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

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Abstract: *This study aims to determine the effect of work motivation on employee performance with length of work as a moderating variable at PT. Gotong Royong Jaya Mendaris. In this study, data were collected through a questionnaire method to 48 respondents, employees of PT. Gotong Royong Jaya Mendaris Maintenance Section using the census method. Then the analysis was carried out using the descriptive analysis method. That includes validity and reliability tests, classical assumption tests, hypothesis testing through t-test and analysis of the coefficient of determination (R2). The data analysis technique used is multiple linear regression analysis using the Absolute Difference Test which serves to prove the research hypothesis. The data that has met the validity test, reliability test, and classical assumption test are processed to produce the following regression equation: Y = 6.439 + 1.328X - 0.244Z. With 1 Independent Variable, 1 Dependent Variable and 1 Moderating Variable, it shows that. Hypothesis 1 states that work motivation has a positive effect on employee performance. From table 4.15, the tcount value is 3,416. With = 5%, ttable (5%; nk = 46) the ttable value is 2,013. From the description it can be seen that tcount (3.416) > t table (2,013), as well as the significance value of 0.001 <0.05, it can be concluded that the first hypothesis is accepted, meaning that the work motivation variable (X) has an effect on the employee performance variable (Y). Hypothesis 2 states that the variable length of service (Z) has no effect on the employee performance variable (Y). From table 4.15, the tcount value is -0.743. With = 5%, ttable (5%; nk = 46) the ttable value is -2.013. From this description it can be seen that tcount (-0.743) > ttable (-2.013), and the significance of which is 0.461 > 0.05, it can be concluded that the second hypothesis is rejected, meaning that the variable length of work (Z) has no effect on the employee performance variable (Y). Meanwhile, hypothesis 3 states that the length of work*

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variable (Z) cannot moderate the effect of the work motivation variable (X) on the employee performance variable (Y). From table 4.16 obtained a value of -0.629 with a significance value of 0.532 > 0.05 that the parameter coefficient value is negative but not significant. Where it can be concluded that the third hypothesis is rejected.

INTRODUCTION

Human resources are one of the important factors in running a business. But this of course must be supported by other factors as well so that the company can achieve the desired goals. Improving employee performance is an important thing to do so that employees realize how much positive input has been given to the company. And for the company, by looking at the performance of its employees, it will provide an overview of the actions that will be taken next to the employee concerned. Employee performance itself is measured by increasing the quantity of products produced, the quality of work of the employees themselves and the timeliness of work. In this case, the workforce plays a role in the company, so that an educated and ready-to-use workforce is needed to support the development of the company.

PT. GOTONG ROYONG JAYA is a company engaged in oil palm plantations which in recent years has experienced a decline in performance in the form of many employees who quit the company. Based on an internal survey conducted, by looking at the recap of the company's workforce report, there are things that cause employees to stop working at the company so that it affects performance decline in the form of many employees who stop working. Employees are required to give their full potential for the betterment of the company. Optimal employee performance will result in satisfaction for both parties, namely the company and the employees themselves. The company will feel the good performance of its employees seen from the company's achievements that are realized. However, employee performance that is not optimal will certainly not make the company's achievements will be realized and the company certainly no longer uses these employees to work.

Employee performance which then affects organizational performance in general requires the cooperation and responsibility of each employee in his performance which will certainly make it easier for the company to achieve its goals. Each employee must be able to be responsible for what is his duty, and work together to maintain all the facilities owned by the company (Jom, 2016). There is a lot of competition from oil palm plantation companies because of the good geographical conditions for oil palm plantations. Good employee performance in a company is needed by the company. Because the company with the best employee performance will win the business competition. In a company, the performance of employees is very calculated to realize the vision and mission that has been designed by company officials. In some cases, many companies choose to fire their employees who work below expectations in order to achieve the vision and mission that has been designed.

In addition, the company does not play around in spending money to recruit

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prospective employees who are competent in their fields. Basically, every employee always wants to give the best for the office where he works. Overtime, deadlines, and also other tasks will always be carried out in order to achieve the targets of the company itself. However, in practice, there will always be things that do not go according to plan so that it can reduce the work performance of the employees themselves.

Research purposes

The objectives to be achieved through this research are:

a. Analyzing the relationship between work motivation and employee performance at PT. GOTONG ROYONG JAYA.
b. Analyzing the relationship between length of service and employee performance at PT. GOTONG ROYONG JAYA c. Analyzing the relationship between work motivation on employee performance with length of service as a moderating variable at PT. GOTONG ROYONG JAYA.

LITERATURE REVIEW

a. Definition of Management

Management comes from the word to manage (English), which means to manage, organize, implement and manage. This management consists of six elements (6M), namely: Man, Money, Method, Material, Machines, and Market. Arrangements are made through processes and are arranged according to the order of the management functions. Whether it's about what is regulated, what is the purpose of it, why should it be regulated, who regulates it, and how to regulate it. Management is a tool to achieve the desired goals. Good management will facilitate the realization of the company's goals for employees and the community. With management, the efficiency and effectiveness of the elements of management can be improved.

b. Human Resources

Humans always play an active and dominant role in every organizational activity, because humans are the planners, actors, and determinants of the realization of organizational goals. Goals cannot be realized without the active role of employees even though the tools owned by the company are so sophisticated. Sophisticated tools owned by the company are of no benefit to the company, if the role of employees is not included. Human resource management (HRM) is a part of management that focuses on the role of human management in realizing organizational or company goals. Here are some definitions of Human Resource Management. According to Hasibuan (2013) HRM is the science and art of managing the relationship and the role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees, and society.

According to Schuler, et al. (in Sutrisno 2014) HRM is an acknowledgment of the importance of the organization's workforce as a very important human resource in contributing to organizational goals, and using several functions and activities to ensure that these human resources are used effectively and fairly for the benefit of individuals. , organizations, and society. Employee performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him Mangkunegara (2011: 67). The success rate of a performance includes both quantitative and qualitative aspects.

According to Siswanto in Muhammad Sandi (2015), performance is the achievement

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achieved by a person in carrying out the tasks and work assigned to him. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2013). Performance appraisal according to Suwondo and Sutanto (2015) is measured by (1) Accuracy in completing work, namely accuracy in completing work, attention to quality in completing work, ability to meet company targets and ability to complete work on time. (2) Level of initiative in completing work. work, including the ability to anticipate problems that may occur and the ability to make alternative solutions to these problems. (3) Mental dexterity, mental dexterity is measured through the ability of employees to understand the direction given by the leader and the ability of employees to cooperate with other co-workers.(4) Discipline of time and attendance, is the level of punctuality and level of attendance of employees at work.

RESEARCH METHODS

a. Research methods

1. Location and time of research

This research was conducted at PT. GOTONG ROYONG JAYA MENDARIS, Serdang Bedagai Regency, North Sumatra. The research time starts in January 2020 until it is finished

2. Population

Sugiyono, (2014) Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are applied by researchers to be studied and then drawn conclusions. The population used in this study were employees of the maintenance division of PT. GOTONG ROYONG JAYA with a population of 48 people.

DISCUSSION

a. Descriptive Analysis of Research Variables

1. Employee Performance Variable (Y)

It is known the number and percentage of respondents' answers regarding employee performance variable (Y) that the average respondent's answers are on the agree and strongly agree scale with the average answer value of 4.03 (high). This shows that from 5 indicators of measuring employee performance variable (Y) it can be concluded that the average score of employee performance variable (Y) is in the high category.

2. Variable Length of Work (Z)

It is known that the number and percentage of respondents' answers regarding the variable length of work (Z) that the average respondent's answers are on the agree and strongly agree scale with the average answer value is 4.01 (High) This is shows from the 3 indicators of measurement of the length of service variable (Z) it can be concluded that the average length of service (Z) is in the high category.

3. Work Motivation Variable (X)

It is known the number and percentage of respondents' answers regarding the work motivation variable (X) that the average respondent's answers are on the agree and strongly agree scale with the average answer value of 4.05 (High). This shows that from the 3 indicators of measuring the work motivation variable (X) it can be concluded that the

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average score of the work motivation variable (X) is in the high category.

D. Test Instrument

1. Validity Test

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

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

b) If r count < r table or – r count > - r table then the statement is declared invalid. This test was carried out on 30 respondents, then df = 30-2 = 28, with = 5%, the r table value was 0.385 (Ghozali, 2016: 463), then the calculated r value will be compared with the r table value that all points The statement that both the employee performance variable (Y), the length of work variable (Z) and the work motivation variable (X) have an r value that is greater than the r table value, so it can be concluded that all statements of each variable are declared valid.

2. Uji Reliabilitas

Reliabilitas adalah indeks yang menunjukkan sejauh mana suatu alat pengukur dapat dipercaya atau dapat diandalkan. Menurut Sugiyono (2013:64) Sebuah faktor dinyatakan reliabel/handal jika *Cronbach Alpha* lebih besar dari 0,6. Berdasarkan hasil pengolahan data menggunakan SPSS 17.00 diperoleh hasil sebagai berikut :

Table 1 Reliability Test Results

Variabel	*Cronbach Alpha*	Konstanta	Reliabilitas
Variabel kinerja karyawanY	0.809	0,6	Reliabel
Variabel lama kerja (Z)	0.771	0,6	Reliabel
Variabel motivasi kerja (X)	0.793	0,6	Reliabel

Source: Data processed from attachment 3 (2020)

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

E. Classical Assumption

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

1. Normality Test

Normality test aims to test whether in the regression model, the confounding or residual variables have a normal distribution (Ghozali, 2016:154). Testing the normality of the data can be done using two methods, graphs and statistics. The normality test of the graph method uses a normal probability plot, while the statistical method normality test uses the one sample Kolmogorov Smirnov Test. Data that is normally distributed will form a straight diagonal line and plotting the residual data will be compared with a diagonal line, if the distribution of residual data is normal, the line that describes the actual data will follow the diagonal line (Ghozali, 2016:154). The test results using SPSS 17 are as follows:

Table 2. One Sample Kolmogorov Smirnov Test

One-Sample Kolmogorov-Smirnov Test

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			Unstandardized Residual
N			48
Normal Parameters[a,,b]	Mean		.0000000
	Std. Deviation		2.28318670
Most Extreme Differences	Absolute		.080
	Positive		.080
	Negative		-.056
Kolmogorov-Smirnov Z			.556
Asymp. Sig. (2-tailed)			.916
Monte Carlo Sig. (2-tailed)	Sig.		.813[c]
	99% Confidence Interval	Lower Bound	.667
		Upper Bound	.958

a. Test distribution is Normal.

b. Calculated from data.

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

Source: Data processed

From the output in table 2, it can be seen that the significance value (Monte Carlo Sig.) of all variables is 0.813. If the significance is more than 0.05, then the residual value is normal, so it can be concluded that all variables are normally distributed.

2. Multicollinearity Test

The multicollinearity test aims to determine whether there is a correlation between the independent variables in the regression model. The multicollinearity test in this study is seen from the tolerance value or variance inflation factor (VIF). The calculation of the tolerance value or VIF with the SPSS 17.00 program for windows can be seen in Table 3 below:

Table 3 Multicollinearity Test Results

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	MOTIVASI KERJA	.582	1.719
	LAMA KERJA	.582	1.719

a. Dependent Variable: EMPLOYEE PERFORMANCE

Source: Data processed

Based on table 3, it can be seen that the tolerance value of the work motivation variable (X) is 0.582, the length of work variable (Z) is 0.582 where all of them are greater than 0.10 while the VIF value of the work motivation variable (X) is 1.719, variable length of service (Z) is 1.719, all of which are smaller than 10. Based on the results of the above calculations,

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it can be seen that the tolerance value of all independent variables is greater than 0.10 and the VIF value of all independent variables is also smaller than 10 so that no symptoms occur. correlation on the independent variables. So it can be concluded that there is no symptom of multicollinearity between independent variables in the regression model.

3. Heteroscedasticity Test

The heteroscedasticity test aims to test whether from the regression model there is an inequality of variance from the residuals of one observation to another observation. A good regression model is one with homoscedasticity or no heteroscedasticity. One way to detect the presence or absence of heteroscedasticity is the Glejser test, in the Glejser test, if the independent variable is statistically significant in influencing the dependent variable, then there is an indication of heteroscedasticity. On the other hand, if the independent variable is not statistically significant in influencing the dependent variable, then there is no indication of heteroscedasticity. This is observed from the significance probability above the 5% confidence level (Ghozali, 2016; 138). The results of data processing using SPSS 17.00 show the results in the following table:

Table 4. Glejser . Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.742	2.143		-.346	.731
	MOTIVASI KERJA	.328	.218	.286	1.501	.140
	LAMA KERJA	-.127	.184	-.131	-.687	.495

a. Dependent Variable: ABS_RES

Based on table 4. with the Glejser Test method, the significance value of the work motivation variable (X) is 0.140, and the significant value of the length of work variable (Z) is 0.495, where the significance value of the two variables is greater than 0.05, so it can be concluded that the data is not heteroscedasticity problem occurs.

F. Multiple Linear Regression

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

Table 5. Multiple Linear Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	6.439	3.817	
	MOTIVASI KERJA	1.328	.389	.576
	LAMA KERJA	-.244	.328	-.125

Source: Data processed

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Based on these results, the multiple linear regression equation has the formulation: Y = a + b1X + b2Z + e so that the equation is obtained: Y = 6.439 + 1.328X - 0.244Z The description of the multiple linear regression equation above is as follows:

a. The constant value (a) of 6.439 indicates the magnitude of the employee performance variable (Y) if the work motivation variable (X) and the length of work variable (Z) are equal to zero.
b. The regression coefficient value of the work motivation variable (X) (b1) of 1.328 indicates the magnitude of the role of the work motivation variable (X) on the employee performance variable (Y) with the assumption that the variable length of work (Z) is constant. This means that if the work motivation variable (X) increases by 1 unit value, it is predicted that the employee performance variable (Y) will increase by 1,328 units of value with the assumption that the variable length of work (Z) is constant.
c. The regression coefficient value for the variable length of work (Z) (b2) of -0.244 indicates the magnitude of the role of the variable length of service (Z) on the employee performance variable (Y) with the assumption that the work motivation variable (X) is constant. This means that if the variable factor X2 decreases by 1 unit value, it is predicted that the variable Y will decrease by 0.244 unit value with the assumption that the work motivation variable (X) is constant.

G. Coefficient of Determination (R2)

The coefficient of determination is used to see how much the independent variable contributes to the dependent variable. The greater the value of the coefficient of determination, the better the ability of the independent variable to explain the dependent variable. If the determination (R2) is getting bigger (closer to 1), it can be said that the influence of the X variable is large on the Y variable. The value used to see the coefficient of determination in this study is in the adjusted R square column. This is because the adjusted R square value is not susceptible to the addition of independent variables. The value of the coefficient of determination can be seen in Table 6 below:

Table 6. Coefficient of Determination

Model Summary[b]

odel		R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	f1	f2	Sig. F Change
	505[a]	.255	.221	2.333	.255	7.683		5	.001

a. Predictors: (Constant), LONG WORK, WORK MOTIVATION
b. Dependent Variable: EMPLOYEE PERFORMANCE

Based on table 6, it can be seen that the adjusted R square value is 0.221 or 22.1%. This shows that the work motivation variable (X) and the length of work variable (Z) can explain the employee performance variable (Y) by 22.1%, the remaining 77.9% (100% - 22.1%) is explained by other variables. outside of this research model, such as work environment, education, or compensation variables.

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H. Hypothesis Test

1. t test (Partial)

The t statistic test is also known as the individual significance test. This test shows how far the influence of the independent variable partially on the dependent variable. In this study, partial hypothesis testing was carried out on each independent variable as shown in Table 7 below:

Table 7. Partial Test (t)

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		ig.
(Constant)	6.439	3.817		.687	099
MOTIVASI KERJA	1.328	.389	.576	.416	001
LAMA KERJA	-.244	.328	-.125	.743	461

Source: Data processed

a. Hypothesis Testing the Effect of Work Motivation Variable (X)

on Employee Performance Variable (Y) The form of hypothesis testing based on statistics can be described as follows: Decision Making Criteria:

1) Reject the hypothesis if tcount < ttable or -tcount > - ttable or the value of Sig. > 0.05

2) Accept the hypothesis if tcount ttable or -tcount - ttable or Sig. < 0.05 From table 4.15, the tcount value is 3,416. With = 5%, ttable (5%; nk = 46) the ttable value is 2,013. 0.001 <0.05, it can be concluded that the first hypothesis is accepted, meaning that the work motivation variable (X) has an effect on the employee performance variable (Y). This result is in line with previous research by Anik Irawati (2018) and Eka Sujatni (2013) that employee performance is influenced by performance motivation.

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

The form of hypothesis testing based on statistics can be described as follows: Decision Making Criteria:

1) Reject the hypothesis if tcount < ttable or -tcount > - ttable or the value of Sig. > 0.05

2) Accept the hypothesis if tcount ttable or -tcount - ttable or Sig. < 0.05 From table 4.15, the tcount value is -0.743. With = 5%, ttable (5%; n-k = 46) the ttable value is 2.013. From this description, it can be seen that tcount (-0.743) > ttable (-2.013), and the significance value is 0.461 <0.05, it can be concluded that the second hypothesis is rejected, meaning that the variable length of work (Z) has no effect on the employee performance variable (Y). . The results of this study are in accordance with the results of research

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conducted by Deewar Mahesa (2010), employee performance is not affected by length of work.

I. Residual Test

Moderation testing using residuals is used to test the deviation of a model. The focus is the lack of fit resulting from the deviation of the linear relationship between the independent variables.

a. If there is a match between the variable X and the variable length of service (Z) (low residual value or zero), that is, if the variable X and variable length of service (Z) is high, the variable Y is also high.
b. If there is a mismatch between variable X and variable length of service (Z) (high residual value), then if variable X and variable length of service (Z) are low, variable Y is also low.

There are 2 equations in the Residual Test Z = a + b1X1 + e1 .....equation 1 |e1| = a + b1Y .....equation 2 Equation 2 illustrates whether the variable length of work (Z) is a moderating variable, this is shown in the regression coefficient value of the second equation which must be significant and negative, meaning that there is a lack of fit between the variable work motivation (X) and the variable length of work (Z) which results in a variable employee performance (Y) decreased (Ghozali, 2013: 229).

Table 8 Residual Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.260	.650		1.938	.059
	KINERJA KARYAWAN	-.020	.032	-.092	-.629	.532

a. Dependent Variable: ABS_RES

The form of Residual testing based on statistics can be described as follows: A variable is considered a moderating variable if the parameter coefficient value is negative and significant. From table 8, the value is -0.629. With a significance value of 0.532 > 0.05, it can be concluded that the Work Length Variable (Z) cannot moderate the effect of Work Motivation Variable (X) on Employee Performance Variable (Y). In accordance with the test of the hypothesis Variable X

Variable Y with variable Z as the moderating variable, it was found that the value of the parameter coefficient was negative but not significant. Where it can be concluded that

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the third hypothesis is rejected. And not in accordance with previous research.

CONCLUSION

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

1. The results of the regression analysis obtained the equation: Y = 6.439 + 1.328X - 0.244Z, which means that employee performance is influenced by work motivation. The results of the regression analysis also obtain a coefficient of determination (R2) of 0.221. This shows that the work motivation variable (X) and the length of work variable (Z) can explain the employee performance variable (Y) by 22.1%, the remaining 77.9% (100% - 22.1%) is explained by other variables. outside of this research model.
2. Work motivation has a positive and significant effect on employee performance at PT. Gotong Royong Jaya Mendaris. This is evidenced by the results of the t-test which obtained tcount X = 3,416 which is greater than the value of t¬table = 2,013 and the significance level is 0.001 which is smaller than the 0.05 level.
3. Length of work has no effect on employee performance at PT. Gotong Royong Jaya Mendaris. This is evidenced by the results of the t-test which obtained tcount Z = -0.743 which is greater than the value of t-table = -2,013 and the significance level is 0.461 which is smaller than the 0.05 level.
4. Length of work as a moderating variable is not able to significantly affect work motivation on employee performance at PT. Gotong Royong Jaya Mendaris. This is evidenced by the results of the Residual test which obtained a negative value of -0.629 with a significance value of 0.532 which is greater than the 0.05 level.

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