

# **The Influence of Motivation, Performance Appraisal, and Work Environment on Employee Performance at the Kecamatan Semarang Barat Office**

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## ***Abstract***

This study aims to analyze the effect of work motivation and work environment on employee performance at the West Semarang District Office. The research method used is a quantitative approach with regression analysis. The population in this study is all employees in the West Semarang District Office, which amounts to 170 people. The sampling technique uses a saturated sample method, where all members of the population are used as research samples. The results showed that Work motivation has a negative and significant effect on employee performance. Any increase in work motivation actually has the potential to reduce employee performance. Performance appraisal has a positive and significant impact on employee performance. When the value of performance appraisal increases, employee performance also tends to increase, although not too strongly. The work environment has a negative but not significant effect on employee performance. There is not enough statistical evidence to suggest the work environment affects performance. Work motivation, performance appraisal, and work environment simultaneously have a significant effect on employee performance. In conclusion, to improve employee performance, organizations need to pay attention to employee motivation factors and an effective performance appraisal system. Although the work environment is partially not proven to be influential, simultaneously with other factors, it still has an impact on employee performance at the West Semarang District Office.

**Keywords:** Work Motivation, Employee Performance, Performance Appraisal, Work Environment, West Semarang District Office

## **Abstrak**

Penelitian ini bertujuan untuk menganalisis pengaruh motivasi kerja dan lingkungan kerja terhadap kinerja pegawai pada Kantor Kecamatan Semarang Barat. Metode penelitian yang digunakan adalah pendekatan kuantitatif dengan analisis regresi. Populasi dalam penelitian ini adalah seluruh pegawai di Kantor Kecamatan Semarang Barat yang berjumlah 170 orang. Teknik pengambilan sampel menggunakan metode sampel jenuh, dimana semua anggota populasi dijadikan sampel penelitian. Hasil penelitian menunjukkan bahwa Motivasi kerja berpengaruh negatif dan signifikan terhadap kinerja pegawai. Setiap peningkatan motivasi kerja justru berpotensi menurunkan kinerja pegawai. Penilaian kinerja berpengaruh positif dan signifikan terhadap kinerja pegawai. Ketika nilai penilaian kinerja meningkat, kinerja pegawai juga cenderung meningkat meskipun tidak terlalu kuat. Lingkungan kerja berpengaruh negatif namun tidak signifikan terhadap kinerja pegawai. Belum cukup bukti statistik yang menyatakan bahwa lingkungan kerja mempengaruhi kinerja. Motivasi kerja, penilaian kinerja, dan lingkungan kerja secara simultan berpengaruh signifikan terhadap kinerja pegawai. Kesimpulannya, untuk meningkatkan kinerja pegawai, organisasi perlu memperhatikan faktor motivasi pegawai dan sistem penilaian kinerja yang efektif. Meskipun secara parsial lingkungan kerja tidak terbukti berpengaruh, namun secara simultan dengan faktor-faktor lainnya tetap memberikan pengaruh terhadap kinerja pegawai di Kantor Kecamatan Semarang Barat.

**Kata Kunci:** Motivasi Kerja, Kinerja Pegawai, Penilaian Kinerja, Lingkungan Kerja, Kantor Kecamatan Semarang Barat

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## **INTRODUCTION**

Employee performance is a crucial factor in determining the success and achievement of an organization's goals. In the context of government, the performance of employees in the sub-district office is critical because they act as the spearhead in providing public services to the community. Therefore, efforts to improve the performance of sub-district employees must be a significant concern in order to provide optimal service.

The West Semarang Sub-District Office, as one of the government agencies that serve the community, certainly faces challenges in improving the performance of its employees. Based on the 2023 West Semarang Sub-District service performance indicator data in Table 1, it can be seen that, in general, the service performance is quite good, with a realization rate reaching 100% on most indicators. However, there is still one indicator, namely the number of SPPT paid, which only reaches 98% realization. This shows there is still room for performance improvement.

Several factors can affect employee performance, including work motivation, performance appraisal, and work environment. Work motivation is the drive or enthusiasm that arises in a person to do work using their abilities and skills to achieve goals (Simanjuntak & Karneli, 2021). Performance appraisal is a systematic process for measuring, evaluating, and observing individual or group performance in an organizational context (Davis & Newstrom, 1989). Meanwhile, the work environment is everything around the workers that will directly interact with them and affect their ability to carry out their duties (Tambunan, 2018).

Previous research has shown the influence of these factors on employee performance. Lesmana's (2022) research found that external and internal motivation have a significant effect on employee work productivity. Abdillah's (2022) research shows that performance appraisal has a positive and significant effect on employee performance. Meanwhile, Charli and Sari's (2020) research proves that the work environment has a significant influence on employee performance.

Although there has been previous research, each organization has different characteristics and dynamics. Therefore, this study aims to analyze the effect of work motivation, performance appraisal, and work environment on employee performance in the context of the West Semarang Sub-District Office. The results of the study are expected to provide input for management in an effort to improve employee performance in order to provide better public services to the community.

## **METHOD**

The research methodology is a quantitative approach utilizing regression analysis to examine the influence of work motivation, performance appraisal, and work environment on employee performance at the West Semarang District Office. The population of the study consists of all employees at the West Semarang District Office, totaling 170 individuals. The sampling technique employed is a saturated sample method, where all members of the population are used as research samples. Data collection was conducted through questionnaires. Data analysis utilized multiple linear regression to

test the partial and simultaneous influence of the independent variables on the dependent variable. Validity and reliability tests were conducted to ensure the questionnaire used was valid and reliable. Classical assumption tests were performed to ensure the data used met the assumptions of multiple linear regression. Hypothesis testing was carried out using t-tests and F-tests with a significance level of 5%

## **RESULTS AND DISCUSSION**

Collecting data in the field involves systematic steps starting with planning research design, equipment preparation, sample identification and survey, distribution of questionnaires, observation and measurement, and data validation. Data analysis was performed using descriptive statistics and multiple linear regression analysis. The respondents of this study were employees at the West Semarang District Office, both ASN and non-ASN, totaling 170 respondents. Characteristics of respondents include gender, age, and length of work.

### ***Validity Test Results***

Validity tests are carried out to measure whether the research instrument is able to measure what should be measured. In this study, validity tests were conducted using the Pearson correlation method between item scores and total scores. Here are the validity test results for each variable:

1. Work Motivation (X1): All items on the Work Motivation variable show a calculated  $r$  value that is greater than the table  $r$  (0.149), which means all items on the Work Motivation variable are valid.
2. Performance Appraisal (X2): All items on the Performance Appraisal variable show a calculated  $r$  value that is greater than table  $r$  (0.149), except for item X2.11 which shows a calculated  $r$  value (0.139) smaller than table  $r$ , which means item X2.11 is invalid, while the other items are valid.
3. Work Environment (X3): All items on the Work Environment variable show a calculated  $r$  value that is greater than the table  $r$  (0.149), which means all items on the Work Environment variable are valid.
4. Performance (Y): All items on the Performance variable show a calculated  $r$  value that is greater than the table  $r$  (0.149), which means all items on the Performance variable are valid.

### ***Reliability Test Results***

Reliability tests are conducted to measure the consistency of research instruments. In this study, reliability tests were conducted using the Cronbach Alpha method. Here are the reliability test results for each variable:

1. Work Motivation (X1): The Cronbach Alpha value for the Work Motivation variable is 0.832, which means the instrument has high reliability.
2. Performance Appraisal (X2): The Cronbach Alpha value for the Performance Appraisal variable is 0.789, which means the instrument has high reliability.
3. Working Environment (X3): The Cronbach Alpha value for the Work Environment variable is 0.812, which means the instrument has high reliability.

4. Performance (Y): The Cronbach Alpha value for the performance variable is 0.867, which means the instrument has high reliability.

From the results of the validity and reliability test, it can be concluded that this research instrument has high validity and reliability, except for one item on the performance appraisal variable (X2.11), which is invalid. This shows that the research instrument is good enough to measure the variables studied.

#### ***Assumption test results***

The results of the assumption test, which include the normality test, multicollinearity test, heteroscedasticity test, and multiple linear regression test from this study, can be explained as follows:

#### ***Normality Test Results***

A normality test is performed to find out whether the distribution of data in the regression model follows the normal distribution or not. In this study, the normality test was performed using the Kolmogorov-Smirnov test. The normality test results show that the data has a normal distribution because the significance value is greater than 0.05. known results of the Kolmogorov-Smirnov One-Sample Test to assess the normality of residue distribution in statistical models with a sample of 170. This test compares the residual distribution of the model with the theoretical normal distribution, which has a mean (mean) of 0 and a standard deviation (SD) of 3.34585808. In this test, it was found that the most extreme value in the difference between the residual distribution and the normal distribution was 0.060 (absolute), with a maximum positive value of 0.045 and a maximum negative value of -0.060. The statistics of the Kolmogorov-Smirnov test are 0.060 with an asymptomatic (bidirectional) significance value of 0.200.

#### ***Multicollinearity Test***

The multicollinearity test aims to determine whether there is a high correlation between independent variables in the regression model. If the variance inflation factor (VIF) value is less than ten and the tolerance value is more significant than 0.1, then there is no multicollinearity between independent variables.

Multicollinearity analysis was carried out using the values of Tolerance and Variance Inflation Factor (VIF); the results were as follows:

1. In the Work Motivation variable, the results of SPSS data processing show that the Work Motivation Tolerance Value (X1) = 0.987 and VIF = 1.013, indicating the absence of significant multicollinearity problems.
2. In the Performance Appraisal variable (X2) obtained the value of Tolerance = 0.986 and VIF = 1.014, also showed no significant multicollinearity.
3. In the Work Environment variable (X3) obtained Tolerance Value = 0.994 and VIF = 1.006 shows no multicollinearity problem.

The results show that all tolerance values are close to 1, and the VIF is below 10, indicating the absence of significant multicollinearity, which means that the variables in the model can be considered independent in explaining the dependent variable.

**Heteroscedasticity Test.**

The heteroscedasticity test is essential in analyzing the effect of motivation, performance appraisal, and work environment on employee performance. This test checks whether the variability of regression error (i.e., the difference between the predicted and actual values) is constant or varies concerning motivation levels, performance appraisals, and work environment.

The heteroscedasticity test that researchers use is the Breusch-Pagan test or the White test. The Breusch-Pagan test is used to test heteroscedasticity in linear regression models. In this test, the null hypothesis states that there is no heteroscedasticity in the model; if the probability value (p-value) resulting from the test is significant (< 0.05), then the null hypothesis is rejected, indicating the presence of heteroscedasticity in the model. The results of the heteroscedasticity test analysis show that the pattern of dots spreads above and below. The point in the test result image also does not form a specific pattern, so it can be concluded that the regression model used does not cause heteroscedasticity.

**Multiple Linear Regression Test Results**

**Model Summary**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.240 <sup>a</sup>	.057	.040	3.376
a. Predictors: (Constant), Lingkungan Kerja, Motivasi kerja, Penilaian Kinerja				

1. The *R-value* obtained is 0.240, which indicates that the relationship between the independent variable (work motivation, performance appraisal, and work environment) and the dependent variable (performance) is weak.
2. The value of *R2* (R square) is 0.057, which means that the three independent variables can only explain the 5.7% variability of the performance variable. This shows that there is still 94.3% performance variability, which is explained by other factors outside this model.
3. An adjusted R square more petite than the R square suggests that when the model is applied to a larger population, the independent variable will explain the slightly smaller variability of the dependent variable.

**ANOVA (Analysis of Variance)**

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	115.379	3	38.460	3.375	.020 <sup>b</sup>
	Residual	1891.915	166	11.397		
	Total	2007.294	169			
a. Dependent Variable: Kinerja						

b. Predictors: (Constant), Lingkungan Kerja, Motivasi kerja, Penilaian Kinerja

The F value is 3.375, and the significance value (Sig.) is 0.020. Since the significance value is less than 0.05, we can conclude that the regression model has significant sufficiency overall. In other words, there is sufficient evidence to say that at least one of the independent variables has a considerable influence on the Performance variable.

### Coefficients

Coefficients <sup>a</sup>						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	26.940	5.492		4.905	.000
	Motivasi kerja	-.195	.079		-2.472	.014
	Penilaian Kinerja	.204	.091		2.238	.027
	Lingkungan Kerja	-.020	.045		-.446	.656

a. Dependent Variable: Kinerja

1. The constant has a B value of 26,940 with a significance value of 0.000, which indicates that when all independent variables are zero, the average performance value is 26,940.
2. Work motivation (X1) has a B coefficient of -0.195 with a significance value of 0.014. This shows that for every increase in one unit of work motivation, employee performance will decrease by 0.195 units, assuming other variables remain. Since the significance value is less than 0.05, the effect of work motivation on performance is significant and negative.
3. Performance Appraisal (X2) has a B coefficient of 0.204 with a significance value of 0.027. This shows that for every increase in one unit of Performance Appraisal, employee performance will increase by 0.204 units, assuming other variables remain. Since the significance value is less than 0.05, the effect of Performance Appraisal on Performance is significant and positive.
4. The Work Environment (X3) has a coefficient B of -0.020 with a significance value of 0.656. This shows that the Work Environment does not have a significant influence on employee performance because the significance value is greater than 0.05.

From the results of this regression test, we can conclude that Performance Appraisal has a significant positive influence on employee performance, while work motivation has a significant negative influence. The Work Environment does not show a significant influence on employee performance in this model.

### Discussion

#### The Effect of Work Motivation (X1) on Employee Performance (Y)

Based on the results of statistical analysis with SPSS, it shows that the unstandardized coefficient (B) is -0.195 with a t value of -2.472 and a significance of 0.014. This shows that Work Motivation has a significant negative influence on Performance because the value of Sig. < 0.05. This shows the importance of this factor in influencing performance. However, the negative nature of this

relationship is interesting and may indicate that there are other factors influencing performance that are not explained by work motivation alone.

A significance value smaller than 0.05 confirms that the relationship between Work Motivation and Performance is not accidental, but rather has a solid statistical basis. In the context of this study shows that, increasing Work Motivation actually has the potential to reduce Performance, which at first glance may seem counter-intuitive.

Research Results of Encep Saefullah (2018), entitled: "The Influence of Leadership Style and Work Motivation on Employee Turnover Rate". This study explores the relationship between leadership style, work motivation, and employee turnover, which is indirectly related to performance. Although the main focus is not on performance directly, the study provides insight into how work motivation can affect other aspects of the organization that ultimately impact performance.

Another study conducted by Putri Novrita (2021), entitled: "The Effect of Work Motivation on Employee Performance", This study directly explores the relationship between work motivation and employee performance, supporting the idea that motivation has an important role in improving employee performance. Although the results may vary, the study is relevant for understanding the dynamics between motivation and performance.

Motivation alone may not be enough to improve performance without adequate training support. So that training can be an additional factor that affects the relationship between work motivation and employee performance (Zulaikha, 2018). Leadership style and organizational culture can also be additional variables that affect performance, suggesting that work motivation is one of many factors that affect employee performance. (Sultan, 2023).

From these studies, it can be concluded that the relationship between work motivation and performance is multifaceted and influenced by various other factors such as leadership style, job satisfaction, training, and organizational culture. Preliminary findings suggesting a negative influence of work motivation on performance may indicate the presence of other factors that have not been fully considered or specific conditions in the context of the study that require further investigation.

### **Effect of Performance Appraisal (X2) on Employee Performance (Y)**

Based on the table of t-test results for Performance Appraisal variables, the Coefficient for Performance Appraisal is 0.204 with a significance of 0.027, this shows a significant positive relationship between Performance Appraisal and Performance. That is, as the value of the Performance Appraisal increases, the value of the Performance also tends to increase, although this relationship is not very strong. The correlation coefficient ranges from -1 to +1. A value of +1 indicates a perfect positive relationship, while a value of -1 indicates a perfect negative relationship. A value of 0 indicates the absence of a relationship. In this case, 0.204 is closer to 0 than to +1, which indicates that the relationship is present but not strong.

Significance 0.027 refers to the p-value (p-value) in a statistical test that determines whether the result obtained is statistically significant or not. The p-value that is generally considered significant

is less than 0.05. In this case, since 0.027 is smaller than 0.05, then the relationship between Performance Appraisal and Performance can be considered statistically significant. This means that the likelihood of the relationship seen in the data occurring by chance is very small, and there is sufficient reason to believe that the relationship does exist in the larger population.

In a practical context, these findings can be interpreted to mean that good performance appraisals can be considered as quite valid indicators of good performance, although this relationship is not very strong. This can be an input for companies or organizations to consider performance appraisals as one of the tools in assessing and improving employee performance, but must also be aware that there are many other factors that affect performance that are not covered by the appraisal.

Irman Febriatna Sidiq (2023) entitled "The Effect of Performance Appraisal on Work Motivation and Its Impact on Employee Work Productivity at the National Police Education Center". This study found that performance appraisal has a positive and significant effect on work motivation and its impact on employee productivity at the National Police Education Center.

Andre Stephano Piri, et al., (2022) research entitled: "Analysis of Performance Appraisals and Incentives for Employee Performance at PT. Manado Dive Club". The study found that performance appraisals and incentives simultaneously affect employee performance. This suggests that a combination of performance appraisals and incentives is effective in improving employee performance. Pratama & Sukarno, (2021) in their research entitled: "Analysis of Performance Appraisal, Reward, and Punishment of Employee Performance at the Regional Civil Service Agency of East Java Province". The results of this study show that performance appraisal has a positive effect on employee performance at the Regional Civil Service Agency of East Java Province.

Overall, these studies show that performance appraisals are an important factor contributing to employee performance. Effective performance appraisals can provide useful feedback for employees to improve their performance. In addition, this study also shows that although work motivation is an important factor. This suggests that performance appraisals have a direct influence on employee performance and can be considered an effective tool for improving performance within the organization.

### **The Effect of Work Environment (X3) on Employee Performance (Y)**

Based on the table of t test results for the variable The coefficient for the Work Environment variable is -0.020, which shows that there is a negative relationship between the Work Environment and Performance. That is, theoretically, for every one unit increase in the Work Environment score, Performance is expected to decrease by 0.020 units. However, it is important to note that this coefficient is very small, which indicates that the influence of the Work Environment on Performance may be minimal.

A significance value of 0.656 is far greater than the general significance level used in social and business research, which is 0.05 or 5%. A significance value greater than 0.05 indicates that we cannot reject the null hypothesis which states that there is no significant relationship between Work



Environment and Performance. In other words, based on the data analyzed, there is not enough statistical evidence to state that the Work Environment has a significant influence on Performance.

Nabawi, (2019) in a study entitled: "The Effect of Work Environment, Job Satisfaction and Workload on Employee Performance", shows that partially the Work Environment, Job Satisfaction and Workload do not have a significant effect on the performance of employees of the Public Works and Public Housing Office of Aceh Tamiang Regency. Simultaneously, Work Environment, Job Satisfaction and Workload have a significant effect on the performance of employees of the Public Works and Public Housing Office of Aceh Tamiang Regency. Rahayu & Rushadiyati, (2021) The results of the study also stated that there was no significant influence of the work environment on employee performance but had a positive influence.

The results of Sihalohe & Siregar's research, (2020) entitled: "The Influence of the Work Environment on Employee Performance at PT. Super Setia Sagita Medan" states that in part the work environment has a positive and significant effect on employee performance. Sugiarti, (2020) in his research entitled: "The Effect of Work Environment and Compensation on Employee Performance at PT. Success Expamet". The results of this study show that the work environment has a significant effect on employee performance.

But there are also studies that show that the work environment does not always have a positive effect on employee performance. For example, research conducted by Sihotang (2020) found that the work environment has a negative and relevant influence on employee performance at KPPN Bandar Lampung. This shows that in some cases, poor working environment conditions can reduce employee performance.

From the above exposure it can be concluded that the work environment can have a significant influence on employee performance, but the influence can vary depending on the specific conditions of the work environment and other factors that may play a role. Therefore, it is important to consider various factors e.g. considering the context of the organization, management practices including certain aspects of the work environment, such as job satisfaction, contextual variables, and technology integration.

**The effect of work motivation (X1), Performance Appraisal (X2), and Work Environment (X3) simultaneously on employee performance (Y).**

Based on the table of F test results, an F value of 3.375 is obtained, the value shows that the ratio between variability described by the model (between groups) and variability that is not explained (in groups). An F value greater than 1 generally indicates that the regression model has the ability to explain variability in the data better than a model without an independent variable. In this case, an F value of 3.375 indicates that the model has the ability to explain variability in performance based on the selected independent variable.

A Significance (Sig.) value of 0.020 indicates that it indicates the probability of getting such an extreme result if the null hypothesis is true. The null hypothesis in the context of regression analysis is

that models do not have the ability to explain variability in data any better than models without independent variables. With a significance level of 5% (0.05), a Sig. value of 0.020 indicates that the model is statistically significant, meaning it is less likely that this result occurred by chance.

Collectively or simultaneously, Work Environment, Work Motivation, and Performance Appraisal have a significant influence on Performance. Multiple linear regression analysis shows that these three independent variables, when considered together in the model, collectively contribute to the explanation of variation in Performance. This means that the combination of these three factors provides a more complete insight into what affects employee performance than looking at each factor separately. Although each variable may have different effects, overall, they contribute significantly to regression models in explaining performance.

There are several studies that explore the relationship between work environment, work motivation, performance appraisal, on performance, among others:

Nurjaya's research, (2021) found that: work discipline, work environment, work motivation, have a positive and significant effect on employee performance at PT. Hazara Create Enchantment. A similar study was conducted by Zahratulfarhah et al., (2022) entitled: "Factors Affecting Employee Performance (Literature Review Business Research Metedology): found that Leadership, Motivation, and Work Environment affect employee performance.

Research by Ningsih et al., (2021) found that work motivation has a significant effect on the performance of Dyan Graha Hotel Pekanbaru employees. While the work environment does not have a significant effect on the performance of Dyan Graha Hotel Pekanbaru employees. Then simultaneously work motivation and work environment have a significant effect on the performance of employees of Hotel Dyan Graha Pekanbaru.

Meanwhile , research by Siska Agustina Dewi & Trihudyatmanto, (2020) found that work discipline has a positive effect on the performance of village apparatus employees in Punggelan sub-district, work motivation has a positive effect on the performance of village apparatus employees in Punggelan sub-district, and the Work Environment has a positive effect on the performance of village apparatus employees in Punggelan sub-district.

In conclusion, various studies show that a good work environment, high work motivation, and an effective performance appraisal system have a positive impact on employee performance. A supportive work environment, strong motivation, and fair and transparent performance appraisals can significantly improve employee performance.

## **CONCLUSION**

Based on the results of research conducted by the author using quantitative research methods using primary data sources, the following conclusions can be drawn:

1. The Effect of Work Motivation on Employee Performance: Analysis shows that work motivation has a negative influence on performance, This confirms that the relationship between Work

Motivation and Performance has a strong statistical basis, showing that increasing Work Motivation actually has the potential to reduce Performance.

2. Effect of Performance Appraisal on Employee Performance: The results of the t test show that Performance Appraisal has a positive relationship with Performance. This indicates that as the value of the Performance Appraisal increases, the value of Performance also tends to increase, although this relationship is not very strong.
3. Effect of Work Environment on Employee Performance: The analysis found that there is a negative relationship between Work Environment and Performance. This shows that there is not enough statistical evidence to state that the Work Environment has a significant influence on Performance.
4. Effect of Simultaneous Independent Variables on Employee Performance: Multiple linear regression analysis shows that the independent variables Work Environment, Work Motivation, and Performance Appraisal, when considered together in the model, collectively contribute to the explanation of variation in Performance. This means that the combination of these three factors provides a more complete insight into what affects employee performance rather than looking at each factor separately.

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