

Do Work Motivation Have Roles in Employee Performance? Insight from Kampung Marketer Social Entrepreneurship

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Abstract: The exploration of employee performance in social entrepreneurship has gained increasing relevance among researchers, particularly in rural economic. Previous research has not explored much of the role of work motivation in strengthening job training and work incentives on employee performance. This study aims to determine the effect of job training and work incentives on employee performance and elaborate on work motivation as a moderating variable. This research respondents were all employees working in Kampung Marketer with a total sample of 161 people. Data collected by distributing questionnaires to respondents. Data analysis technique employs moderated analysis regression, preceded by a validity test, a reliability test and a classic assumption test. The results indicate job training has a positive and significant effect on the employee performance of employees. Work incentives have an insignificant impact on the performance of employees. Motivation can reduce the effect of job training and enervate work incentive toward employee performance. Research results represent that work incentives essential to generate employee performance; otherwise, higher motivation can emerge negatively and influence employee performance. The research is beneficial to manage human resource and deliver cutting-edge insight in managing employee.

Keywords: Employee Performance, Job Training, Social Entrepreneurship, Work Incentives, Work Motivation

INTRODUCTION

Social entrepreneurship is a growing in a variety of fields such as management, entrepreneurship, accounting, public policy, sociology, among many others (Maalaoui et al., 2020; Turner et al., 2014). Social entrepreneurship is entrepreneurial activity undertaken for a social and economic purposes and changing the way that social needs are addressed (Luke & Chu, 2013). The potential benefits of social entrepreneurship including competitive advantage, business creativity, and national identity and economic growth. However, social entrepreneurship focused on social change and wider community. Social entrepreneurship empowers people to become entrepreneurs that can improve their welfare. One of the successes of social entrepreneurship can provide satisfaction and increase employee performance (Guerrero et al., 2020; Naderi et al., 2019).

The employees can determine the success of a business (Pizarro, 2016). The social business must be able to empower all components of its employees to increase competitiveness properly. The three general corporate strategy levels, there are corporate-level strategy, business unit-level strategy, and functional level strategy. One functional strategy is the human resources strategy. These type of strategy contains the recruitment of employees and developing human resources and staff (Breagh, 2013). Employee performance is one factor determining an

organization or government agency's success in achieving its goals (Platis et al., 2015). According to Kumari and Singh (2018), when organization want to survive in a competitive environment, they must have a number of resources that are relied upon to compete. Every organization wants its employees to have high performance. The achievement of social business goals depends not only on the technology used, facilities, and infrastructure but also on its employees. The performance of individual employees strongly influences the success of an organization. Many efforts have been made by companies in improving the performance of their employees, for example, by conducting training, providing incentives, and work motivation. High employee performance is expected to support the achievement of organizational goals effectively and efficiently.

Employees who are not skilled or less than optimal in working, usually due to lack of knowledge and ability about their work is unable to provide maximum performance to the company. In this regard, one way to improve employee knowledge and skills can be done by providing training programs appropriate to employees' needs. Shahzadi et al. (2014) argues that training is a process that includes a series of actions that are carried out deliberately to assist workers provided by training professionals in a unit of time. It aims to improve employees' work ability and the organization's effectiveness and productivity (Cohen, 2014).

Training concerns the learning process to acquire and improve skills in a relatively short time. This method emphasizes practical rather than theory and is more specific. Job training can be done both before the employee works and when the employee has worked at the company. One effort to improve employee performance is by providing incentives. This incentive is a tool used to support the principle of fairness in providing compensation (Hameed et al., 2014). Based on indicators according to Gupta and Shaw (2014), incentives are divided into two groups, namely: material incentives and non-material incentives. Financial incentives can mean the amount paid to employees, in the form of monthly payments or other forms that serve additional income to employees (Khalid & Nawab, 2018).

In addition to providing basic salaries, companies must also provide encouragement or work motivation to employees. Incentives are one of the stimuli that can increase employee morale. The provision of incentives can also be interpreted as an award to employees who perform well and exceed the company's standards. Incentives are a motivating factor for employees to work better and with optimal capabilities, where the provision of incentives is expected to motivate employees to work as much as possible so that company goals can be achieved. Through the provision of incentives, the company has participated in improving employee welfare.

Moreover, training and work motivation, employee performance is also influenced by individual factors, namely encouragement or motivation from within each employee. Motivation is an impetus, desire, and drive from human beings to do or do something. Motivation will only be effective if, within a driven person, there is a belief that with the achievement of goals and various organizational goals, personal goals will also be achieved (Bryant & Allen, 2013). Motivation is a condition of moving employees in a directed direction to achieve work goals and achieve maximum work potential. The higher the motivation for employees, the

higher the employee's performance. Bernardin and Russel (1993) proposed performance theory which defines performance as the record of outcomes produced on a specified job function or activity during the period. Performance is a record of the results obtained from certain job functions or activities during a certain period. Another understanding from Gruman and Saks (2011) stated that performance is the level of achievement of the implementation of certain tasks. Company performance is the level of achievement of results to realize company goals. Performance management is the overall activities carried out to improve a company or organization's performance, including each individual and workgroup's performance in the company.

Abogsesa and Kaushik (2018) shows that job training positively and significantly affected employee performance. Work motivation has a positive and significant effect on employee performance. Job training and work motivation have a positive and significant effect on employee performance. Brown and Sitzmann (2010) reinforce that training has a significant impact on employee performance, work motivation had significant effect on employee performance. Burney and Widener (2013) shows the results that incentives have significant effect on motivation, incentives also have a significant effect on performance and work motivation has positive effect on performance.

Training is an effort made by companies to provide expertise and skills for members of the organization, especially employees. The existence of training is an important component for the organization, when employees can develop their skills, it can have implications for the organization's ability to adapt and increase its productivity, meaning that training can boost organizational capabilities (Albrecht et al., 2015). Performance measurement is an important aspect so that an organization can know and analyze a standard that can be used to measure the performance. One of the performance measures is the organization's turnover, the higher the turnover in an organization, the lower the performance.

Implications for new employee needs to be trained, therefore training is an important component for us to provide support for individual work, the lower the company's turnover, then this will improve performance because it does not require repeated training (Price, 1997). When training is carried out, some perceptions arise in human resources, especially employees, a work attachment will emerge so that the emotional bond between the employee and the organization can be stronger, the existence of this bond can mediate the effect of training with a performance where performance is impossible can increase without attachment and training. The existence of training can improve a bond and employees' skills (Guan & Frenkel, 2019).

Work incentives are additional financial support for employees to be able to do a better job. Company support is by providing opportunities for employees who are able to work in a quality manner, then they are given a work incentive as a reward for work that has been done (Ghasemi et al., 2015). The existence of training and development is an important component in an organization, this existence can improve the quality of human resources so that they can do a good job this can be beneficial for the organization so that the performance of individuals will affect organizational performance (Dipboye & Dipboye, 2018). Its members can determine the existence of an organizational performance. When

employees have a role in the progress of the organization it can encourage better performance, one of which is the role of organizational citizenship behavior and organizational commitment when organizational members understand that there is a willingness to sacrifice to the organization so it can become a determinant of the success of an organization to do its job.

These implications can be done with a willingness and commitment to the organization (Rita et al., 2018). The organization is a second home for employees when working so that the organization's existence will form a culture that affects each individual culture. The existence of an organization that has a culture will certainly affect the existence of remuneration or incentives for employees, the existence of these employees can have a positive influence on performance so that someone who works with an organizational culture that is close to sufficient incentives will have implications for a good performance (Mahmud & Susilowati, 2019; Rohim & Budhiasa, 2019).

An employee needs support from both the internal and external environment in him. The existence of motivation is an encouragement to be able to take a certain action or finish a job appropriately (Lunenburg, 2011; Shahzadi et al., 2014). The motivation can give an employee hope to take a certain action so that it can encourage better performance. Motivation provides a boost accompanied by verbal words and promises from business leaders to provide better work. Previous research has shown that motivation can influence motivation performance can be divided into several aspects, namely financial and immaterial (Bernardin & Russel, 1993), the existence of motivation can provide support to employees to work actively.

Work motivation can encourage a better company performance. The research conducted shows that the manager's role determines Talent Management's exploration as a form of motivation process in an industry (Carpenter, 2017). D'Annunzio-Green & Ramdhony (2019) research results show that the performance that appears consists of variations to encourage employees' motivation by emphasizing the role and attitudes of managers and behavior. The existence of improvements in a human resource division which includes motivation and training to be able to encourage the welfare of employees, this welfare will have psychological implications so that someone who works in an organization will try to provide the best influence or performance on the organization, specifically motivation can affect welfare so that motivation can be an effective driver in an organization to achieve good performance (Zhang et al., 2020).

A company performance is determined by the existence of incentives so that motivation appears to do a good performance job driven by the existence of incentives commensurate with the work. Research shows that there is a moderating effect between jobs with high uncertainty that can provide knowledge to inconsistencies so that there is a motivation to be able to provide a the urge to do work efficiently (Guo et al., 2013), therefore it can have implications for organizational performance. Supervisors have an important role in playing the performance of the supervisory organization, they have a role in keeping employees working according to the plan. The supervisor can provide sanctions or warnings when employees are not suitable for their work with planning, in

another hand supervisor to give praise when the work is done correctly time or faster so that the presence of supervisors to provide control over the organization related to performance (Kanat-Maymon et al., 2017).

This research contributes to social entrepreneurship, Kampung Marketer. Kampung Marketer is social entrepreneurship by empowering society in digital marketing such as content writers, advertisers, social media administrators, and customer service. Kampung Marketer educated the society to become professional employees in digital marketing. The role of work motivation in social entrepreneurship still not well understand, even though work motivation may provide a dominant role in improving employee performance. This research also contributes to performance theory.

Performance theory is an approach to ensure that employees can work comfortably and can do work following the initial planning (Sonntag & Frese, 2005). Performance theory comes from many fields, mainly from business to working in a company. Performance theory suggests that every employee can provide influence in an organization (Bernardin & Russel, 1993), therefore performance theory seeks to ensure that the power of one person will have an influence on the organization at large when one person has one job and is followed by another person, then the effect in the aggregate will encourage the progress of the company, the company requires individuals who have influence. Hence the resources owned can lead to the improvement of the company. Besides, performance can boost innovation and creativity, meaning that one employee's performance can affect the performance of the organization simultaneously. The purpose of this paper to analyze the contributions of job training and work incentive to the employee performance of social entrepreneurship in the context of Kampung Marketer. Further, the moderating role of work motivation was investigated.

METHODS

The data from the Central Statistics Agency in 2018, the underprivileged population in Karangmoncol sub district was 24%, while in 2017 it was 33%. This means that is a 9% decrease in the underprivileged population. It is a contribution from the success of Kampung Marketer which has succeeded in empowering 345 people. Kampung Marketer is social entrepreneurship by empowering society in digital marketing. The village is a pioneer of technology utilization that invites people in Karangmoncol sub district, to take benefits of technological developments by training village youth in mastering skills of e-commerce. They collaborate in helping Micro, Small, and Medium Enterprises (MSMEs) in Indonesia as businesses for the local community. The vision is empowering rural communities to become professional employees in digital marketing. The creation of exceptional employees is expected to reduce poverty in Karangmoncol sub district.

We used a quantitative research to test hypotheses based on theory and previous research through statistical procedures. The variables used in this research were three types of variables. First is the independent variable, namely

job training and work incentive. Second, moderation variable namely work motivation. Third, dependent variable, namely employee performance. Job training is part of an effort to shape workers to take an action in accordance with the procedures established by the company (Sharma & Taneja, 2018), the existence of job training is able to encourage productivity so that this productivity can bring out a performance that comes from individuals and from the company. Based on Truitt (2011) Job training consist of several indicators, there are Include in development training, Training at all levels, Important for job growth, Important for advancement, Updated training, Training not adequate, Effective coaching, Coaching is meaningful, Feel valued at job, Feel part of team, Supervisor solicits input, having a mentor, and meeting with mentor. Work incentives are one of the encouragement to improve employee performance through financial (Siemsen et al., 2007), the existence of a work incentive is able to encourage someone to work more productively when employees work more, meaning that they will get a work incentive that is proportional to the results of their hard work, therefore when employees do not work hard, the results are less than expected. Therefore, the existence of a work incentive is an encouragement so that employees are able to improve their performance. Work incentive indicator consist of receive bonus and price work (Peterson & Luthans, 2006).

Motivation is a form of encouragement that comes from external and internal individuals when motivation comes from external, it is a form of encouragement in oral and written form (Klein & Park, 2015). Employees are able to work effectively and efficiently and pay attention to performance when motivation comes from internal then within each other individuals seek to improve their performance with the feeling of encouragement from within (O'Connor et al., 2015). Motivation indicator for example work environment is comfy and pleasant job design (Jiang et al., 2012). Employee performance is a form of work that has been done, employee performance shows the productivity that has been done within a certain period of time, therefore it can be measured through the time, unit of money and work activities (Gruman & Saks, 2011). The employee's performance is able to encourage the performance of the organization so that an organization can be driven by its performance through employees who managed to do the job (Sharma & Taneja, 2018). Employee performance measurement for example employee do the job according plan (Bedarkar & Pandita, 2014).

Data were collected by surveying employees of social entrepreneurship Kampung Marketer in Karangmoncol sub district. The questionnaire was distributed by google form. The population were 345 employees of Kampung Marketer. Probability sampling by simple random sampling was used. The total sample were 161 respondents. In the first step, the measurement variable was examined to assess validity and reliability. Data is reliable if the Cronbach alpha value > 0.70 . The second step is the classic assumption test, including multicollinearity, heteroscedasticity, and normality tests. Then, data was analyzed by moderation regression analysis. Moderation Regression Analysis (MRA) using the equation 1.

$$EP = a + b_1JT + b_2WI + b_3JTM + b_4WIM + e \quad (1)$$

Information:

- EP : Employee performance
 JT : Job training
 WI : Work incentives
 M : Motivation
 JTM : Interaction between job training and motivation
 WIM : Interaction between work incentives and motivation

RESULTS & DISCUSSION

Descriptive analysis of this study's results was calculated by finding the amount of the interval so that the predicate obtained from employees' variable performance, job training, work incentives, and motivation. The subsequent analysis is the coefficient of determination. Coefficient of determination (R^2) is used to measure how far the model can explain variations in the dependent variable (employee performance). The results of the adjusted determination coefficient test are adjusted R^2 of 0.571 which shows that the influence of work training variables and work incentives on the performance of Kampung Marketer resources and the interaction between the independent variables (work training and work incentives) with moderation variables (motivation) is 57.1%, while other variables influence another 42.9%.

Before testing the hypothesis, the research instrument test was first performed, including the validity and reliability test and the classic assumption test, including multicollinearity, heteroscedasticity, and normality tests. The validity test of dependent variables on employee performance shows that the validity testing of the dependent variable questions at the significance level of 5% indicates that all items are valid with a significance value of p-value <0.05. The job training validity test explained that the item validity testing of the five job training variable questions at a significance level of 5% showed that all items were classified as valid with a significance value of p-value <0.05. The validity test of the work incentive explained that the validity testing of the five questions of the work incentive variable at a significance level of 5% showed all items were classified as valid with a significance value of p-value <0.05. Test the validity of the work motivation explained that testing the validity of the 5 question variables of work motivation at a significance level of 5%, showing all the questions classified as valid with a significance value of p-value < 0.05.

Data is reliable if the Cronbach alpha value > 0.70. Data analyzes show the Cronbach alpha value of employee performance variables (0.879), job training (0.929), work incentives (0.822), and work motivation (0.809), therefore data is reliable. A multicollinearity test is used to test the presence of multicollinearity in the regression model used. One criterion for a good regression model is that there is no correlation between variables. To test the presence of multicollinearity by looking at the Collinearity Statistics column in the Variance Inflation Factor (VIF) or tolerance value. A good regression model is if the VIF value is around one and does not exceed 10, or the tolerance value is close to 1. The SPSS calculation results

show that the VIF value on the job training variable and work incentives are respectively 1.745 and tolerance values are 0.573 and 0.573.

The heteroscedasticity test is part of the classic assumption test that aims to test whether there is an inequality of variance from one observation's residual value to another in the regression model. Heteroscedasticity testing uses the Glejser method, based on calculation results, the significance value of job training (0.190) and work incentives is $0.483 > 0.05$. Therefore, it can be concluded that the regression model used passes the heteroscedasticity test. Normality test aims to determine whether the data are normally distributed. Useful data is data that is normally distributed. The normality test used in this study uses the Kolmogorov-Smirnov non-parametric test. If the $p\text{-value} > 0.05$, it can be said that the data is normally distributed. From the SPSS calculation results show that the $p\text{-value} = 0.081 > 0.05$ so that it can be collected that the data is normally distributed.

This study uses Moderation Regression Analysis (MRA). MRA or interaction test is a special application of multiple linear regression where the regression equation contains interaction elements (multiplication of two or more independent variables). The results of the MRA analysis are shown in Table 1.

Table 1. Research Result of Moderation Regression Analysis (MRA)

Variable	Unstandardized Coefficient	t-value	Sig.
Constant	6.885	4.710	0.000
Job Training	1.166	4.158	0.000
Work Incentive	-0.477	-1.399	0.164
Job Training * Motivation	-0.036	-2.159	0.032
Work Incentive * Motivation	0.037	1.989	0.048

Based on the results of the Moderation Regression Analysis (MRA) shows that the coefficient of work training is 1.166, the coefficient of work incentives is -0.477, the coefficient of work training interaction with work motivation -0.036 and the interaction coefficient of work incentives with motivation 0.37 so that the results of the regression equation can be formulated in equation 2.

$$EP = 6.885 + 1.166JT - 0.477WI - 0.036JTM + 0.037WIM + e \quad (2)$$

Information:

- EP : Employee performance
- JT : Job training
- WI : Work incentives
- M : Motivation
- JTM : Interaction between job training and motivation
- WIM : Interaction between work incentives and motivation

A constant value of 6.885 means that if the independent variable work training and work incentives and the interaction between work training with motivation and work incentives with motivation are 0, the performance of employees in Kampung Marketer is positive at 6.885.

The Effect of Job Training on Employee Performance

The results showed that job training variables had a positive and significant effect on the performance of employees in Kampung Marketer with a coefficient value of 1.166 and a significance level of $0.000 < 0.05$. This indicates a hypothesis stating that job training has a positive and significant effect on performance is acceptable. The coefficient value of 1.166 means that if job training increases by one unit, then the Employee Kampung Marketer's performance will increase by 1.166 units. This finding shows that employees need job training by companies in Kampung Marketer because with the job training, workers' ability will increase so that it will improve the performance of employees in Kampung Marketer. These findings provide companies with recommendations to provide job training to employees to improve work performance.

This finding is in line with previous research which support that job training variables can have a positive and significant on employee performance (Albrecht et al., 2015; Mandey & Sahanggamu, 2014; Sharma & Taneja, 2018; Truitt, 2011). The existence training is provided employees to improve employee performance. The existence of training is an encouragement for organizations to continue to develop their employees so that they can meet the demands of previous research work, which states that training can improve employee performance. The existence of job training is able to contribute more to the company to achieve predetermined targets training is able to provide additional expertise for employees so employee can carry out work in a higher-quality manner (Sattar & Ahmed, 2014), basically training is used to improve quality gradually so that when training can be carried out consistently, then this can encourage an increase in the performance of a company.

The Effect of Work Incentives on the Performance of Employees

The results showed that the work incentive variable had no positive and significant effect on Kampung Marketer's performance by showing the coefficient value of -0.477 and a significance level of $0.164 > 0.05$. This indicates that the hypothesis stating that work incentives have a positive and significant effect on performance is rejected. The coefficient value is negative, indicating that if work incentives increase by one unit, Kampung Marketer's employees' performance will decrease by 0.477 units. This study indicates that providing incentives to employees cannot always improve Kampung Marketer's performance. This finding supports previous research conducted by Ghasemi et al., (2015) which shows the results that work incentives cannot affect employee performance. Research result means that the incentives given to employees will improve the performance of these employees.

The work incentive can provide a boost to employees to work more actively and work better. Work incentives are a form of financial motivation so that employees get returns that are commensurate with their work organization that able to develop and compete based on human resources who get incentive incentives is an expectation that human resources want in order to obtain appropriate results with the workload (Burney & Widener, 2013). Anitha (2014) study aims to identify determinants in emphasizing employees' involvement and engagement and predicting concepts related to these aspects. The study results show that the role of managers determines the performance of a business so that

the existence of employee engagement can influence performance, where performance is driven by an emotional bond from employees so that employees feel comfortable and can have a good job.

Work Motivation Moderates the Effect of Job Training on Employee Performance

The results showed that motivation significantly moderated the effect of job training on Kampung Marketer resource performance. The research result is indicated by the significance value of $0.032 < 0.05$ and the coefficient of -0.036 . This indicates that the hypothesis stating that motivation moderates job training's effect on Kampung Marketer's employees' performance is accepted. The coefficient value is negative, indicating that if job training and motivation increase by one unit, then Kampung Marketer's employees' performance will decrease by 0.036 units. This suggests that motivation can weaken the relationship between the influence of job training on Kampung Marketer's employees' performance. This finding indicates that the company's job training with motivation, can reduce Kampung Marketer's performance. The results of this study are not in line with previous research Sharma and Taneja (2018) which shows that there is an effect of job training on employee performance.

The existence of training can encourage more productivity because the training can provide knowledge and skills to employees of job training (Gruman & Saks, 2011). The results of this study indicate that in empirical facts, in the context of social business job training which is accompanied by motivation to weaken performance, this is because employees who join the social business do not need to be motivated because they have social intentions. As described, performance theory has a lot to do with the business context that is profit-oriented, so it is contrary to the results of this study which are in the context of social business. Timeliness is one indicator used to determine performance so that when someone works with the right time under the provisions, the performance can be categorized as useful. However, if the worker does not do the job on time, it can be indicated that the temperature has decreased. In addition, the influence of interpersonal relationships in an organization can form a good and comfortable relationship. Comfort in an organization is an essential aspect which is necessary because it can lead to better performance through a comfortable environment to work in (Hudson et al., 2001).

Work Motivation Moderates the Effect of Work Incentives on Employees Performance

The results showed that motivation significantly moderated the effect of job training on Kampung Marketer resource performance. This is indicated by the significance value of $0.048 < 0.05$ and the coefficient of 0.037 . This indicates that the hypothesis stating that motivation moderates the effect of work incentives on Kampung Marketer's employees' performance is accepted. The coefficient value of 0.037 indicates that if work incentives and motivation increase by one unit, Kampung Marketer's employees' performance will increase by 0.037 units. This indicates that motivation is a variable that can strengthen the relationship between work incentives' influence on Kampung Marketer's employees'

performance. This finding shows that if the company provides work incentives to Kampung Marketer employees, which are strengthened by the employees' work motivation, Kampung Marketer's performance will increase. The results showed that there was form of motivation to support employee performance.

General Individual performance will affect organizational performance in a broad sense, and this influence is caused by the work that has been completed (Nitsche, 2014). The theory of performance is expressed by Bernardin and Russel, which states that performance measurement can be done through quality, quantity, accuracy, and cost-effectiveness. In addition, interpersonal relationships can affect an organization's quality what is meant is that the work has implications and can be measured in good quality. The quantity is expressed in numbers, hence the more quantity produced by an individual when working, can measure company performance. The previous research which showed that motivation was able to strengthen performance when motivation was given orally (Cherian & Jacob, 2013; Shahzadi et al., 2014), so this could encourage enthusiasm to work that there is motivation as a driving force that can strengthen the incentives. The company has given to employees so as to improve employee performance (Ma'ruf et al., 2019; Ramlall, 2004).

CONCLUSION

Based on the results of research and discussion that have been described, it can be concluded that job training has a positive and significant effect on employees' performance. Work incentives have no positive and significant impact on the performance of employees. Motivation can moderate work training and work incentive on employee performance. Some suggestions that can be conveyed from this study's results include for companies should provide work training more often to employees. Job training provided by the company will improve employees' ability so that employee performance and productivity can increase. The company should also be able to provide decent work incentives following the employee's field of work. These incentives can be a stimulus for employees to work harder. In addition, employee motivation is also important and noteworthy. Companies must be more observant in seeing the level of work motivation possessed by workers to minimize workers who have low work motivation. For employees should be able to make the best use of job training and incentives provided by the company and can be used to encourage them to be more active in working. This study has several limitations, namely, research is only done on one research object, namely in Kampung Marketer, hence it is impossible to generalize. In addition, this study only takes two independent variables with one moderation variable to predict its effect on employee performance. Suggestions for further research can choose more than one company to be the research object so that research results will be more accurate. Further research can also add other variables that are predicted to affect employees' performance in the company.

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