

Improving Employee Performance Through Motivation (Study Case of Educational Institutions in Jepara City)

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ABSTRACT

This research aims to analyze the influence of work motivation on employee performance at the UNISNU Jepara educational institution. Simple linear regression analysis is used as a data analysis method. The research results show a positive and significant relationship between work motivation and employee performance ($t\text{-test} = 1.674$, $p < 0.05$). a regression coefficient of 0.185 indicates that a one-unit increase in the work motivation variable will increase employee performance by 0.185 units, assuming other variables are constant. In addition, the coefficient of determination (R^2) value of 0.523 indicates that 52.3% of the variation in employee performance can be explained by work motivation. These results confirm the importance of work motivation in improving employee performance at UNISNU Jepara educational institutions.

Keywords: Motivation, Performance, Employees, and educational institutions

ISSN: xxxx-xxxx

DOI: -

INTRODUCTION

In the current era of globalization, companies, and organizations, both in the private and public sectors, are required to be able to compete by improving their performance and productivity through a positive organizational culture (Mustafid, 2018). As a result, motivation becomes an integral part of this and emerges as a need and desire. Therefore, motivation greatly influences the development of an organization to be able to progress and grow in facing future challenges.

Therefore, it can be concluded that motivation is one of the key factors that drives employees to achieve optimal performance. Good performance not only has a positive impact on individual employees but also on the organization as a whole. In recent decades, experts have conducted various studies to understand the relationship between motivation and employee performance.

Increased productivity of motivated employees tends to make them more productive and efficient in completing their tasks. They have a high spirit to achieve the set targets, thus increasing the company's production output. Therefore, it is very important to provide motivation to employees so that the company experiences an increase in productivity.

Better work quality when high motivation encourages employees to produce quality work. They will be more thorough, careful, and strive to give their best in every job they do. Thus, motivation is the driving force for employees to be able to improve the quality of their work.

Employee innovation and creativity improve when motivation provided by the company creates new enthusiasm. Thus, that motivation will bring an atmosphere where employees tend to be more creative and innovative in finding solutions to problems they face. They have the spirit to develop new ideas that can improve the company's performance.

Thus, high job satisfaction will occur when employees who feel motivated tend to be more satisfied. Therefore, employees will try to carry out their job responsibilities without burden. High job satisfaction will have a positive impact on employee well-being and reduce turnover rates.

However, if motivation is an abstract concept and difficult to measure quantitatively, it will decrease employee quality. Although we can see the impact of motivation on performance, it is difficult to determine someone's level of motivation with certainty.

Moreover, each individual has different motivational factors, making it difficult to standardize good performance. What motivates one person may not necessarily motivate another. Therefore, companies need to understand the needs and desires of each employee individually, so that the motivation provided will be different.

Unsustainable motivation will affect employee performance, resulting in different problem dynamics that require varying solutions over time. This condition will be very challenging for companies in dealing with external factors such as changes in the work environment, leadership changes, or personal issues that can affect employee motivation levels.

Therefore, high costs will reduce employee efforts. Increasing employee motivation often requires significant expenses. For example, providing financial incentives, training, or career development programs.

Although many studies have examined the relationship between motivation and employee performance, there are still several gaps that need further investigation. One prominent gap is the lack of research specifically examining the influence of intrinsic and extrinsic motivation on employee performance in repetitive or monotonous work contexts. Additionally, most research still focuses on large companies, so more studies need to be conducted on educational institutions of smaller scale.

Universitas Islam Nahdlatul Ulama (UNISNU) Jepara is an institution in Jepara Regency. In this case, quality development at UNISNU Jepara as an Islamic educational institution is certainly based on Islamic teachings and applies Ahlusunnah Waljama'ah Annahdliyah Islamic values in daily activities. This aligns with UNISNU Jepara's vision of "Becoming a leading Islamic university in producing quality human resources who are faithful and intellectual in the development of science and technology with cultural arts that have a noble character based on the values of Ahlusunnah Waljamaah (ASWAJA)". Based on the problem formulation and background of the issues, the purpose of this research is "To analyze the influence of Work Motivation on Employee Performance at the Universitas Islam Nahdlatul Ulama ."

LITERATURE REVIEW

Work Motivation

Work motivation is one of the factors that determines a person's performance (Jaya et al., 2020). Motivation can be defined as an action to influence others to behave in an orderly manner (Bangun, 2012). In their research, Hasibuan & Bahri (2018) define motivation as an internal and external drive that encourages someone to take actions directed towards activities to achieve a goal.

In Islam, work motivation is defined as an action that encourages someone to work towards achieving company goals in ways that do not conflict with Islamic teachings (Rivai & Mulyadi, 2012). Work motivation in Islam is not about pursuing a hedonistic lifestyle, chasing status, or wealth by any means, but rather pursuing worship (S. Harahap, 2016).

Work motivation is something that cannot be underestimated by a leader, as providing attention and maintaining good relationships between superiors and subordinates can motivate employees to become essential parts of the organization (Nur Fu'ad, 2015). This aligns with Widayati et al (2017) opinion that any condition or force that drives workers to achieve organizational goals is called motivation. Work motivation is an internal drive that moves someone to perform productive activities to produce something beneficial for themselves or others (Jaya et al., 2020).

From an environmental perspective, there are two types of factors that cause motivation: first, intrinsic factors that originate from within oneself, such as viewpoints, hopes, aspirations, and ever-changing dispositional needs; and second, extrinsic factors that come from external influences that successfully motivate oneself (S. Harahap, 2016). Motivation is a manager's task to influence others within the company. There are several methods to increase motivation, including assessing perspectives, being a professional manager, building communication, creating a conducive work environment, fostering cooperation, and taking initiative (Mukaromah, 2022).

Employee Performance

Performance is work results or work achievements (Suwati, 2013). Performance is a manifestation of a company's goal planning carried out by employees who are capable, knowledgeable, motivated, and have vested interests (Wibowo, 2007). According to Mathis & Jackson (2002) employee performance is anything done by employees that affects their contribution to the organization, particularly in terms of quality, production quantity, production time, attendance, and cooperative behavior.

Employee performance is the achievement of one's work results in a company legitimately to achieve organizational goals according to their respective authority and responsibilities without violating morals and ethics (Ady & Wijono, 2013). Performance represents the overall success rate of someone in completing tasks during a certain period compared to various possibilities, including work standards, goals, or criteria that have been previously established and mutually agreed upon (Rival & Mohd.Basri, 2005). High performance is typically considered productive, while performance that does not meet standards is considered unproductive or low-performing.

A company will continuously strive to improve employee performance to achieve their goals. Employee performance reflects their capabilities, and performance is considered good when employee performance has been optimized. This is an important resource for organizations to achieve their objectives, so leaders must pay attention to employee performance (Silaen et al., 2021).

METHODOLOGY

Scientific research to obtain information with specific goals and benefits is known as research methodology. This research uses quantitative research, which is based on the philosophy of positivism. It is used to study specific populations or samples, using sampling techniques, and analyzing quantitative or statistical data to test hypotheses that have been formulated (Sugiyono, 2017). The quantitative method is used to examine specific populations and samples, collecting data using research instruments, with statistical data analysis aimed at testing established hypotheses. The purpose of this research is to determine both simultaneously and partially the influence of Islamic leadership and work motivation on employee performance.

Research Variables

The dependent variable is a bound variable that is influenced by the independent variable or free variable. The dependent variable or Y variable is the variable that becomes the main focus in a research study. In this research, the dependent variable used is Employee Performance (Y) (Sugiyono, 2017).

The independent variable is referred to as a stimulus variable or a variable that influences other variables. The independent variable, also called the X variable, is the output variable or criterion variable, which in Indonesian is called the free variable (Sugiyono, 2017). In this research, the independent variable is: Work Motivation (X1).

Population and Sample

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics established by researchers that will be studied and draw conclusions (Sugiyono, 2016). The population and sample in this research are employees of the Nahdlatul Ulama Islamic University of Jepara. A sample is a portion that represents a subject or object of the population. Sampling must meet the quality and characteristics of the population. The sampling in this research uses the probability sampling technique, which is a sampling technique that provides equal opportunities for all members of the population to be selected as sample members (Sugiyono, 2016).

The formula commonly used in calculating the sample size is using Slovin's formula, which is as follows:

$$n = \frac{N}{1+N.(e)^2}$$

Description:

N = Population Size

n = Sample Size

e = Margin of Error (10%)

where:

$$n = 221/1+221. (0,10)^2$$

$$n = 221/1+221. (0,01)$$

$$n = 221/3,21$$

$$n = 68,84 \text{ rounded to } 69$$

From the formula above, it can be determined that the appropriate sample size according to Slovin's formula is 69 employees, including both lecturers and educational staff.

Simple Linear Regression Test

Multiple regression analysis is conducted to determine how independent variables influence the dependent variable (Sugiyono, 2016). Specifically, it measures the extent of work motivation's (X1) influence on employee performance at the Universitas Islam Nahdlatul Ulama (Y). Based on this, the linear regression equation can be formulated as follows:

$$Y = \alpha + \beta_1 X_1 + e$$

Where:

X1 = Work Motivation

Y = employee performance

a = Constant

β_1, β_2 = The regression coefficients of Variables X1, X2

e = Error

RESULTS

Simple linear regression analysis is used as a tool to determine the magnitude of Work Motivation variable's influence on Employee Performance at UNISNU Jepara educational institution. The calculation results of the linear regression analysis can be seen in Table 1 below:

Table 1. Simple Linear Regression Test Results

		Coefficients ^a			t	Sig.
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta		
1	(Constant)	9.993	1.197		3.255	.000
	Work Motivation (X1)	.185	.134	.170	1.674	.000

a. Dependent Variable: Employee Performance (Y)

Source: SPSS Output (processed data) 2024

Based on Table 1, the Simple Linear Regression equation is shown as follows: $Y = 9,993 + 0,185 X_1$ Therefore, the regression coefficients for each variable can be explained as follows:

$\alpha = 9,993$, the constant value indicates that if the independent variable (Work Motivation) equals 0 (zero), then the Employee Performance is 9,993.

$\beta_1 = 0,185$, The Work Motivation variable has a positive value and indicates a direct relationship with Employee Performance, assuming other variables remain constant. This shows that when work motivation increases, employee performance increases by 0,185.

The F-test is conducted to examine whether Islamic Leadership and Work Motivation variables simultaneously influence the dependent variable, Employee Performance. The SPSS output results for the F-test are shown in Table 2 below:

Table 2. F-Test Results

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	87.013	2	43.507	8.845	.000 ^b
	Residual	329.572	67	4.919		
	Total	416.586	69			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Work Motivation (X1)

Source: SPSS Output (processed data) 2024

Based on the table above, the calculated F-value (F-statistic) is 8,845 and sig 0,000. F-table at the level of $\alpha = 0.05$, $df_1 = (\text{Number of Variables} = 2)$ and $df_2 (n - k - 1 = 70 - 2 - 1 = 67)$, thus, the F-table value is $= 2,74$. This mean $F\text{-test} > F\text{-table}$ ($8,845 > 2,72$) and $\text{sig} < 0,05$ ($0,000 < 0,05$), therefore, the hypothesis can be accepted.

In this case, it can be stated that the Islamic Leadership and Work Motivation variables together have an effect on Employee Performance. The results of the F-test can be seen in the following figure:

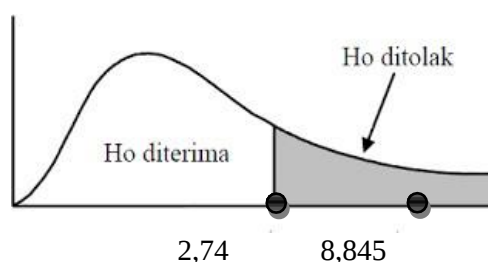


Figure1. Acceptance Region for F-Test

In the partial test (t-test), it is used to show how much influence the independent variables, namely Work Leadership and Work Motivation, have on the dependent variable, which is Employee Performance at UNISNU Jepara. The SPSS output results for the calculated t-value are shown in Table 2 as follows:

Table 3. Results of t-Test

		Coefficients^a		Standardized Coefficients Beta	t	Sig.
Model		Unstandardized Coefficients B	Std. Error			
1	(Constant)	9.993	1.197		3.255	.000
	Motivasi Kerja (X1)	.185	.134	.170	1.674	.000

a. Dependent Variable: Employee Performance (Y)

Source: SPSS Output (processed data) 2024

To determine the t-table value, it can be calculated using the formula $df = n - k$, where (n) is the number of samples and (k) is the number of variables. At a significance level of 0.05, we have $df = 70 - 3 = 67$, which gives us a t-table value of approximately 1.66827. The results of the statistical t-test analysis presented in the table above can be explained as follows:

Work Motivation on Employee Performance

The calculated t-value for the Work Motivation variable is 1.674, which is greater than the t-table value of 1.66827. The significance value for Work Motivation (X1) is $0.000 < 0.05$ (accepted). Therefore, it can be concluded that Work Motivation has a positive and significant effect on Employee Performance at UNISNU Jepara. Below is Figure 4.5 showing the partial test results for the Work Motivation variable.

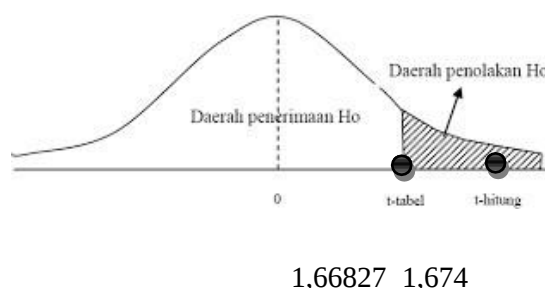


Figure 3. Acceptance Region for Hypothesis Testing

The Coefficient of Determination (R^2) measures the extent to which the independent variables, namely Islamic Leadership and Work Motivation, separately impact the dependent variable, which is Employee Performance. After conducting the multiple linear regression test, the output obtained is shown in Table 4 below:

Table 4. Coefficient of Determination Values

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.757 ^a	.633	.523	1.21788

a. Predictors: (Constant), Work Motivetion (X1)

Source: SPSS Output (processed data) 2024

Table 4 shows that the coefficient of determination value is 0.523. This indicates that 52.3% of the variation in Employee Performance at UNISNU Jepara can be explained by this regression. Meanwhile, the remaining 47.7% is explained by other variables outside the scope of this study.

The Effect of Work Motivation on Employee Performance

Based on the research results, the calculated t-value for the Work Motivation variable is 1.674, which is greater than the t-table value of 1.66827. The significance value for the motivation variable (X1) is $0.000 < 0.05$ (accepted). Therefore, it can be concluded that the Work Motivation variable has a positive and significant effect on Employee Performance. This indicates that as Work Motivation increases, Employee Performance will also improve. Work Motivation refers to the motivation to work, enabling employees to give their best abilities to advance the organization (Harini et al., 2022).

CONCLUSION

Based on simple linear regression analysis, it can be concluded that there is a significant and positive influence between work motivation and employee performance at UNISNU Jepara. This is indicated by the t-count value being greater than t-table ($1.674 > 1.66827$) and a very small significance value ($0.000 < 0.05$). This means that the higher an employee's work motivation, the higher the performance they will achieve. This finding is in line with motivation theories which state that motivation is one of the key factors in improving individual performance.

The regression coefficient of 0.185 indicates that each one-unit increase in the work motivation variable will impact employee performance by an increase of 0.185 units, assuming other variables remain constant. Additionally, the coefficient of determination (R-squared) value of 0.523 indicates that 52.3% of employee performance variability can be explained by work motivation. However, there is still 47.7% of performance variability influenced by other factors beyond the scope of this research.

CREDIT

Tzkiyya Fillah Aulia: Conceptualization, Data curation, Formal analysis, Investigation, Methodology, Resources.

Nurul Hidayat: Methodology, Software, Validation, Visualization, Writing – original draft, Writing – review & editing.

Maulana Sari Maryoan : Project administration, Supervision, Validation, Writing – review & editing.

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