THE INFLUENCE OF WORK MOTIVATION ON EMPLOYEE PERFORMANCE WITH LENGTH OF WORK AS A MODERATING VARIABLE AT PT.GOTONG ROYONG JAYA MENDARIS

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Abstract

This research aims to determine the effect of work motivation on employee performance with length of service as a moderating variable at PT. Mutual Cooperation Jaya Mendaris. In this research, data was collected using a questionnaire method from 48 respondents, employees of PT. Gotong Royong Jaya Mendaris Maintenance Department using the census method. Then analysis was carried out using descriptive analysis methods. Namely including validity and reliability tests, classical assumption tests, hypothesis testing via the t test and analysis of the coefficient of determination ($R2$). The data analysis technique used is multiple linear regression analysis using the Absolute Difference Test which functions to prove the research hypothesis. Data that have met the validity test, reliability test and classical assumption test are processed to produce the following regression equation: Y = 6.439 + 1.328X - 0.244Z. With 1 Independent Variable, 1 Dependent Variable and 1 Moderating Variable, it shows that. Hypothesis 1 states that work motivation has a positive effect on employee performance. From table 4.15, the tcount value is 3.416. With α = 5%, ttable (5%; nk = 46), the ttable value is 2.013. From this description it can be seen that tcount (3.416) > ttable (2.013), likewise with a significance value of 0.001 < 0.05, it can be concluded that the first hypothesis is accepted, meaningthe work motivation variable (X) has an effecton employee performance variables (Y). Hypothesis 2 states thatthe length of work variable (Z) has no effecton employee performance variables (Y). From table 4.15, the tcount value is -0.743. With α = 5%, ttable (5%; nk = 46), the ttable value is -2.013. From the description it can be seen that tcount (-0.743) > ttable (-2.013), and the value The significance is 0.461 > 0.05, so it can be concluded that the second hypothesis is rejected, meaningthe length of work variable (Z) has no effecton employee performance variables (Y). Meanwhile, hypothesis 3 states that the Length of Work Variable (Z) cannot moderate the influence of the Work Motivation Variable (X) on the Employee Performance Variable (Y). From table 4.16, a value of -0.629 is obtained. With a significance value of 0.532 > 0.05, the parameter coefficient value is negative but not significant. Where it can be concluded that the third hypothesis is rejected.

Keywords: Work Motivation, Length of Work, Employee Performance

INTRODUCTION

Human resources are an important factor in running a business. But of course this must be supported by other factors so that the company can achieve the desired goals. Improving employee performance is an important thing to do so that employees realize how much positive input they have given to the company. And for companies, looking at

the performance of their employees will provide an idea of the actions that will be taken next to the employees concerned. Employee performance is measured by increasing the quantity of products produced, the quality of the employee's work and punctuality in work.

In this case, the workforce plays a role in the company, so an educated and ready workforce is needed to support the company's development. PT. GOTONG ROYONG JAYA is a company operating in the palm oil plantation sector which in recent years has experienced a decline in performance in the form of many employees quitting the company. Based on an internal survey conducted, by looking at the recap of the company's workforce report, there are things that cause employees to stop working at the company, thus causing a decline in performance in the form of a large number of employees quitting work.

On the other hand, companies must also carry out social functions internally and externally to ensure the welfare of their members and also have an impact on the survival of the company. To be able to compete with other similar industries, companies must have a competitive advantage that is very difficult to imitate, which can only be obtained from employees who are productive, innovative, creative, always enthusiastic and loyal. Employees who meet such criteria will only be obtained through the application of appropriate human resource management concepts and techniques with high work morale as well as effective leaders and a supportive work environment. Factors that can be used to improve employee performance include work motivation.

Based on the description above, a research can be proposed with the title The Effect of Work Motivation on Employee Performance with Length of Work as a Moderating Variable at PT. GOTONG ROYONG JAYA MENDARIS.

Formulation of the problem

From this background, in this research the problem is formulated as follows:
1. Does work motivation influence employee performance at PT. GOTONG ROYONG JAYA?
2. Does length of work affect employee performance at PT. GOTONG ROYONG JAYA?
3. Does work motivation influence employee performance at PT. GOTONG ROYONG JAYA with length of work as a moderating variable?

RESEARCH METHODS
A. **Research methods**
1. **Location and time of research**
a. **Research sites**
   This research was conducted at PT. GOTONG ROYONG JAYA MENDARIS, Serdang Bedagai District, North Sumatra
b. **Research time**
   The research period began in January 2020 until completion
2. **Data Types and Sources**

a. **Data Type**

1. **Qualitative data**

   Sugiyono, (2014) qualitative data is data that does not use numbers (numerical) and the data research is more artistic (less patterned) and the data produced from this research is more concerned with the interpretation of data found in the field.

2. **Quantitative data**

   Sugiyono, (2014) quantitative data is numerical data or numbers that can be analyzed using statistics.

b. **Data source**

   The data used in this research is primary data, data obtained directly from respondents.

1. **Primary data**

   Sanusi, (2012) primary data is data that is first recorded and collected by researchers. So we can conclude from the opinions of the experts above that primary data is data that is first recorded and obtained directly from the original source for a specific purpose.

2. **Secondary data**

   Sanusi, (2012) secondary data is data that is already available and collected by other parties outside the agency being studied. So secondary data is supporting data obtained from original sources that are available and collected by other parties outside the agency.

3. **Data collection technique**

   This research uses questionnaire and interview techniques to use the required data.

a. **Questionnaire**

   Suroyoanwar, (2009) a questionnaire is a number of questions or written statements about factual data or opinions relating to the respondent, which are considered known facts or truths and need to be answered by the respondent. The question items used by researchers are a closed list because alternative answers have been provided, a score of 1 (strongly disagree) to a score of 5 (strongly agree) that can be selected, making it easier for respondents to fill out the questionnaire.

   Respondent Perception Measurement Scale (Likert Scale 1 to 5)

   Strongly disagree Strongly agree

   1   2   3   4   5

   In this research, to make it easier for respondents to answer the questionnaire, the assessment scale is as follows:

   Scale 1-2: Tend to Disagree

   Scale 3: Doubtful

   Scale 4-5: Tend to Agree

b. **Interview**

   Interviews are techniques for collecting data orally from research subjects, which are carried out face to face or indirectly (Sanusi, 2012)

DISCUSSION

Instrument Test

1. Validity Test

Validity testing uses SPSS version 17.00 with criteria based on the calculated r value as follows:

a) If r count > r table or – r count < - r table then the statement is declared valid.

b) If r count < r table or – r count > - r table then the statement is declared invalid.

This test was carried out on 30 respondents, then df = 30-2 = 28, with α = 5%, the r table value is 0.385 (Ghozali, 2016: 463), then the calculated r value will be compared with the table r value as in the table 4.8 below:

Table 4.8 Validity Test Results

Employee Performance Variable (Y)			
Statement	rcount	rtable	Validity
1	0.857	0.361	Valid
2	0.806	0.361	Valid
3	0.824	0.361	Valid
4	0.768	0.361	Valid
5	0.825	0.361	Valid
Variable Length of Work (Z)			
Statement	rcount	rtable	Validity
1	0.743	0.361	Valid
2	0.683	0.361	Valid
3	0.702	0.361	Valid
Work Motivation Variable (X)			
Statement	rcount	rtable	Validity
1	0.643	0.361	Valid
2	0.769	0.361	Valid
3	0.783	0.361	Valid

Source: Data processed from attachment 3 (2020)

Table 4.8 shows that all statement points, both the employee performance variable (Y), the length of work variable (Z) and the work motivation variable (X) have a calculated r value that is greater than the table r value, so it can be concluded that all statements for each variable declared valid.

2. Reliability Test

Reliability is an index that shows the extent to which a measuring instrument is trustworthy or reliable. According to Sugiyono (2013:64) a factor is declared reliable if Cronbach Alpha is greater than 0.6. Based on the results of data processing using SPSS 17.00, the following results were obtained:

Table 4.9 Reliability Test Results

Variable	Cronbach Alpha	Constant	Reliability
Employee performance variable Y	0.809	0.6	Reliable
Variable length of work (Z)	0.771	0.6	Reliable

Work motivation variable (X)	0.793	0.6	Reliable

Source: Data processed from attachment 3 (2020)

Based on the reliability test using Cronbach Alpha, all research variables are reliable/reliable because Cronbach Alpha is greater than 0.6, so the results of this study indicate that the measurement tool in this research has met the reliability test (reliable and can be used as a measuring tool).

E. Classic Assumption Test

The testing of classical assumptions with the SPSS 17.00 program carried out in this research includes:

1. Normality Test

The Normality Test aims to test whether in the regression model, confounding or residual variables have a normal distribution (Ghozali, 2016: 154). Data normality testing can be done using two methods, graphics and statistics. The graphic method normality test uses a normal probability plot, while the statistical method normality test uses the one sample Kolmogorov Smirnov Test.

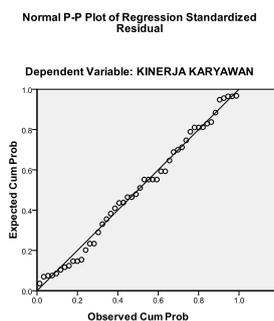The normality test using the graphic method can be seen in the following picture:

Figure 4.5. Normal P Plot

Data that is normally distributed will form a straight diagonal line and plotting the residual data will be compared with the diagonal line. If the residual data distribution is normal then the line depicting the actual data will follow the diagonal line (Ghozali, 2016: 154).

The test results using SPSS 17 are as follows:

Table 4.10. One Sample Kolmogorov Smirnov Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		48
Normal Parameters,, b	Mean	.0000000
	Std. Deviation	2.28318670
Most Extreme	Absolute	,080

Differences	Positive		,080
	Negative		-.056
Kolmogorov-Smirnov Z			,556
Asymp. Sig. (2-tailed)			,916
Monte Carlo Sig. (2-tailed)	Sig.		.813c
	99% Confidence Interval Lower Bound		,667
		Upper Bound	,958

a. Test distribution is Normal.

b. Calculated from data.

c. Based on 48 sampled tables with starting seed 624387341.

<div align="center">Source: Data processed from attachment 4 (2020)</div>

From the output in table 4.10, it can be seen that the significance value (Monte Carlo Sig.) for all variables is 0.813. If the significance is more than 0.05, then the residual value is normal, so it can be concluded that all variables are normally distributed.

2. Multicollinearity Test

The multicollinearity test aims to find out whether in the regression model there is a correlation between the independent variables. The multicollinearity test in this research is seen from the tolerance value or variance inflation factor (VIF). The calculation of the tolerance value or VIF using the SPSS 17.00 for Windows program can be seen in Table 4.11 below:

<div align="center">

Table 4.11 Multicollinearity Test Results

Coefficients^a

</div>

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
WORK MOTIVATION	,582	1,719
LENGTH OF WORKING	,582	1,719

a. Dependent Variable: EMPLOYEE PERFORMANCE

<div align="center">Source: Data processed from attachment 4 (2020)</div>

Based on table 4.11, it can be seen that the tolerance value of the work motivation variable (X) is 0.582, the length of work variable (Z) is 0.582, all of which are greater than 0.10, while the VIF value of the work motivation variable (X) is 1.719, the length of work variable (Z) is 1,719, all of which are smaller than 10. Based on the calculation results above, it can be seen that the tolerance value of all independent variables is greater than 0.10 and the VIF value of all independent variables is also smaller than 10 so that no symptoms occur. correlation on independent variables. So it can be concluded that there are no symptoms of multicollinearity between the independent variables in the regression model.

3. Heteroscedasticity Test

The heteroscedasticity test aims to test whether the regression model has unequal variances from the residuals of one observation to another. A good regression model is one that is homoscedastic or does not have heteroscedasticity. One way to detect the presence or absence of heteroscedasticity is with the Glejser Test. In the Glejser test, if the independent variable is statistically significant in influencing the dependent variable then there is an indication that heteroscedasticity is occurring. On the other hand, if the independent variable is not statistically significant in influencing the dependent variable then there is no indication of heteroscedasticity. This is observed from the probability of significance above the 5% confidence level (Ghozali, 2016; 138).

The results of data processing using SPSS 17.00 show the results in the following table:

Table 4.12. Glejser Test Results
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.742	2,143		-.346	,731
	WORK MOTIVATION	,328	,218	,286	1,501	,140
	LENGTH OF WORKING	-.127	,184	-.131	-.687	,495

a. Dependent Variable: ABS_RES

Source: Data processed from attachment 4 (2020)

Based on table 4.12 using the Glejser Test method, the significance value of the work motivation variable (X) is 0.140, and the significance value of the length of work variable (Z) is 0.495, where the significance value of both variables is greater than 0.05, so it can be concluded that the data did not occur. heteroscedasticity problem.

F. Multiple Linear Regression Testing

Multiple linear regression testing explains the magnitude of the role of the work motivation variable (X) and the length of work variable (Z) on the employee performance variable (Y).Data analysis in this study used multiple linear regression analysis using SPSS 17.00 for windows. The analysis of each variable is explained in the following description:

Table 4.13. Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	6,439	3,817	
WORK MOTIVATION	1,328	,389	,576

LENGTH OF WORKING	-.244	,328	-.125

Based on these results, the multiple linear regression equation has the formulation:

$Y = a + b_1X + b_2Z + e$ so that the equation is obtained: $Y = 6.439 + 1.328X - 0.244Z$

The description of the multiple linear regression equation above is as follows:

a. The constant value (a) of 6,439 shows the magnitude of the employee performance variable (Y) if the work motivation variable (X) and length of work variable (Z) are equal to zero.

b. The regression coefficient value of the work motivation variable (X) (b_1) is 1.328, indicating the large role of the work motivation variable (X) on the employee performance variable (Y) with the assumption that the length of work variable (Z) is constant. This means that if the work motivation variable factor (X) increases by 1 value unit, then it is predicted that the employee performance variable (Y) will increase by 1,328 value units assuming the length of work variable (Z) is constant.

c. The regression coefficient value of the length of work variable (Z) (b_2) is -0.244, indicating the large role of the length of work variable (Z) on the employee performance variable (Y) assuming the work motivation variable (X) is constant. This means that if the variable factor X2 decreases by 1 value unit, then variable Y is predicted to decrease by 0.244 value units assuming the work motivation variable (X) is constant.

G. Coefficient of Determination (R2)

The coefficient of determination is used to see how much the independent variable contributes to the dependent variable. The greater the value of the coefficient of determination, the better the ability of the independent variable to explain the dependent variable. If determination (R^2) is greater (approaching 1), then it can be said that the influence of variable X is greater on variable Y.

The value used to view the coefficient of determination in this research is in the adjusted R square column. This is because the adjusted R square value is not susceptible to the addition of independent variables. The coefficient of determination value can be seen in Table 4.14 below:

Table 4.14. Coefficient of Determination

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.505a	,255	,221	2,333	,255	7,683	2	45	,001

a. Predictors: (Constant), LENGTH OF WORK, WORK MOTIVATION

b. Dependent Variable: EMPLOYEE PERFORMANCE

Based on table 4.14, it can be seen that the adjusted R square value is 0.221 or 22.1%. This shows that the work motivation variable (X) and length of work variable (Z) can explain the employee performance variable (Y) by 22.1%, the remaining 77.9% (100% - 22.1%) is explained by other variables outside this research model, such as work environment variables, education, or compensation.

H. Hypothesis Testing
1. t Test (Partial)

The t statistical test is also called the individual significance test. This test shows how far the independent variable partially influences the dependent variable. InIn this research, partial hypothesis testing was carried out on each independent variable as in Table 4.15 below:

Table 4.15. Partial Test (t)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6,439	3,817		1,687	,099
WORK MOTIVATION	1,328	,389	,576	3,416	,001
LENGTH OF WORKING	-.244	,328	-.125	-.743	,461

Source: Data processed from attachment 4 (2020)

a. Hypothesis Testing the Effect of Work Motivation Variables (X) on Employee Performance Variables (Y)

The form of hypothesis testing based on statistics can be described as follows:
Decision Making Criteria:
1) Reject the hypothesis if tcount < ttable or -tcount > - ttable orSig value. > 0.05
2) Accept the hypothesis if tcount ≥ ttable or -tcount ≤ - ttable orSig. < 0.05
From table 4.15, the tcount value is 3,416. With α = 5%, ttable (5%; nk = 46), the ttable value is 2,013. From this description it can be seen that tcount (3,416) > ttable (2,013), as well as the significance value of 0.001 < 0.05 then it can be concluded that the first hypothesis is accepted, meaningthe work motivation variable (X) has an effecton employee performance variables (Y). These results are in line with previous research by Anik Irawati (2018) and Eka Sujatni (2013) that employee performance is influenced by performance motivation.

b. Hypothesis Testing Effect of Length of Work Variable (Z) on Employee Performance Variable (Y)

The form of hypothesis testing based on statistics can be described as follows:
Decision Making Criteria:
1) Reject the hypothesis if tcount < ttable or -tcount > - ttable orSig value. > 0.05
2) Accept the hypothesis if tcount ≥ ttable or -tcount ≤ - ttable orSig. < 0.05

From table 4.15, the tcount value is -0.743. With α = 5%, ttable (5%; nk = 46), the ttable value is 2.013. From this description it can be seen that tcount (-0.743) > ttable (-2.013), and the significance value is 0.461 < 0.05, so it can be concluded that the second hypothesis is rejected, meaningthe length of work variable (Z) has no effecton employee performance variables (Y). The results of this research are in accordance with the results of research conducted by Deewar Mahesa (2010), employee performance is not influenced by length of work.

I.   **Residual Test**

Moderation testing using residuals is used to test deviations from a model. The focus is lack of fit (mismatch) which results from deviations from the linear relationship between independent variables.

a. If there is a match between variable X and the length of work variable (Z) (the residual value is low or zero), that is, if variable

b. If there is a mismatch between variable X and the length of work variable (Z) (high residual value), then if variable

There are 2 equations in the Residual Test

Z = a + b1X1 + e1 ....equation 1

|e1| = a + b1Y ....equation 2

Equation 2 describes whether the length of work variable (Z) is a moderating variable, this is shown in the regression coefficient value of the second equation which must be significant and negative, meaning there is a lack of fit between the work motivation variable (X) and the length of work variable (Z) which results in the variable employee performance (Y) falls (Ghozali, 2013: 229).

Table 4.16. Residual Test
Coefficientsª

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,260	,650		1,938	,059
EMPLOYEE PERFORMANCE	-.020	,032	-.092	-.629	,532

a. Dependent Variable: ABS_RES

The form of Residual testing based on statistics can be described as follows:

A variable is considered a moderating variable if the parameter coefficient value is negative and significant.

From table 4.16, a value of -0.629 is obtained. With a significance value of 0.532 > 0.05, it can be concluded that the Length of Work Variable (Z) cannot moderate the influence of

the Work Motivation Variable (X) on the Employee Performance Variable (Y).In accordance with testing the hypothesis of Variable X against Variable Y with variable Z as a moderating variable, it is found thatThe parameter coefficient value is negative but not significant. Where it can be concluded that the third hypothesis is rejected. And it is not in accordance with previous research.

Conclusion

Based on the results of the data analysis and discussion described in the previous fourth chapter, the following conclusions can be drawn:

1. The results of the regression analysis obtained the equation: Y = 6.439 + 1.328X - 0.244Z, which means that employee performance is influenced by work motivation. The results of the regression analysis also obtained a coefficient of determination (R2) value of 0.221. This shows that the work motivation variable (X) and length of work variable (Z) can explain the employee performance variable (Y) by 22.1%, the remaining 77.9% (100% - 22.1%) is explained by other variables outside this research model.

2. Work Motivation has a positive and significant effect on Employee Performance at PT. Gotong Royong Jaya Mendaris. This is proven by the results of the t test which obtained tcount X = 3.416 which is greater than the t value$_{table}$= 2.013 and the significance level of 0.001 is smaller than the 0.05 level.

3. Length of Work has no effect on Employee Performance at PT. Gotong Royong Jaya Mendaris. This is proven by the results of the t test which obtained tcount Z = -0.743 which is greater than the t value$_{table}$= -2.013 and the significance level of 0.461 is smaller than the 0.05 level.

4. Length of Work as a Moderating Variable was unable to significantly influence Work Motivation on Employee Performance at PT. Gotong Royong Jaya Mendaris. This is proven by the results of the Residual test which obtained a negative value of -0.629 with a significance value of 0.532 which is greater than the 0.05 level.

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