

Determinants of Motivation And Its Implications on Employee Performance

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ABSTRACT

This research can be classified as explanatory research, which explains the causal relationship and the interrelationship of research variables that include wage earners and human resource audits of employee performance through employee work motivation. The population used in this study was 189 employees with a sample of 128 respondents. The data collection method in this study is through questionnaire through data contained in research objects both in primary. The analysis tool used in this study is path analysis, used to know the direct and indirect influence of free variables with variables bound through intervening variables. The free variables in this study are wages and human resource audits, variables tied to this study are employee performance, and the intervening variable is motivation. The results showed wages had a significant influence on the motivation. Human resources audit have significant effect on the motivation. In this study, there are analysis results that show insignificant results between wages and performance. Human resource audits has significant influence on performance.

Keywords: Wages, Human Resources Audit, Motivation, Employees Performance

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INTRODUCTION

Companies want optimal profits in their economic activities by employing employees burdened with their respective tasks, but life must balance. Take and give simple words that hint at the laws of balance in nature. The same thing happens in the life of a company. People will be motivated to carry out tasks that they view will lead to a reward (Dessler, 1997, p. 20), it is possible for wages to be one of the factors in the emergence of employee motivation in the company (Timpe, 2010, p. 61) also revealed that money is the most potent motivational tool. Still, its use must be following each employee's perceived value.

Motivation is an important thing to be a trigger in achieving company goals. The encouragement that must exist and must be presented in company activities will have a positive effect. Low work motivation as a result of the provision of financial yes wages. Hypothetically,

the higher the wages earned, the higher one's desire to work (Danim, 2014, p. 29). In other words, wages will be a stimulus for the presence of motivation for employees to be dedicated to the company.

For companies with undoubted revenue contributions, it is reasonable to treat employees relatively following the performance of employees who participate in its production activities. One of them is the provision of fair and reasonable wages as remuneration by employers and job recipients. Besides that, a quality-assured control system will assist in reducing and overcoming all irregularities in the company. It seems like the human resource audit with its position to correct any deficiencies and create a company policy strategy in the future is expected to bring a company to achieve optimal results according to the company's initial goals without harming any of the company's elements,

Every period the company conducts an audit of human resources conducted by the leadership. The company implements a Good Corporate Governance (GCG) system. In implementing the GCG. This company has written regulations regarding internal audits and external audits. The implementation of the audit carried out still has problems that have not been solved yet. There are inefficient working hours for plant employees that have been going on for years. In addition, the era of deviations that occur and the strategy for solving and finding ways out have not been realized.

Based on these problems, the formulation of the research problem is Is there an effect of wages and partial human resource audits on employee motivation?, Is there an effect of wages, partial human resource audits on employee performance? Is there an influence of employee motivation on employee performance? The objectives to be achieved in this study are to analyse the effect of wages, partially an audit of human resources on employee motivation, the effect of wages, partially audit of human resources on employee performance, the effect of employee motivation on employee performance.

LITERATURE REVIEW

Wages

Wages, according to Law No. 13 of 2003 concerning human resources article 1 paragraph (30) are "Wages are the rights of workers or workers who are received and expressed in the form of money as a reward from the entrepreneur or employer to the worker or laborer and his family for a job and or services that have been or will be performed." Another definition reveals that wages are remuneration in the form of money received by employees as a consequence of their position as an employee who contributes to achieving organizational goals (Hariandja, 2005, p. 245), while (Rucky, 2002, p. 7) states that the distribution of wages includes basic wages. all periodic and regular benefits, the purchase price of everything given to workers,

Human Resources Audit

A human resource audit is a periodic review conducted by the human resources department to measure the effectiveness of human resources in the company. The audit provides a comprehensive perspective on current practice. Resources and management policies regarding managing human resources and funding opportunities and strategies to direct these opportunities and strategies. The point is that through an audit of human resources, we can find problems and ensure compliance with various laws and regulations and the company's strategic plans (Gomez-Mejia et al., 2016, p. 28). (Rivai, (2009), p. 458) suggests that the human resource audit is an examination of the quality of human resource activities as a whole in a department, division, or company.

Motivation

Motivation is encouragement in growing a sense of wanting to do something desired to achieve a goal that each individual will need to maintain enthusiasm in their productivity. Individuals who have motivation in their lives will be more focused and never give up on getting what they want. According to (Malthis & Jacson, 2006, p. 114), motivation is a desire that causes that person to act.

Performance

Work performance or performance is defined by (As'ad, 2003) as a person's success in carrying out a job. Performance is a "successful role achievement" that a person gets from his actions. According to Lawyer in (As'ad, 2003), from its limitations, it is concluded that performance is the result achieved by a person according to the size applicable to the work in question. (Mangkunegara, 2016, p. 67) suggests that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him, while (Hasibuan, 2018, p. 34) suggests that performance is work performed by someone in carrying out the tasks assigned to him based on skills.

Hypothesis 1 : Wages have effect on Motivation

Wages are the rights of workers or workers who are received and expressed in the form of money as a reward from the entrepreneur or employer to the worker or laborer and his family for a job and or services that have been or will be performed. Individuals who have motivation in their lives will be more focused and never give up on getting what they want. According to (Malthis & Jacson, 2006, p. 114), (Hariandja, 2005, p. 245).

Hypothesis 2 : Human resource audit have effect on Motivation

The point is that through an audit of human resources, we can find problems and ensure compliance with various laws and regulations and the company's strategic plans and motivation is a desire that causes that person to act. (Gomez-Mejia et al., 2016, p. 28). (Rivai, (2009), p. 458)

Hypothesis 3 : Wages have effect on Employee Performance

Wages are remuneration in the form of money received by employees as a consequence of their position as an employee who contributes to achieving organizational goals will improve performance that a person gets from his actions. According to Lawyer in (As'ad, 2003), from its limitations, it is concluded that performance is the result achieved by a person according to the size applicable to the work in question (Hariandja, 2005, p. 245), while (Rucky, 2002, p. 7).

Hypothesis 4 : Human resource audit have effect on Employee Performance

A human resource audit is a periodic review conducted by the human resources department to measure the effectiveness of human resources in the company. The audit provides a comprehensive perspective on current practice will effect on employee performance (Mangkunegara, 2016, p. 67)., (Hasibuan, 2018, p. 34).

Hypothesis 5 : Motivation have effect on employee performance.

Motivation is encouragement in growing a sense of wanting to do something desired to achieve a goal that each individual will need to maintain enthusiasm in their productivity. Individuals who have motivation in their lives will be more focused and never give up on getting what they want. According to (Malthis & Jacson, 2006, p. 114), motivation is a desire that causes that person to act will effect on employee performance. While (As'ad, 2003) that motivation will effect on work performance or performance that a person gets from his actions.

METHODS

This research method is classified as explanatory research, namely, research that explains the causal relationship and the relationship of research variables which include the influence of wages and human resource audits on employee performance through employee work motivation. According to (Sugiyono, 2017, p. 80), a population is a generalization area consisting of objects or subjects with specific qualities and characteristics determined by researchers to be studied and then concluded.

The population in this study were all permanent employees totaling 189 people. The sample was part of the population with specific characteristics or conditions to be studied (Thesaurianto, 2007, p. 40). In the study, the sample used the Slovin formula (Husein, 2003, p. 120) $n = N / 1 + Ne^2$, so the number of samples is 128 people, with sampling technique is simple random sampling.

Before distributing the questionnaire to all respondents, a reliability and validity test was conducted with 30 respondents. The results of the reliability test through cronbach alpha, then all variables can be said to be reliable, because they have an cronbach alpha value > 0.5 . Likewise, after the validity test is carried out through item validity, then all indicators of each variable have a loading factor > 0.7 then it can be said to be valid.

This study's data collection methods were through questionnaires. The data of analysis used in this study is path analysis, which is the analysis used to determine the direct and indirect effect between the independent variable wages (X1) and human resource audit (X2), the dependent variable on employee performance (Y), and intervening variable is motivation (Z)

RESULTS AND DISCUSSION

Data on the characteristics of respondents based on age, gender, position, length of work, and level of education are listed in Tables 1, 2, 3, 4, and 5 below.

Table 1. Characteristics of respondents by age

Age (years)	Amount	Percentage
21 – 25	1	0.78
26 – 30	-	-
31 – 35	7	5.47
36 – 40	17	13.28
41 – 45	49	38.28
46 – 50	31	24.22
51 – 55	23	14
TOTAL	128	100

Source: Processed Data

In Table 1 above, it can be explained that the majority of respondents are 41-45 years old, while those aged 21-25 years are the smallest percentage, which is only 0.78% of the total respondents.

Table 2. Characteristics of respondents by gender

Gender	Amount	Percentage
Male	109	85.16%
Female	19	14.84%
Total	128	100%

Source: Processed Data

In table 2 above, it can be explained that the male gender is more than the female gender. Male reached 85.16% while female was 14.84.

Table 3. Characteristics of respondents by position

Position	Amount	Percentage
Administrative	1	0.78125
Head of Division	4	3.125
Cinder	11	8.59375
Cecum	10	7.8125
Engineering Section	9	7.03125
Processing section	14	10.9375
HR Department	6	4.6875
Accounting department	8	6.25
Budget section	8	6.25
Planter	40	31.25
Monitoring	11	8.59375
Foreman	3	2.34375
Driver	3	3.34375
Total	128	100%

Source: Processed Data

In table 3 above, it can be explained that the respondents indicated various positions in the company. Planters are the most respondents, namely 40 people or 31.25%.

Table 4. Characteristics of respondents based on length of work

length of work (years)	Amount	Percentage
0 – 5	3	2.34%
6 – 10	3	2.34%
11 – 15	25	19.53%
16 – 20	37	28.91%
21 – 25	31	24.22%
26 – 30	29	21.88%
31 – 40	1	0.78
Total	128	100%

Source: Processed Data

Table 4 shows that almost 75% of its employees have been devoted to the company for 16 years. The achievement is quite encouraging to be able to retain employees in the company.

Table 5. Characteristics of respondents based on the education level

Education	Amount	Percentage
senior High School	99	77.34%
D3	1	0.78%
S1	28	21.88
Total	128	100%

Source: Processed Data

Table 5 shows that the most senior high school educated employees reached 99 people or 77.34%. This illustrates that the company does not consider the level of formal education of its employees.

Table 6. Analysis of Wage Variables

No.	Question	Statement					Amount
		SA	A	QA	D	SD	
1	Statement 1: amount of basic wages	8.6%	68%	21.9%	1.6%	-	128
2	Statement 2: large incentive wages	12.5%	44.5%	40.6%	2.3%	-	128
3	Statement 3: fair wage increase	9.4%	48.3%	43%	2.3%	-	128
Total Answers		39	202	135	8		384

Source: Processed Data

Description : SA = Strongly Agree, A = Agree, QA = Quite Agree, D = Disagree, SD = Strongly Disagree

Based on table 6 above, it can be explained as follows: wages based on rank and period of service of respondents' answers were 87 respondents at a percentage of 68%, and the answers strongly agreed were 11 with a ratio of 8.6%. This means that the salary at this company is classified as good. It is proven that more than half of the total respondents agree that the wages are following the minimum wage.

The amount of additional wages given to employees for performance carried out outside working hours gets 12.5% , or as many as 16 respondents chose strongly agree and chose the answer to agree as many as 57 respondents or 44.5%, this shows that incentive wages in this company are included in the good category.

Giving an increase in wages on the basis according to the level of work or ability carried out by each employee feels appreciated because the respondents' answers agree as many as 58 people or 45.3%, and the answers that entirely agree are 55 respondents or 43%.The description of each statement in the questionnaire above shows that the company's wages received answers that did not disappoint or were classified as good.

Table 7. Analysis of human resources audit variables

No.	Question	Statement					Amount
		SA	A	QA	D	SD	
1	Statement 1: turnover rate	3.9%	53.9%	38.3%	3.9%	-	128
2	Statement 2: work attendance rate	14.1%	62.3%	23.4%	-	-	128
3	Statement 3: overtime rate	6.3%	48.4%	43%	2.3%	-	128
4	Statement 4: job vacancy level	3.9%	42.2%	41.4%	11.7%	1 0.8%	128
5	Statement 3: staffing process	7%	53.1%	39.1%	0.8%	-	128

Source: Processed Data

Description : SA = Strongly Agree, A = Agree, QA = Quite Agree, D = Disagree, SD = Strongly Disagree

Based on table 7 above, it can be explained as follows: a statement regarding the turnover rate, namely the level of turnover of employees in the company which should indicate a level of balance, in this statement gives an answer of 53.9% with a total of 69 respondents who voted in favor.

Statements of the level of errors made by employees when doing work are always avoided, and their presence suppressed. This is evident from the respondents' answers as many as 18 people, or 14.1% answered strongly agree 80 respondents or 62.3%.

The statement regarding the level of employee work attendance on weekdays imposed by the company is the level of employee absenteeism on the day according to the time imposed by the company showing a good assessment based on the respondents' answers, namely 62 people answered agree or 48.4% and 55 people or 43% stated strongly agree, this illustrates that the level of work attendance of this company is carried out in a disciplined and full of firmness. In the statement of job vacancies poured in, the information strongly agreed there were 5 respondents or 3.9%. In comparison, 54 respondents agreed or 42.2%, while answers disagreed as many as 15 people or 11.7%.

Table 8. Analysis of Motivational Variables

No.	Question	Statement					Amount
		SA	A	QA	D	SD	
1	Statement 1: individual factor	6.3%	60.9%	29.7%	3.1%	=	128
2	Statement 2: security factor	6.3%	42.6%	43.8%	9.4%	-	128
3	Statement 3: social security	7%	44.5%	37.5%	7.8%	3.1%	128
4	Statement 4: appreciation	5.5%	45.3%	41.4%	7%	0.8%	128
5	Statement 5: self-actualization	4.7%	43%	50.8%	1.6%		128

Source: Processed Data

Description : SA = Strongly Agree, A = Agree, QA = Quite Agree, D = Disagree, SD = Strongly Disagree

Based on table 8 above, it can be explained as follows: Statements related to psychology, namely factors that come from individuals, more than half of the respondents in this study, namely 78 respondents or 60.9% answered agree, this shows that the psychological state of each individual can be well guarded by employees. When working in the company, statements relating to security as many as 52 respondents or 42.6% agreed and 56 respondents or the equivalent of 43.8% indicated quite agree, this indicates that security in the company is exceptionally good so as not to endanger the state of employees while working.

Table 9 . Employee performance variable analysis

No.	Question	Statement					Amount
		SA	A	QA	D	SD	
1	Statement 1: employee's work spirit	7%	60.2%	32%	0.8%	-	128
2	Statement 2: timeliness at work	10.9%	55.5%	30.5%	3.1%	-	128
3	Statement 3: quantity to be completed	6.3%	53.1%	38.3%	1.6%	0.8%	128
4	Statement 4: Cooperation between employees	3.9%	44.5%	43.8%	7.8%	-	128
5	Statement 3: Loyalty	3.9%	46.1%	46.9%	3.1%		128

Source: Processed Data

Description : SA = Strongly Agree, A = Agree, QA = Quite Agree, D = Disagree, SD = Strongly Disagree

5 respondents answered strongly agree, 57 respondents (44.5%) agree and quite agree 56 respondents (43.8%). This shows that most employees can work well with other employees. While in statements relating to the use of time in completing tasks, as many as 59 respondents agreed, 60 respondents quite agreed or 46.9%, this shows that the company's employees are quite good at completing work within the given working time and are productive at work.

Table 10 . First Path analysis calculation result

Hypothesis	Independent Variable	Dependent Variable	Beta (β)	t count	P-value	description
Hypothesis 1	X1	Z	0.250	2,715	0.008	Significant
Hypothesis 2	X2	Z	0.429	4,653	0.000	Significant

Source: Processed Data

In table 10 the first path analysis can be explained that between wages (X1) and motivation (Z) has a positive and significant effect, the results can see it of tp-valuable of 0.008 < from = 0.05, in addition to the audit of human resources (X2) with motivation(Z) has a significant effect because p-value = 0.000 < from = 0.05

Table 11. The results of the calculation of the second path analysis

Hypothesis	Independent Variable	Dependent Variable	Beta (β)	t count	P-value	description
Hypothesis 3	X1	Y	0.074	0.777	0.439	Not significant
Hypothesis 4	X2	Y	0.532	5.556	0.000	Significant
	Z	Y	0.541	7,226	0.000	Significant
Hypothesis 5						

Source: processed data

Table 11 shows that wages (X1) and employee performance (Y) have an insignificant effect because $p \text{ value} = 0.439 > = 0.05$, for the relationship between human resource audits (X2) on employee performance (Y) has a significant effect. significant because $p \text{ value} = 0.000 < = 0.05$. In addition, the relationship between motivation (Z) and employee performance (Y) has a significant influence because $p \text{ value} = 0.000 < = 0.05$

The results obtained from the calculation of the first and second path analysis then lead to changes in the path analysis model in this research

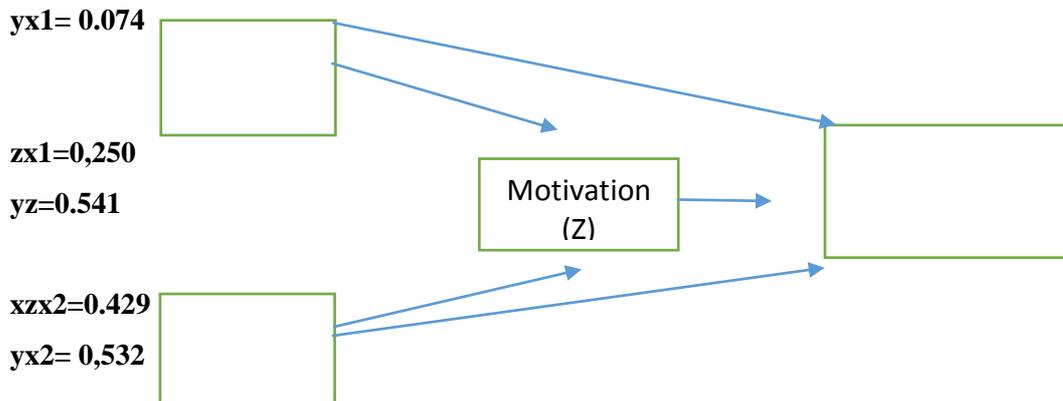


Figure 1: Path analysis model

Discussion

Based on the analysis described above, the discussion of the research results can be described as follows:

Effect of Wages (X1) on Motivation (Z)

Path analysis shows that the p-value is 0.008. These results indicate that the $p\text{-value} < = 0.05$ so that the significant effect of wages on motivation results are obtained. The results of the t-test that have been carried out show that the $t \text{ count} > t \text{ table}$ is $2.715 > 1.657$, thus indicating that it has a significant effect on motivation. The results of this analysis are reinforced by the results of research conducted by (Ni'am et al., 2018), which states that wages significantly influence employee work motivation.

The influence of human resource audit (X2) on Motivation (Z)

Based on the path analysis that has been carried out, it shows that the human resource audit (X2) has a significant influence on motivation, this is indicated by the results of $p\text{-value} < \text{significant level}$ of $0.000 < 0.005$, the decision is further strengthened by the t-test which results in $t \text{ count} = 4.653 > t \text{ table} = 1.657$, thus indicating that human resource audit has a significant effect on employee motivation (Z). The research results reinforce this analysis by (Purba, 2017) with a correlation of 0.435 which means that there is a relationship between human resource audits, motivation, and leadership style on employee performance.

Effect of Wages (X1) on Employee Performance (Y)

The path analysis shows that the p-value is 0.439. These results indicate that the p-value is $0.439 > = 0.05$, so the results do not significantly affect wages on employee performance. The results of the t-test that have been carried out show that the $t \text{ arithmetic} > t \text{ table}$ is $0.777 < 1.657$, thus indicating that it does not significantly affect employee performance. The analysis results are reinforced by the results of research conducted by (Masilan, 2015), which states that simultaneously the independent variables of wages and employee incentives affect employee performance.

Effect of human resource audit (X2) on Employee Performance (Y)

Based on the path analysis that has been carried out, it shows that the human resource audit (X2) has a significant influence on employee performance, this is indicated by the results of $p\text{-value} < \text{significant level of } 0.000 < 0.005$, the decision is further strengthened by the t-test which results in $t \text{ count} = 5.556 > t \text{ table} = 1.657$, thus indicating that human resource audit has a significant effect on employee performance (Z). The results of the analysis are strengthened by the results of research by (Soedarsa, 2014) that there is an influence between human resource audits on employee performance

The influence of motivation (Z) on employee performance (Z)

Based on the path analysis that has been carried out, it shows that motivation (Z) has a significant influence on performance, this is indicated by the results of $p\text{-value} < \text{significant level of } 0.000 < 0.005$, the decision is further strengthened by the t-test, which produces $t \text{ count } 7.2266 > t \text{ table} = 1.657$, thus indicating that motivation has a significant effect on employee performance (Y). The study results were strengthened by Ni'am, et.al(2018), showing a correlation of 0.610 between motivation and employee performance.

CONCLUSIONS AND IMPLICATIONS

The results of this study are concluded as follows wages have a direct and significant effect on work motivation, Human resource audits have a significant effect on employee motivation, Wages have a significant effect on employee performance. Human resource audit has a significant effect on employee performance, Motivation has a significant effect on employee performance.

This study implies that employee performance can increase if employee motivation is increased by breakthroughs in maintaining motivation so that with employee motivation, there is a policy of raising wages following regional minimum salaries according to the needs of each employee and the control function through a human resource audit conducted at least every semester per period, both internally and externally, it can inspire employees to be motivated to work.

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