basalamah, 2017), (Prahawan et al., 2017), (Parashakti et al., 2020), (Indarti, 2018), (Supriadi et al., 2018), (Rahim et al., 2017), (Zubaidah, 2016), (Norawati et al., 2022), (Wiradyatmika, 2022), (Manese et al., 2020), (Prakoso et al., 2014), (Kumarawati et al., 2017), (Candana et al., 2020). Meanwhile, research that is not in line with this research was conducted by (Radyasmita & Suryaningsih, 2022).

b. The Effect of Welfare on Employee Performance

The welfare coefficient value is 0.44 with a p value of less than 0.01. So the conclusion is that the second hypothesis (H2) is accepted and H0 is rejected. The hypothesis which states that welfare has a significant effect on the performance of village officials in the eastern sub-district of Probolinggo Regency has been proven to be true.. This means that if welfare is higher, it will increase employee performance. To improve the quality of human resources, there must be an evaluation, and this evaluation sometimes requires reward and punishment. The decision to provide reward or punishment in order to achieve the expected goals must also go through a gradual process that is not necessarily decided prematurely, resulting in failure that leads to regret. The welfare provided, which is a form of reward, is very meaningful and useful for meeting the physical and mental needs of employees and their families. Apart from that, welfare or indirect compensation is needed as an effort to create pleasant working conditions and environments, and is indirectly related to work performance (Handoko, 2010). A positive and pleasant work environment can increase work productivity, which means that welfare indirectly improves employee performance. According to (Hasibuan, 2017), indirect compensation or welfare provided can provide a sense of security and a comfortable work environment, thereby improving employee performance. Indirect compensation or welfare provided includes three things, namely economics, facilities and services. Economic factors and facilities have a positive influence on employee performance. Good compensation at work will have a positive impact on employee performance. If the compensation given is in accordance with what has been done, then employees will tend to do their best for the organization. These results are in accordance with previous research conducted by (Lestari et al., 2020; Nasution, 2020; Rosanti & Marlius, 2023; Sriwidodo & Haryanto, 2010).

V. Conclusion

The conclusion of this research refers to the test results which found that motivation has a significant effect on employee performance. Welfare has a significant effect on employee performance. The object of this research is only limited to village officials in the Eastern District of Probolinggo Regency, so generalization results have not been achieved. The findings of this research provide practical implications, namely that village officials in the Eastern District of Probolinggo Regency are required to be able to manage aspects of employee motivation, welfare and performance.

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