

IMPACT OF MOTIVATIONAL FACTOR ON PERFORMANCE OF INDUSTRY, TRADE, COOPERATIVE, AND SME SERVICE EMPLOYEES IN LANGSA CITY

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ABSTRACT

The purpose of this study was to determine the effect of motivational factors consisting of transformational leadership, work motivation, and career development on employee performance at the Department of Industry, Trade, Cooperatives, and Small and Medium Enterprises in Langsa City. The census technique was used in this study, with the research respondents totaling fifty-five respondents with State Civil Apparatus status, with leaders excluded from the sample. The data analysis method used in this study is a multiple linear regression equation. The results of this study indicate that transformational leadership has no significant effect on performance. Work motivation has a positive and significant effect on employee performance, and HR development significantly affects performance.

Keywords: *Transformational leadership. Work motivation, career development, and performance*

INTRODUCTION

Human resources (HR) play a critical role in organizations, and their responsibilities include many functions that directly impact a company's success and productivity. Changes in work patterns influence factors that influence individual performance in organizations (Perry, J. L., Mesch, D., & Paarlberg, 2006). Organizational development is very dependent on potential human resources (HR), quality both physically and nonphysical. Human resources are the spearhead for progress and achievement of organizational or organizational goals. HR excellence can be developed from within the organization or from other sources outside the organization. HR plays an important role in carrying out all core activities of the organization so that it can grow and develop in accordance with the organization's main goals and maintain the survival of the organization (Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, 2017).

Performance is the result of work achieved by an individual which is adapted to the individual's role or task in an organization which is connected to a certain value measure or standard where he works (Robbins, 2003). Not all individuals have good performance, but this is usually caused by several factors that generally occur where the individual works. To be able to produce good performance, there are several things that need to be considered, including transformational leadership factors, motivation and

human resource development. Individual behavior is influenced by many factors. Every individual who has the ability and commitment to his career will try to improve his skills and motivate himself to perform well. (Cherian & Jacob, 2013)

Although individual variables have a large role in improving performance, organizational climate can influence individual success, one of which is career development (Kellett, Humphrey & Sleeth, 2008). Human resource development is a process to improve the ability of human resources to help achieve organizational goals. Human resource capabilities in organizations can be improved through training and education programs. Employee training will be carried out for employees who are deemed less skilled in carrying out their work. In another aspect, increasing employee education is carried out for employees who are deemed to lack knowledge in their work. According to Noe, (1996) career development is a process where individuals collect career information that is possible to achieve, and develop strategies to achieve these career targets. Noe also added that career management plays an effective role in increasing motivation and performance. This was also stated by Jans & Frazer-Jans, (2004) that career development provides new challenges that can expand individual skills and performance. This is because each career stage has different challenges and responsibilities. Career development has a positive impact on individual performance in the

workplace. Therefore, companies that prioritize career development tend to have more engaged, skilled, and capable employees. Effective career development programs help companies achieve their long-term goals by ensuring employees have the resources and skills they need to succeed

Leadership style influences organizational performance. Leadership style influences the development of organizational and employee performance (Bisharat, Obeidat, Alrowwad, Tarhini, & Mukattash, 2016). According to Manzoor et al., (2019) Transformational leadership is a leadership style that involves the team to make changes in the organization. Transformational Leadership is a leader who inspires his followers to put aside their personal interests for the good of the organization and they are able to have an extraordinary influence on their followers (Tse & Chiu, 2014). They pay attention to the self-development needs of their followers; changing followers' awareness of existing issues by helping others view old problems in new ways; and is able to please and inspire his followers to work hard to achieve common goals (Robbins, 2014: 90).

Performance is an important aspect in assessing the performance of state civil servants. Because however, career development requirements involve assessing the performance of an ASN. Reporting from research conducted by Harmini et al., (2021) performance is influenced by many factors, including personnel information systems and work performance assessments. Likewise, research conducted by Hamid & Kurniawaty, (2020) found that leadership style influences the performance of state civil servants. Meanwhile, research conducted by Amiartuti Kusmaningtyas, (2012) found that organizational climate and commitment influence employee performance (ASN). Meanwhile, research conducted by Setiawan (2015) found that transformational leadership had no effect on employee performance.

So with this there are differences in research results. This is what attracted researchers to study in more depth the differences in the results obtained, because there are inconsistencies in the research results. The main problems that are often encountered in State civil servants are performance problems such as effectiveness at work, low productivity, lack of discipline in adhering to working hours, the impression of being relaxed in doing their work and so on. In this research, researchers try to analyze performance problems based on motivational factors such as career development, transformational leadership and work motivation on the performance of State civil

servants. This research was conducted at the Langsa City Department of Industry, Trade and Cooperatives. Based on the results of interviews and data comparisons, only three employees took part in the career/HR development program in the period 2019 and 2020, this has decreased significantly compared to previous years where more than five employees took part in career development every year. In fact, career development has an influence on employee performance (Suganjar & Hermawati, 2020).

Based on the background above, the researcher formulated the objectives of this research as 1) Analyzing whether transformational leadership has an effect on performance 2) Analyzing whether motivation has an effect on 3) Analyzing whether HR development has an effect on performance

RESEARCH METHODS

Population is a generalization area consisting of objects/subjects which are certain quantities and characteristics that are applied by researchers to study and then draw conclusions (Sugiyono, 2016: 117). The population in this study were all employees at the Department of Industry, Trade, Cooperatives and SMEs in Langsa City, totaling 56 employees.

The sample is part of the number and characteristics of the population (Sugiyono, 2016: 81). The sampling technique used in determining the sample size is non-probability using saturated sampling, namely the technique for determining the sample if all members of the population are used as samples (Sugiyono, 2016: 126). Therefore, the number of samples used is the same as the population, namely 55 respondents (excluding leaders).

To obtain the necessary data, the data collection techniques used in this research are: 1) Field research is divided into;

- a) Observation, the observations in this research are direct observations at the Department of Industry, Trade, Cooperatives and SMEs of Langsa City.
- b) Interviews were carried out with the general and personnel departments of the Department of Industry, Trade, Cooperatives and SMEs of Langsa City.
- c) Questionnaires, is a data collection technique carried out by giving a set of written questions to respondents.

Next, the question is given a score so that it becomes quantitative data, the weight of the assessment is based on a Likert Scale where each respondent's answer is given a score of 1 to 5. 2)

Library research, is the collection of information through books, journals, documents and others related to research. This.

Data analysis in this research is qualitative and quantitative analysis. The research method that shows research is in the form of formulations. Formulas that researchers use in analyzing or measuring the influence of transformational leadership, motivation and HR development on performance.

Reliability testing is the extent to which measurement results using the same object will produce the same data (Sugiyono, 2016: 130). Reliability testing with Cronbach Alpha can be seen from the Alpha value, if the Alpha value is > the rtable value, namely 0.7 then it is said to be reliable.

In carrying out statistical tests, the normality of the data must be tested first, if it is not normal then the parametric statistical test cannot be used (Sugiyono, 2016: 42). A good model is one that has a normal distribution, the normality test can be carried out using One Sample Kolmogorov, namely if the significant value is above 0.05 then the data is normally distributed (Ghazali, 2011)

To test significance between each variable, the t or partial test can be used.

The decision making criteria are as follows:

- 1) Level of significance is: 5%
- 2) Test criteria:

If the t_{sig} value > $\alpha = 0.05$ then the hypothesis Ho is accepted and Ha is rejected
 If the t_{sig} value < $\alpha = 0.05$ then the hypothesis Ho is rejected and Ha is accepted.

Tests involving more than one independent variable on the dependent variable use simultaneous tests, simultaneous tests use the F distribution, namely comparing Fcount with Ftable.

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The coefficient of determination test (Adjusted R²) from the results of multiple regression shows how much the dependent variable can be explained by the independent variable (Sunyoto, 2010:79). The coefficient of determination number ranges from 0 to 1.

RESULTS AND DISCUSSION

Reliability testing in this research used the split half method, the results can be seen from the Correlation Between Forms value on the Cronbach Alpha value. The results of reliability testing can be seen in the following table 1.

Table.1
Reliability Test Results

Variabel	Cronbach's alpha	Keterangan
Transformational leadership	0,768	Reliabel
Motivation	0,759	Reliabel
HR Development	0,744	Reliabel
Performance	0,708	Reliabel

Source: processed primary data.

From the description of the reliability test results table above, it can be seen that each variable has a Cronbach's alpha of 0.7, which can be said to be reliable so that the questionnaire used in this research is a good questionnaire.

The normality test is used to determine whether the data is normally distributed or not. In normality testing using One Sample Kolmogorov. The results of the normality test can be seen in the following table:

Table.2
Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Kinerja
N		55
Normal Parameters ^{a,b}	Mean	3,9527
	Std. Deviation	,49361
Most Extreme Differences	Absolute	,108
	Positive	,108
	Negative	-,105
Test Statistic		,108
Asymp. Sig. (2-tailed)		,164 ^c

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

Source: processed primary data. (2023)

In the table above you can see the results of the One Sample Kolmogorov test, the Asymp value. Sig. (2-tailed) of 0.164. With the condition that the significant value is 0.05, the value of Asymp. Sig. (2-tailed) $0.164 > 0.05$ The data in this study can be said to be normally distributed.

Based on data from 55 employees who were respondents, after testing the multiple linear regression equation and t test using SPSS.23 can be seen in the following table:

Table 3
Results of Multiple Linear Regression Test and t Test

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	,347	,443		,783	,437
	Transformational_leadership	-,035	,139	-,033	-,248	,805
	Motivation	,510	,151	,423	3,368	,001
	HR_Development	,435	,128	,463	3,404	,001

a. Dependent Variable: Performance

Source: processed primary data. (2023)

From the table above it can be seen that the t-count value for transformational leadership is -0.248, motivation is 3.368 and human resource development is 3.404. With a significance level of 5% or 0.05, the t test proves that:

The results of the t test for the transformational leadership variable show the tsig value. is $0.805 > 0.05$, so H_a is rejected, which means that transformational leadership has no significant effect on the performance of employees of the Langsa City Department of Industry, Trade, Cooperatives and SMEs so that the hypothesis in this research is rejected.

The results of the t test for the motivation variable reveal the tsig value. equal to $0.001 < 0.05$, then H_a is accepted, which means that motivation has a significant effect on the

performance of employees of the Langsa City Department of Industry, Trade, Cooperatives and SMEs so that the hypothesis in this research is accepted.

The results of the t test for the HR development variable reveal the tsig value. equal to $0.001 < 0.05$, then H_a is accepted, which means that motivation has a significant effect on the performance of employees of the Langsa City Department of Industry, Trade, Cooperatives and SMEs so that the hypothesis in this research is accepted.

To determine the simultaneous or simultaneous influence of the independent variable on the dependent variable. The results of the F test from data processing using SPSS can be seen in the table below:

Table. 4
Simultaneous Test Results (F test)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8,193	3	2,731	28,054	,000 ^b
	Residual	4,965	51	,097		
	Total	13,157	54			

a. Dependent Variable: Performance
b. Predictors: (Constant), HR_Development, Motivation, Transformational_Leadership

Source: processed primary data. (2023)

Based on Table 6 above, the Fsig value can be seen. of 0.000. Therefore, the value of $F_{table.0.000} < sig.0.05$, then H_a is accepted. This means that the variables of transformational leadership, motivation and human resource development simultaneously have a positive and significant effect on the performance of employees of the Department of Industry, Trade, Cooperatives and SMEs in Langsa City.

To determine the magnitude of the influence of transformational leadership, motivation and human resource development on the performance of employees of the Langsa City Department of Industry, Trade, Cooperatives and SMEs, the coefficient of determination (Adjusted R²) is used. After processing the data using SPSS, it can be seen from the Adjusted R Square value of 0.600 or the same as 60%. So it can be said that the Adjusted Coefficient of Determination (R²) value of 0.600 is close to 1. This means that the closer it is to 1, the greater the influence of all independent variables on the dependent variable, but conversely, the closer it is to zero, the smaller the influence of all independent variables on the dependent variable. This means that the contribution of transformational leadership, motivation and human resource development variables influences the performance of employees of the Langsa City Department of Industry, Trade, Cooperatives and SMEs. Meanwhile, the remaining 0.400 or equal to 40% is influenced by other variables not examined in this research, such as work environment, employee reward system and employee satisfaction.

The discussion in this research is based on the description above, it can be stated that if the hypothesis is rejected, it means that transformational leadership partially has an insignificant effect on the performance of employees of the Langsa City Department of Industry, Trade, Cooperatives and SMEs. Based on the results of research conducted, the occurrence of an insignificant influence between the transformational leadership variable and the

performance variable can be caused by question items that have unequal values or one idea, such as there are some employees who feel they are being treated fairly by their leaders, however, there are other employees who feel that their leadership has not done it fairly. So the value score on one question item influences the value score on the other question items, therefore there is no significance in the data when processed using SPSS tools.

The results of the research show that Transformational Leadership has no effect on the performance of employees of the Department of Industry, Trade, Cooperatives and SMEs in Langsa City. This is due to the weak communication skills of leaders in providing direction and employees think that leaders cannot provide good motivation to improve their performance. Leadership communication and the leader's ability to motivate employees are indicators of the success of transformational leadership. If the hypothesis is accepted, it means that motivation and HR development partially have a significant effect on the performance of Langsa City Industry, Trade, Cooperatives and SMEs Department employees.

The results of this research are in line with the research results of Ipda and Herman (2019), Chistoper and M. Arif (2014) which state that motivation and HR development variables have a positive and significant effect on performance. The results of the t test for the transformational leadership variable on performance contradict the research of Bayu Krisdianto and Nurhajati (2017), Putri and Budhi (2016) which states that transformational leadership partially has a positive and significant effect on performance.

CONCLUSION

Based on the results of research that has been carried out regarding the influence of transformational leadership, motivation and human resource development on the performance of employees of the Department of Industry, Trade, Cooperatives and SMEs in Langsa City, the author

draws conclusions namely: 1) Transformational leadership partially has a negative and insignificant effect on the performance of Department employees Industry, Trade, Cooperatives and SMEs in Langsa City, 2) Motivation partially has a positive and significant effect on the performance of employees of the Department of Industry, Trade, Cooperatives and SMEs of Langsa City, 3) Human resource development partially has a positive and significant effect on the performance of employees of the Department of Industry, Trade, Langsa City Cooperatives and SMEs and, 4) transformational leadership, motivation and human resource development simultaneously have a positive and significant effect on the performance of employees of the Langsa City Department of Industry, Trade, Cooperatives and SMEs.

The transformational leadership variable was found to have a partial negative effect on performance. Transformational leadership is generally believed to have a positive impact on organizational and employee performance. Transformational leadership is characterized by a leader's ability to inspire, motivate, and guide a team through a strong vision, provide support for individuals, and encourage innovation. However, no leadership approach is completely free from risks and the possibility of different outcomes.

Although most research supports the view that transformational leadership has a positive impact on performance, it is important to consider the organizational context and specific individual characteristics. Depending on the situation and type of organization, certain leadership styles may be more appropriate than others. In addition, the application of transformational leadership Effective management requires understanding and good management skills

It is hoped that there will be direction from the leadership in various aspects, including how to complete tasks, a sense of responsibility, emphasizing applicable regulations and also providing good role models so that all employees in this agency can follow. Providing motivation such as encouragement that increases work enthusiasm from leaders to their subordinates or support from fellow colleagues in order to increase work morale for each individual employee and agencies can pay more attention to the needs of their employees, especially in HR development, namely, the existence of adequate training and education. equally for employees in order to create quality human resources who have superior skills or abilities in order to achieve good performance for the agency.

Suggestions to future researchers, to increase the number of respondents because in this study the number of respondents was limited. Researchers also suggest conducting research with other leadership style variables, such as Transactional Leadership and Democratic Leadership.

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