THE IMPACT OF MOTIVATION AND EMPLOYEE DEVELOPMENT ON EMPLOYEE PERFORMANCE AT KPKNL MANADO

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ABSTRACT

Humans are always actives role in all activities inside the organization. They are planner, perpetrator and key factor to determine action to achieve the goals. The purpose of the company will be impossible to achieved without active participation of employees although they used a sophisticated tool in an organization activities. This study aims to motivation and employees development affect employees performance at *Kantor Pelayanan Kekayaan Negara dan Lelang* (KPKNL) Manado Simultaneously. The data used in this study is primary data obtained through the questionnaire distributed to employee in KPKNL Manado. The analytical method used was multiple linear regression analysis. Regression analysis shows the motivation and employee development have positive effect on performance in KPKNL Manado. The results of the F test (simultaneous hypothesis test) shows that motivation and employee development simultaneously affect the performance employee in KPKNL Manado. The result suggests Conduct supervision and evaluation to the performance of all employees. Because of the lack of performance evaluation of directors to assess the ability of an employee in terms of mastery of tasks, skills, responsibility.

Keywords: *motivation, employee development, employee performance*   .

INTRODUCTION

Research Background

Humans are always actives role in all activities inside the organization. They are planner, perpetrator and key factor to determine action to achieve the goals. The purpose of the company will be impossible to achieved without active participation of employees although they used a sophisticated tool in an organization activities. Employees are the vital role in implementing planning and objectives to be achieved. Human resource factors (HR) has the important role compared to other factors in an organization. The failure of an organization to achieve goals are mostly influences by the human factor. Therefore, employees need to get encouragement or motivation to be better in work in order to achieve good performance. Seeing the importance of the human in achieving organizational goals, it is necessary for management system to managing the human resource.

Motivation is the desire to perform high effort to achieve organizational goals and at the same time satisfying the needs of individual. Motivation is a factor that determines the level of individual performance. Organizational goals can not be achieved without employee's motivation. It should be reflected the form of a commitment to achieve organizational goals. When a person is motivated then he or she would try to hardwork. That efforts will benefit the organization in the form of expected performance when it can directed their work directly and consistent to achieve organization goals. Employee's work motivation can be arised by individual. Also, it can be the result of interaction between individuals and the environment.

Performance is very important in an organization to achieve the goals. Employee performance is one of a very dominant factor in improving the performance of the company. Mathis and Jackson (2006) states that, there are three main factors that affect performance: (1) the ability to include: talent, interests, personality factors, (2) effort devoted include: motivation, work ethic, attendance, taskdesign, (3) support organization covers: training and development, equipment and technology, standard of performance, as well as the management and co-workers.

Research Objectives

The purposes of this research are:

1. To know the effect of motivation on employee performance at KPKNL Manado.
2. To know the effect of employee development to employee performance at KPKNL Manado.
3. To know the effect of motivation and employee development to employee performance at KPKNL Manado.

THEORITICAL FRAMEWORK

Employee Performance

The performance of an organization is thus dependent upon the sum total of performance of its members. The success of an organization will therefore depend on its ability to measure accurately the performance of its members and use it objectively to optimize them as a vital resource (Biswajeet 2009:57). Mathis and Jackson (2006: 378) states that performance of the employee is affecting how much they contribute to the organization. Improved performance on both individuals and groups become the center of attention in an effort to improve organizational performance. Performance employees generally include the following elements: the quantity of yield, quality outcomes, timeliness of results, attendance, and ability to cooperate.

Motivation

Watkiss, (2004) says that motivation is the way to drive person to doing something. Much of the driven are the thought of a potential reward, or a consequence of not doing something. Motivation is the forces the people to do something: this is a result of the individual needs being satisfied (or meet) so that individuals has the inspiration to complete the task. Motivation refers to the initiation, direction, intensity and persistence of human behavior. Motivation concerns energy, direction, persistence and equifinality – all aspects of activation and intention and has been a central and perennial issue in the field of psychology, for it is at the core of biological, cognitive, and social regulation (Ryan & Deci, 2000). Given today's economy, a motivated workforce represents both a competitive advantage and a critical strategic asset in any work environment (Blanchard, et al 2009).

Employee Development

Hasibuan, (2003: 197) defined that each company personnel required to work effectively and efficiently. This is done for the development of non - career and career goals for new employees or existing development through training and education is an effort to promote the spirit of technical, conceptual and theoretical capabilities of employees in accordance with the needs of the job / position through education and training.

Previous Research

Munjuri (2011) conducted research on the effect of human resource management practices in enhancing employee performance in catholic institutions of higher learning. This research was conducted in Kenya. This study focused on the effect that human resource management (HRM) practices have on employee performance. The study sought to establish the effect of training, performance - related pay, employee empowerment, job - design and job security on employee performance in catholic institutions of higher learning in Kenya. The research design used was descriptive survey research design. The target population was all the support staff of the institution. Stratified random sampling technique was used. Data was collected using questionnaires and analyzed using descriptive statistics such as frequencies and percentages. Correlation and regression analysis was done to establish the relationship between various HRM practices and employee performance. Data was presented in form of tables, charts and graphs. Based on the findings, performance - related pay has the greatest impact on increasing employees' level of performance. Training and employee empowerment have also got an effect ofincreasing employees' level of performance. Job designand job security have got the least impact on performance. Solomon Markos (2010) said that employee engagement as the key to improving performance.

Employee engagement is a vast construct that touches almost all parts of human resource management facets we know hitherto. If every part of human resources is not addressed in appropriate manner, employees fail to fully engage themselves in their job in the response to such kind of mismanagement.
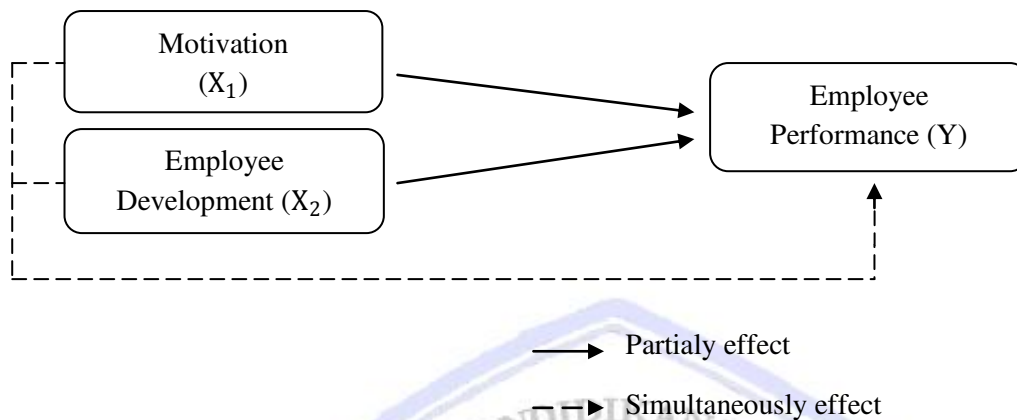
Conceptual Framework

Figure 1. Conceptual Framework
Source: Theoritical Framework

Research Hypotheses

The hypotheses are presented as follows:
H_1:   Motivation affects employee performance at KPKNL Manado
H_2:   Employee development affects employee performance at KPKNL Manado
H_3:   Motivation and employee development affect employee performance at KPKNL Manado simultaneously

RESEARCH METHOD

Type of Research

This study is a Quantitative study and a casual research. Questionnaire was used for data that contains an explanation of the role or influence of factors - factors that constitute the concept of the contents of this study, the perception of an employee's performance.

Place and Time of Research

The study is performed in KPKNL Manado at June 23, 2014.

Population and Sample

The population is a group of complete element, which is usually a person, object, transaction, or occurance in which we are interested to learn or become the object of research. Sekaran and Bougie (2009: 262) the population in this study were employees at KPKNL Manado totaling 68 people. Sekaran and Bougie (2009: 263) sample is a subset of a population that comprises some members selected from it. The samples in this study were taken throughout the entire employee population at KPKNL Manado as many as 68 respondents did not include the head.

Data Collection Method

Primary data is a type of information that is obtained directly from first - hand sources by means of surveys, observation or experimentation. It is data that has not been previously published and is derived from a new or original research study and collected at the source such as in marketing.

Operational Definition and Measurement of Research Variables

Table 1. Operational Definition and Measurement of Research Variables

Variables	Operational Definition
Motivation (X_1)	As the strength that comes from within or from outside oneself and encouragement and perseverance to achieve something to be desired according the employee of KPKNL
Employee Development (X_2)	An attempt to improve the technical, conceptual and theoretical morale of employees in accordance with the needs of the job / position through education and training of the employee of the KPKNL
Employee Performance (Y)	Results obtained in completing the work as compared to the resources used or the level of performance produced by the worker or by methods / ways of working in accordance with the criteria specified size

Validity and Reliabilty Test

The validity of the test is intended to test the validity of the item that is the research question or test instrument. This study aimed to test the validity of the items, and testing the validity of the measurement items with scores correlate each item with the total score is the sum of each score point (Sugiyono 2008). Validity indicates the extent to which a measuring instrument to measure what should be measured. The reliability of a measure is established by testing for both consistency and stability. Consistency indicates how well the items measuring a concept hang together as set, Cronbach's alpha is a reliability coefficient that indicates how well the items measuring a concept hang together as a set are positively correlated to one another (Sekaran and Bougie 2009: 324).

Multiple Regression Analysis Method

Multiple regression analysis is amultivariate technique that is used very often in business research. The starting point of multiple regression analysis is, of course, the conceptual model (and the hypotheses derived from that model) that the researcher has developed in an earlierstage of the research process. Multiple linear regression analysis is a common statistical method used to examine the relationship between a dependent variable with multiple independent variables. Linear regression is a measuring tool that is also used to measure the presence or absence of correlations between variables.

$$Y = a + b_1X_1 + b_2X_2 + e$$

Where

Y	=	Dependent Variable
X_1	=	Motivation (independent variable)
X_2	=	Employee development (independent variable)
a	=	Regression Constants
e	=	Error Intruder

RESULT AND DISCUSSION

Validity and Reliability

Validity test is intended to ensure the validity of an instrument to measure how well a concept that should be measured. In this study testing the validity of using the product moment correlation coefficient of Pearson. The question is a valid question that the correlation coefficient is greater than the number criticized its correlation tables, and vice versa if the correlation coefficient is smaller than table numbers criticism, declared invalid correlation question (not be credible). Another way to look at the indicator is valid, if r count or corrected item total correlation value has a value greater than the standard r is 0.3 (Solimun, 2000: 137). Here are three of the above questions valditas test results in the study variable. The realbility of a measure is established by testing for both consistency and stability. Consistency indicates how well the items measuring a concept hang together as a set. The reability of a measure indicates the extent to which it is without bias (error free) and hence ensures consistent measurement across time and across the various items in the instrument (Sekaran and Bougie 2009: 324)

Classical Assumption
Multicollinearity

Table 2. Multicollinearity result

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Motivation	.763	1.310
	Employe development	.763	1.310

Source: Data processed SPSS, 2014

The results of statistics collinearity coefficient can be seen in the model output, said no symptoms of multicollinearity if the VIF value ≤ 10. VIF value calculation produces results for motivation (X_1) of $1.310 \leq 10$, employee development variable X_2), amounting to $1.310 \leq 10$, it can be concluded that no symptoms of multicollinearity in the regression model above.
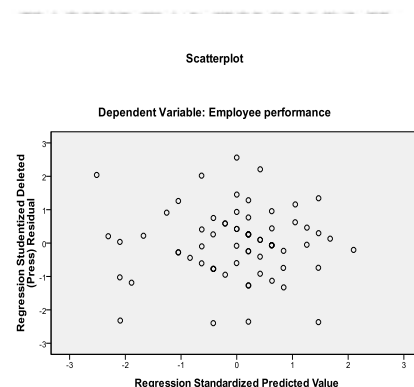
Heteroscedasticity

Figure 2. Heteroscedasticity result
Source: Data processed SPSS, 2014

The picture above shows that in the regression equation are not heteroscedasticity. This is evident from the spread of the points that do not have a clear pattern, and the points are spread above and below the 0 on the Y axis, so that the equation is not the case heteroscedascity symptoms.

Normality Test

Normality test is intended to determine whether the data used was normally distributed. Normality test results were processed with SPSS graphs, probability normally shown as follows:
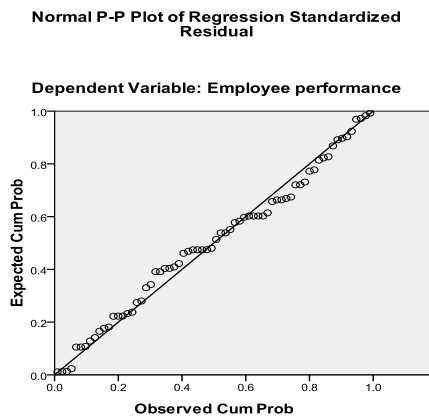

Figure 3. Normality result
Source: Data processed SPSS, 2014

From the picture above it can be seen that the data is spread around the diagonal line and follow the direction of the diagonal line, then the data is normally distributed with a regression model that can be said to have met the assumption of normality.

Multiple Regression Analysis

Table 3. Multiple Regression Result

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.570	2.003		3.281	.002
	Motivation	.324	.103	.351	3.142	.003
	Employee development	.322	.098	.367	3.287	.002

a. Dependent Variable: Employee performance

Source: Data processed SPSS, 2014

From the table above, multiple linear regression equation can be written as:

$$Y = 6.570 + 0.324X_1 + 0,322X_2$$

From the multiple linear regression equation above several result or information can be stated:
1.   Constant value at of 6.750 equations can be interpreted if the independent variables in the model assumed to be equal to 0, the average variable outside the model will increase the motivation of 6.750 units.
2.   The + sign of regression coefficient of X_1 variable of motivation has positive effect on employee performance. This shows that when motivation is increased by 1 unit, employee performance will also increase by 0.324 units. Conversely, if motivation decreased by 1 unit then the employee performance will decrease by 0.324 units.

3. The + sign of regression coefficient of X_2 variable of employee development has positive effecton employee performance. This shows that when the employee development increased by 1 unit, employee performance will also increase by 0.322 units. Conversely, if the employee development decreased by 1 unit then the employee performance will decrease by 0.322 units.

Multiple Regression Coefficient of Correlation & Determination

Table 4. Table R and R^2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.618[a]	.383	.364	1.98605

a. Predictors: (Constant), Employee development, Motivation

b. *Source: Data processed SPSS, 2014*

The coefficient of determination is used to determine the effect of all independent variables (X) on the dependent variable (Y), and the correlation coefficient is used to determine the relationship of the independent variable (X) on the dependent variable (Y).Based on the analysis of determination (r^2) obtained a value of $r^2$of 0.383. The r^2 value that lies between $0 \leq r^2 \leq 1$ means that the regression line formed can predict the dependent variable (performance employe) by 38.3 %. Means that 38.3 % employe performance in KPKNL Manado effect by motivation and employee development while the remaining 61.7 % is influenced by other variables not examined in this study. Based on the analysis of correlation (r) obtained a value of 0.618 suggesting that the relationship between motivation and employee development with employe performance in KPKNL Manado of 61.8 %.

Hypothesis Testing F-test

To determine the effect of motivation and simultaneous employee development on employee performance in KPKNL Manado, then tested F. Simultaneous hypothesis test using the numbers F

Table 5. F-test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	158.835	2	79.418	20.134	.000[a]
	Residual	256.385	65	3.944		
	Total	415.221	67			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Employee development, Motivation

Testing is done by comparing the calculation results with a significant level of significance level of 0.05 (5%) The steps - steps taken in analyzing the results of simultaneous test (F test), namely:
1. Formulate hypotheses:
    H_0 : Variable motivation and employee development has no effect on employee performance in KPKNL Manado.
    H_a : Employee development and motivation variables affect employee performance in KPKNL Manado.
2. Determine F-count
    Value of F-count is 20,134.
3. Make a decision
    Value of F-count = 20,134 then Ha is accepted and Ho is rejected.

The level of significance, which is known level of significance (Sig) is 0.000. Therefore the probability of 0.000 is smaller than 0.05 then Ho is rejected and Ha is accepted. Based on the previous step is known that Ha is accepted and Ho is rejected. This means that the motivation and employee development simultaneously influence on employee performance in KPKNL Manado.

Hypothesis Testing T-test

Partial hypothesis test is used to determine the effect of each variable motivation and employee development on employee performance in KPKNL Manado. Hypothesis test using the following criteria:

Table 6. T-test

Model	T	Sig.
1 (Constant)	3.281	.002
Motivation	3.142	.003
Employee development	3.287	.002

t-count ≤ t table (0.05), then Ho is accepted and Ha is rejected.

t-count ≥ t table (0.05), then Ho is rejected and Ha is accepted.

The calculation that can be seen in Table 3 obtained the following results:

1. *t*-count for motivation variable (X_1) of 3.142 is greater than the value *t*-table is 2,000 with a significant level of 0.003 ≤ 0.05 means significantly influence the motivation variable performance employee in KPKNL Manado. This means Ha is rejected .
2. *t*-count for employee development variables (X_2) of 3.287 is greater than the value *t*-table is a significant level of 2.000 with 0.003 ≤ 0.05 it means the variables of employee development have a significant effect on employee performance in KPKNL Manado. This mean Ha is accepted.

Discussion

The analysis results of the regression coefficient indicates the magnitude of motivation employe performance changes caused by motivation assuming other variables remain. Positive regression coefficient values showed a direct relationship between motivation with employee performance. That is motivation given to the employee will either be able to improve employee performance, and vice versa if the motivation is given less good it will decrease employee performance. Thus it can be stated hypothesis proved that motivation has a significant effect on performance employe in Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL) Manado, then the hypothesis (H_1) is accepted. This situation happen because the employees are willing to develop themself, and the work environment make them feel comfortable. Another work on this findings can be said to have corroborated the findings of the work of Eze (2009) whose investigation on Nigeria management personnel shows that 90 percent of managers in his sample regarded their work as a means to end. And this ends was interpreted to material possessions etc and the reason may be that workers need to take care of themselves, their families and other dependents and provide themselves other basic needs of life.

The results of the analysis showed regression coefficient indicates employee development magnitude of changes caused by employee performance development (assuming other variables remain). Positive regression coefficient values showed a direct relationship between employee development with employe performance. This means that if the employee development in accordance with the company's employees will be able to increase employe performance, and vice versa if the employee development ignored by the leaders of the employee's performance will be reduced. Thus it can be stated hypothesis is proven that employee development has a significant effect on performance employe in Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL) Manado. This situation happen because the company give the employee the change to improve them self, by offering promotion and education that afford by the company. As when individual employee wants to learn, he

would learn more and more, he would participate in many other activities such as attend seminars, workshops and other training sessions, either on the job. This indeed would lead to employee development, and employee development would lead to increase in employee performance (Elena P. 2000).

CONCLUSION AND RECOMMENDATION

Conclusion

The final conclusions of this research are:

1. The significance of motivation has partial effect on employee performance in KPKNL Manado.
2. The significance of employee development has partial effect on employee performance in KPKNL Manado.
3. The results of the F test (simultaneous hypothesis test) showed the significance of motivation and employee development is simultaneously affects the performance of the employee in KPKNL Manado.

Recommendation

The following are recommendations as input that hopefully can be useful as suggestions:
1. Conduct supervision and evaluation to the performance of all employees. Because of the lack of performance evaluation of directors to assess the ability of an employee in terms of mastery of tasks, skills, responsibility.
2. Leaders should motivate the employees in the form of awards that can be realized in the form of gratitude of task accomplishments. It can be influenced the employee performance.

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