

The Influence of Work Morale and Employee Motivation on Employee Performance at the Bandung City Regional Revenue Agency

Asep Sumantri^A, Benyamin Harits^B, Didi Turmuzi^C

Abstract

The aim of this research is to analyze the influence of employee morale and motivation on employee performance within the Bandung City Regional Revenue Agency. The approach in this research is quantitative with an explanatory survey method. The data analysis technique used is Structural Equation Modeling (SEM). The results of the research show that partially the work morale variable (X1) consists of: employee pride in their work and satisfaction in carrying out their work well, employee attitude towards leaders, employee desire to progress, employee feeling that they have been treated well, employee's ability to get along with fellow workers and the factor of employee awareness of their responsibilities towards their work has a positive effect of 0.30 and a significant factor of 6.20 on employee performance (Y). Furthermore, partially the employee motivation variable (X2) which consists of: the level of needs for existence, social, achievement, recognition, growth and the level of need for power has a positive effect of 0.83 and a significant of 8.29 on employee performance (Y). Then simultaneously the variables work enthusiasm (X1) and employee motivation (X2) are able to explain employee performance (Y) at the Bandung City Regional Revenue Agency by 71%, while the epsilon (another variable) is 29%.

Keywords: *Work Morale, Employee Motivation, Employee Performance.*

INTRODUCTION

The government, including regional governments, is a public institution that has a strategic role in carrying out its duties as a public servant, both related to goods, services and administrative services. The success of public services is determined, in part, by the quality of the state civil servants (ASN), who are state servants and public servants. Therefore, it is necessary to have reliable and professional apparatus in carrying out their duties as public servants, so that they are able to produce excellent service products for the community. To build a reliable and professional apparatus requires employee enthusiasm and motivation. That is why various methods are needed that can encourage the growth of employee morale and motivation, both physical and non-physical.

^AUniversitas Pasundan, Bandung, Indonesia, Email: asepsumantri792@gmail.com

^BUniversitas Pasundan, Bandung, Indonesia

^CUniversitas Pasundan, Bandung, Indonesia

Physical encouragement of work enthusiasm can be done by providing rewards in the form of incentives, goods and other gifts to employees, while non-physical encouragement is carried out by leaders through giving directions, awards, advice and various other forms of encouragement. In line with this, Winardi (2014:222) suggests four elements in creating work enthusiasm for employees, namely: (1) Absence of conflict, (2) Feelings of joy, (3) Good personal resolution, and (4) level of involvement ego at work. This view suggests that employee morale can increase when the work environment is conducive, employee cooperation occurs and employees work with full understanding of one another to achieve organizational goals.

The results of Sofyan's (2004) research revealed that "The influence of work enthusiasm on organizational effectiveness in sub-districts within the Bandung City government is 34.5%". In addition, work morale will be better for employees who have high work motivation in improving their performance. Work motivation in question is the need for a person or group to increase work enthusiasm and people's willingness to achieve the goals they want to achieve better. Work motivation is also essentially a person's mental condition to encourage activities to achieve the needs to be achieved. Motivation from leaders to subordinates should be carried out continuously, because it is necessary to improve employee performance so that it is in line with their duties and responsibilities, so that they can achieve targets according to the plans that have been set.

The importance of the role of leaders in encouraging employees to increase their work motivation is stated by McClelland (1988) as follows: first, organizing tasks in such a way that employees receive feedback regarding their achievements periodically. Second, it shows the attitudes of employees regarding models of achieving work performance. Third, work with employees to improve your own condition. Fourth, employees can think positively about how to achieve work goals.

The view above shows that motivation is the driving force that causes people to do something. Encouragement is meant as a hard effort from employees to do better work than their previous work. Thus, motivation is an important variable to improve overall employee performance and improve work results in the future. Strengthening the importance of employee motivation is reflected in the results of research by Suryani (2010), which explains that "Partially motivation has had a significant influence on employee work effectiveness in the Environmental Management Agency and Office at district and city levels in the East Priangan Region, West Java Province. amounting to 34.9%".

The results of the research above show that employee motivation has empirically strengthened the achievement of work results carried out by employees. In other words, the work results achieved by employees will increase, if employees receive work motivation in line with their expectations.

The results of an initial survey conducted at the Bandung City Regional Revenue Agency show that there are still problems related to

the performance of officials in carrying out their duties as public servants. This is reflected in their performance achievements which are not fully in line with the targets that have been set. Strengthening the map of detected problems can be seen in table 1 below:

Table 1 Goals, Targets, Indicators and Performance Targets of the Bandung City Regional Revenue Agency

No.	Objective	Target	Performance Indicators	Performance Targets				
				2019	2020	2021	2022	2023
1	Increased service quality and performance accountability of government agencies.	Increased service quality and accountability for regional original revenue performance	SKM value for regional tax services	88,31	88,35	88,40	88.45	88.50
2	Increased local tax revenue	Achievement of regional tax revenue targets	Total local tax revenue	2.559 T	1.751 T	2.700 T	2.088 T	2.054 T

Source: BPPD LKIP 2018-2020

Based on the predicted performance achievement values, they are grouped into an ordinal measurement scale with a guideline approach for implementing the Performance Accountability Evaluation of Government Agencies, as follows:

Table 2 Predicate Performance Achievement Values

Percentage	Predicate
< 100%	Not achieved
= 100%	Achieved/According to Target
> 100%	Exceeding the target

Source: BPPD LKIP 2018-2020

Based on Table 1 and Table 2, it can be seen that even though the numbers in Table 1 are quite high, based on Table 2, the performance of employees at the Bandung City Regional Revenue Agency has not been achieved. Employee performance is considered inadequate or inappropriate, thereby hampering the achievement of optimizing the targets to be achieved. The emergence of these problems is strongly suspected to be related to weak work morale and employee motivation. Therefore, this research is aimed at revealing how much influence employee morale and motivation has on employee performance within the Bandung City Regional Revenue Agency.

LITERATURE REVIEW

Hasibuan (2009) stated that work enthusiasm is a person's desire and ability to do their work well and with discipline to achieve maximum work performance. This understanding implies that the strong work spirit of employees will be reflected in the form of individual or group attitudes towards their work environment, so that they are able to produce work products that meet the organization's expectations.

In line with the essence of the view above, Nitisemito (2002) put forward four indicators that show an increase or increase in employee morale, including:

1. Increase in production or organizational work results. Employees with high morale tend to carry out tasks on time, do not delay work on purpose, and speed up work, and so on. This will clearly increase the organization's production or work output.
2. Low absenteeism rate. A low absenteeism rate is also an indication of increasing work morale. Because it appears that the percentage of absences for all employees is low.
3. Decreased employee turnover rate. The decreasing employee turnover rate is an indication of increasing work morale. This can be caused by their enjoyment of working for the organization.
4. No or reduced anxiety. Employee morale will increase if they are not anxious. Anxiety can be seen in the form of complaints, unease at work, and other things.

The factors that influence employee morale as stated by Tohardi (2002:431) are:

1. Workers' pride in their work and satisfaction in carrying out their work well.
2. Workers' attitudes towards leaders.
3. Employees' desire to progress.
4. Employees feel they have been treated well.
5. The employee's ability to get along with his co-workers.
6. Employee awareness of their responsibilities towards their work.

Empirically, the strengthening of employee morale is actually driven by motivation, whether generated personally (motivation from within the person concerned) or motivation that comes from outside parties, especially from the leadership. This is in line with the views of Sumardjo & Priansa (2018: 202) who state that "work motivation is essentially the behavior and factors that influence employees to show individual intensity, direction and perseverance as an effort to achieve organizational goals. This means that motivation cannot only come from the individual, but there are external factors that can stimulate it as well."

The view above reflects that the encouragement to work in a person or employee is a stimulus which becomes an important energy in a person to encourage the willingness to work enthusiastically, including by providing motivation from the leadership. In this context, Siagian (2004:67) suggests that there are three main components in building the growth of motivation, namely; needs, drives and goals. Needs are an important component that arises in employees if they feel there is a shortage. Meanwhile, encouragement is an employee's reaction to working well, thus encouraging employees to work towards achieving work goals.

Meanwhile, Armstrong in Ramelan et al. (2003:25) suggests levels of motivational needs, as follows:

1. Existence needs. Namely the need to continue living and satisfy the demands of physical needs (food, drink, shelter, etc.).
2. Social needs, namely the need for friendly relations with other people.
3. Achievement needs, namely the need to feel a sense of achievement for what you have done.
4. Need for recognition, namely the need to be recognized for what you have achieved.
5. Growth needs, namely the need to develop one's capacity and potential and become confident in your capabilities to become something.
6. The need for power, namely the need to control or influence other people.

Regarding the concept of employee performance, Sutrisno (2019:123) states that employee performance is the result of employee work seen from the aspects of quality, quantity, working time and cooperation to achieve the goals set by the organization. Thus, performance is the quality and quantity of output from an employee's work.

In line with the above context, Campbell in Mangkunegara (2000:75) suggests several important factors for employees to produce employee performance in the organization, including the following:

1. Quality of work which includes: accuracy, thoroughness, skill and cleanliness.
2. Work quantity which includes: routine and non-routine or extra output.
3. Reliability or whether it can be relied on, which includes: whether or not you can follow instructions, ability, initiative, prudence and diligence.
4. Employee attitudes at work, which include: employee attitudes, routine work, and cooperation at work.

A similar thing was stated by Miner in Sudarmanto (2009:12) who put forward the following four dimensions of employee performance:

1. Quality of work, namely the level of errors, damage and accuracy in work.
2. Quantity of work, namely the amount of work produced as output.
3. Use of time, namely the level of absenteeism, tardiness and work effectiveness.
4. Employee cooperation, namely the ability to collaborate with other people, understand each other and understand each other.

Based on the opinion above, it appears that there are two groups of important dimensions related to employee performance dimensions, namely employee quality and quantity, while the other two dimensions are related to the use of time and cooperation. These four dimensions of employee performance can be said to have important objectives in the framework of measuring employee performance, especially at the individual level.

To illustrate the relationship between the variables studied, namely employee morale and motivation as well as employee performance, the author borrows the views of The Liang Gie (1987: 147) which states that: "Motivation is the work carried out by a leader in providing inspiration, work enthusiasm and encouragement to other people, in this case employees, to take action. Providing motivation and work enthusiasm aims to activate people or employees, so that they are enthusiastic about working to achieve employee performance (work results) as desired by the organization.

The theoretical relationship between employee work enthusiasm and employee performance is stated by Westra in Tohardi (2002: 428) as follows: Work spirit/moral is the attitudes of individuals or groups towards their work environment and towards their willingness to work together in order to be able to devote the ability to achieve better employee performance.

METHOD

This research was conducted using a quantitative approach, while the research method used was an explanatory survey involving 231 respondents. The data analysis technique used is Structural Equation Modeling (SEM).

RESULTS AND DISCUSSION

Influence of Employee Work Morale on Employee Performance at the Regional Revenue Agency of Bandung City

The discussion in analyzing research results using SEM analysis was carried out using two approaches, namely the standardized solution and t value analysis approaches. The standardized solution analysis approach is to look at positive and negative analyzes and determine the relationship between variables. Meanwhile, the t values analysis approach is to see the results of the analysis in determining significance and non-significance. These two analytical approaches have different functions, where each function is related to one another. The relationship between the two is that each standardized solution value shows the multiple value of each increase or decrease in the independent variable (X) on the dependent variable (Y), while the t value shows whether the multiple value has a significant influence on each change in the independent variable on the dependent variable.

Based on the sub-structure analysis of the standardized solution model, variable X1, which is determined by X1-1 to Based on these values, the work morale variable consists of factors: employee pride in their work and satisfaction in carrying out their work well, employee attitude towards leaders, employee desire to progress, employee feeling that they have been treated well, employee's ability to get along with friends. work and employee awareness of their responsibilities towards their work are stated to have a positive influence on employee performance. Meanwhile, if seen from the t value analysis, the variable values of employee morale on employee performance are 6.20. This

value shows that the employee morale variable consists of factors such as employee pride in their work and satisfaction in carrying out their work well, employee attitude towards leadership, employee desire to progress, employee feeling that they have been treated well, employee's ability to get along with fellow workers. and employee awareness of their responsibilities towards their work has had a significant influence on employee performance at the Bandung City Regional Revenue Agency. This is in accordance with Westa's opinion in Tohardi (2000:428) that employee work morale is the attitude of an individual or group towards their work environment from their willingness to work together in order to determine the ability to achieve better employee performance.

Based on the description above, it can be stated that the employee morale variable which consists of six factors has a positive and significant effect on employee performance. This explanation means that the employee morale variable has been proven to be created by all employees, so that the results of the employees' work can run effectively. These findings have been supported by the results of initial observations and interviews as well as several previous research results which state that employees can carry out administrative tasks because of the emergence of work enthusiasm in their environment. Employee morale is also related to factors, such as: employee pride in their work and satisfaction in carrying out their work well, employee attitude towards leaders, employee desire to progress, employee feeling that they have been treated well, employee's ability to get along with fellow workers and employee awareness of responsibility for their work.

The Influence of Motivation on Employee Performance

The second variable in this discussion is the influence of employee motivation on employee performance at the Bandung City Regional Revenue Agency. In this section, SEM analysis will be discussed using two approaches, namely the sub-structure analysis approach of the standardized solution model which is carried out to see the analysis of positive and negative influences, as well as determining the relationship between variables. Meanwhile, the sub structure analysis approach of the t value model is to see the results of the analysis in determining whether the level of influence is significant or non-significant. These two analytical approaches have different functions, where each function is related to one another.

Based on the results of the sub-structure analysis of the standardized solution model, the variables determined by X2-1 to Based on these values, employee motivation variables consisting of levels of existence needs, social needs, achievement needs, recognition needs, growth needs and power needs are stated to have a positive effect on employee performance. Meanwhile, seen from the t value analysis, the value of employee motivation on employee performance is 8.29. This value shows that the employee motivation variable which consists of levels of needs: existence needs, social needs, achievement

needs, recognition needs, growth needs and power needs have a significant effect on employee performance at the Bandung City Regional Revenue Agency.

Referring to the description above, it can be stated that employee motivation variables consisting of levels of existence needs, social needs, achievement needs, recognition needs, growth needs and power needs are stated to have a positive and significant effect on employee performance. In this way, the implementation of employee motivation at the Bandung City Regional Revenue Agency has been carried out, so as to encourage optimal employee performance. This statement is in accordance with the results of interviews conducted with the Head of Bapenda, the results of which show that employees are generally able to understand the policies implemented by the Bandung City Regional Revenue Agency.

The statement above is in accordance with the opinion of Siagian (1994:182) which states that employee motivation is the entire process of providing work motives to subordinates in such a way that employees are willing to work sincerely to achieve good employee performance. This opinion means that employee motivation is closely related to efforts to improve employee performance.

The Simultaneous Influence of Work Morale and Motivation on Employee Performance

The variables of work enthusiasm and employee motivation have empirically influenced employee performance at the Bandung City Regional Revenue Agency. This research uses data analysis techniques to test the model and hypothesis used, namely Analysis Structural Model (SEM). The purpose of using SEM analysis is to analyze the relationship between latent variables and indicator variables. Apart from that, this model is used to analyze the relationship between one latent variable and other latent variables. Then this model is also intended to determine the magnitude of measurement error in this research.

After the research results using questionnaires are collected, then analyzed through SEM analysis, the results can be seen in table 4.38 T-Value, Standard Factor Loadings and Model Validity. The results of the analysis using SEM calculations, based on the main standardized solution model structure, can be stated that the employee morale variable (X1) has a positive effect on employee performance (Y) by 0.30. Meanwhile, the employee motivation variable (X2) has a positive effect on employee performance (Y) of 0.83. Thus, based on the results of simultaneous SEM analysis calculations, the variables employee morale (X1) and employee motivation (X2) have a very positive influence on employee performance (Y).

The results of the analysis using SEM calculations based on the t value model structure can be stated that the employee morale variable (X1) has a significant effect on employee performance (Y) of 6.20. Meanwhile, the employee motivation variable (X2) has a significant

effect on employee performance (Y) of 8.29. Thus, based on the results of simultaneous SEM analysis calculations, the variables employee morale (X1) and employee motivation (X2) have a significant influence on employee performance (Y).

The magnitude of the positive and significant influence has been shown in the results of the SEM analysis calculations that simultaneously the employee morale (X1) and employee motivation (X2) variables have an influence on the employee performance variable (Y) at the Bandung City Regional Revenue Agency by 71%. This value shows that simultaneously the variables of employee morale and employee motivation have a positive and significant effect on the performance of employees of the Bandung City Regional Revenue Agency.

Looking at the results of the research above, it appears that the magnitude of employee morale and employee motivation on employee performance indicates that these two independent variables are important variables for solving employee performance problems. The results of these findings are in line with the views of The Liang Gie (1987:147) which states that motivation is the work carried out by a manager in providing inspiration and enthusiasm for employees and encouraging other people, in this case employees, to take action. Providing employee motivation and work enthusiasm aims to activate people (employees) so that they are enthusiastic about achieving the performance (work results) as desired by the organization.

This opinion further strengthens the argument that the variables of employee morale and employee motivation have a dominant influence on employee performance. The magnitude of the influence of employee morale and employee motivation variables on employee performance has also been strengthened by the concepts and theories used as stated above. This reflects that the existence of the Bandung City Regional Revenue Agency has a strategic position to strengthen the basic capital of the institution in accordance with the organization's "vision", namely the ideal conditions desired in the future by the leadership and all staff of the Bandung City Regional Revenue Agency that are superior, comfortable, prosperous and civilized in 2015-2023".

The mission of the Bandung City Regional Revenue Agency is: "to realize effective, efficient, clean and serving governance". The efforts made to translate the vision and mission towards the work targets and goals to be achieved are manifested in a more specific and measurable form within a shorter period of time than the goals. Goals are sought to be achieved within a certain time period. Continuous expectations are in line with the goals that have been set to achieve the vision and mission that have been set.

Influence of Other Variables Not Examined (Epsilon)

Based on the results of research analysis, it shows that employee morale variables and employee motivation variables are able to explain employee performance variables by 71%, while the remaining 29% is explained by other variables not studied (epsilon). This shows that

there are still other variables outside the variables studied that are able to explain the performance of employees at the Bandung City Regional Revenue Agency.

These other variables have relatively small values in explaining the performance of employees at the Bandung City Regional Revenue Agency. Even though the value is small, further research is still needed to enrich the concept of employee morale and motivation as well as employee performance at various levels of government organizations throughout Indonesia. Researchers suspect that apart from these two variables, namely work enthusiasm and employee motivation, there are other variables that influence employee performance at the Bandung City Regional Revenue Agency. Therefore, the findings of epsilon or other variables need to be discussed in further research as a strengthening of the variables of employee morale and employee motivation.

CONCLUSION

Partially, the work morale variable has had a positive influence on the performance of Bandung City Regional Revenue Agency employees. The results of this research show that the factor of employee awareness of their responsibilities towards their work has the strongest influence, while other factors are employee pride in their work and satisfaction in carrying out their work well, employee attitudes towards leaders, employee desire to progress, employee feeling that they have been treated well and the employee's ability to get along with his fellow workers shows a smaller influence. Partially, employee motivation variables have also had a positive influence on the performance of Bandung City Regional Revenue Agency employees. The results of the research show that the level of achievement needs has the strongest influence, while the other levels of needs, namely: existence, social, recognition, growth and power needs show a smaller influence. Simultaneously, the variables of work enthusiasm and employee motivation have a positive effect on employee performance. This implies that employee morale and employee motivation can improve employee performance at the Bandung City Regional Revenue Agency.

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