



The effect of extrinsic motivation, interpersonal trust, and organizational commitment in improving employee performance

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ABSTRACT

Some problems must be corrected, namely a decrease in employee performance caused by employees not getting motivated, the level of employee trust decreases, and the low level of commitment possessed by employees. This research examines and analyzes the effect of extrinsic motivation, interpersonal trust, and organizational commitment on employee performance. Quantitative studies are used to get practical answers. The object of this research was the Serpong Regional Income Management employees of the Regional Revenue Agency of Banten Province, with 64 respondents who had been used. Questionnaire answers were measured using an interval scale of 1 - 10. Data were analyzed using the SmartPLS Version 4.0 software. The results of this study state that 1). Extrinsic motivation has a positive and significant effect on employee performance. 2). Interpersonal trust positively and significantly affects employee performance. 3). Organizational commitment positively and significantly affects employee performance.

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INTRODUCTION

Human resources are one of the bases of competitive strength and a critical element that can achieve organizational/company success in competing to achieve the goals set by the company. Therefore, one of the main factors for a company or industry is the quality of its human resources (Ricardianto, 2018: 1; Fitriati, 2020). The quality of employees is an important part that is most meaningful for an organization's/company's competitive advantage. Companies that have high-quality workers, so that companies can develop, and fulfill their ability to carry out activities on productivity, is to ensure that the company's vision and mission are achieved in the future (Aprianto & Jacob, 2015; Wahyudi et al., 2022). Performance is a straightforward activity shown by each individual, acting like the results of activities obtained by an employee with his role in the group or company (Gaol, 2014: 237; Alfarizi et al., 2022). Performance is the ability of an employee who has carried out activities that are achieved together on the individual or team techniques that can be achieved with a team with their expertise in the final achievement received (Sinambela, 2019; Haryadi et al., 2022).

One effort to improve employee performance is to provide appropriate extrinsic motivation; motivation is a skill in focusing employees and the organization so that they want to work with maximum efficiency; in the end, the will of each worker and the goals of the group are all fulfilled (Widiantari, 2019). Extrinsic motivation is one of the pioneers of activities that originates from the employee's output as a personal inspiration in the form of an atmosphere that requires him to carry out his profession with the maximum method (Dharmayati, 2019). Extrinsic motivation is one of the initiators of activities that originate from outside the worker, acting like encouragement in the form of an atmosphere that requires him to carry out his work in a pleasant atmosphere (Dharmayati, 2019).

Another effort to improve employee performance is by increasing interpersonal trust. There is a determination within oneself that if the skill is explored further, it will provide comfort or support to the perpetrator. Even then, there is a dream that, if realized, will provide exceptional support, comfort, support, or encouragement from the leader (Firdausi, 2018; Tania et al., 2021). Self-confidence or self-confidence is the level where there is confidence in the evaluation of skills to be successful. Self-confidence means having confidence in yourself. Self-confidence is a mixture of self-esteem and self-efficacy. Self-confidence is an attitude or feeling of confidence in one's abilities, automatically related people are not too afraid of their actions, can feel free to do things they like and are responsible for their actions, and are friendly and polite in dealing with interactions with other people, can welcome and respect others, have the spirit to be able to achieve and can understand the strengths and weaknesses (Kolonio *et al.*, 2019).

To achieve optimal company goals is to build high employee organizational commitment. Organizational commitment is part of the individual bond felt by employees in their careers in groups/organizations (Sutrisno, 2015: 292). Organizational commitment is significant because the organization needs employees who have high organizational commitment; the organization can then survive and improve the excellent service it produces (Linggiallo *et al.*, 2021). Organizational commitment can be interpreted as employee discipline and achieving goals with long-term efforts (Kurniasari et al., 2018; Rahmatullah et al., 2022).

The One-Stop Single Administration System (SAMSAT) was established based on the Joint Instruction of the Minister of Defense and Security, Minister of Home Affairs, and Minister of Finance Number: INS/03/M/XI/1999, number 29 of 1999, Number 6/IMK.014/1999, regarding implementation One-Stop Single Administration System (SAMSAT) in controlling Motorized Vehicle Licenses (STNK), Motorized Vehicle Trial Certificates (STCK), Motorized Vehicle Numbers (TNKB), Motorized Vehicle Trial Certificates (TCKB), and Motorized Vehicle Tax Collection (PKB), Transfer Fee for Motorized Vehicles (BBNKB) and contributions from the Mandatory Road Traffic Accident Fund (SWDKLLJ). SASMSAT consists of 3 (three) agencies, namely the Police, Regional Government, and Jasa Raharja. In 2017, following the Changes in the Organizational Structure of the Banten Province regional apparatus, they changed from the Regional Revenue and Financial Management Office of the Banten Province to the Regional Revenue Agency of the Banten Province. Based on Pergub Number 9 of 2019, the main task of the Regional Revenue Agency of Banten Province UPTD Serpong Regional Revenue Management is to carry out tasks in managing and receiving regional revenue collection. The decline in employee performance is caused by employees getting less motivation and a lack of leader trust in their subordinates, and low employee organizational commitment. In this study, the authors designed a research model with a frame of mind including increasing employee performance with extrinsic motivation, interpersonal trust, and organizational commitment, which will be able to accelerate increases in employee performance.

RESEARCH METHOD

In this research, the method used by the author is descriptive quantitative research with a causal approach (cause-effect). The causal method (cause-effect) research will look for descriptions of relationships, effects, impacts, and causal effects (causes) of various concepts or as factors or some ways designed in management science. The population in this study were Serpong Regional Revenue Management employees at the Regional Revenue Agency for Banten Province in 2022, totaling 64 respondents. This study's sample is all the population drawn into the sample. A saturated/total sampling technique has been used in this study. The data collection technique used in this study used a questionnaire with a scale of 1-10 using the agree-disagree scale method. Sixty-four questionnaires were obtained from the respondents. The data analysis technique in this study was descriptive analysis using the SPSS version 26 assistance program, then to find the influence between variables using inferential analysis with the SmartPLS version 4.0 assistance program through the outer model test, which included validity tests and reliability calculation tests, then by looking at the score value root of each variable. Then proceed with the inner model test by looking at the value of R2 (R Square). To look for direct and indirect effects between variables, a bootstrapping test is used by looking at the direct and indirect effects.

RESULTS AND DISCUSSIONS

Before carrying out an assumption test, validity trials are needed to show how positive an instrument method or method of measuring a design is. In this research, validity trials were carried out by looking at convergent and discriminant validity. Furthermore, the results of the validity trial can be observed in the sketch as follows:

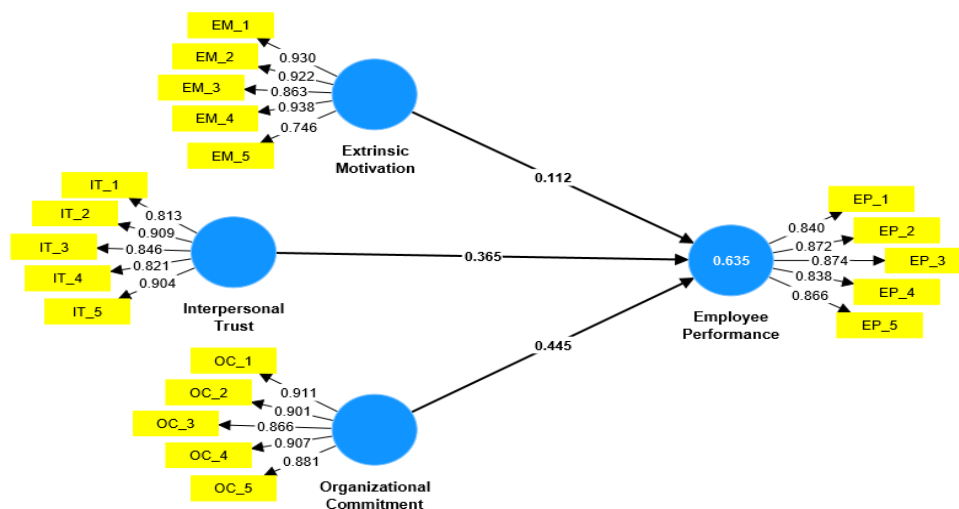


Figure 1. Outer Model Research
Source: Results of 2022 research data processing

The figure above shows that if all the elasticity of each indicator has a value greater than 0.70, it can automatically meet the validity standard of data. Opinion (Ghozali & Latan., 2015: 74) The indicator is claimed to be accurate if each indicator has an outer loading number greater than 0.70. Not only looking at the number of the outer loading but convergent validity can also be observed from the number (AVE) that must be greater than 0.50 (Chin et al., 2020; Ghozali. I & Latan. H, 2015; Hair et al., 2021). In this form, the average variance extracted for each variable is located above 0.50, as shown in the following figure:

Table 1. Outer model and inner model

Variable/Indicator	Cross Loadings				Cronbach Alpha	Composite Reliability	AVE	R-square
	EP	EM	IT	OC				
Extrinsic Motivation (EM)								
EM_1	0,327	0,930	0,329	0,303	0.931	0.946	0.779	
EM_2	0,302	0,922	0,301	0,290				
EM_3	0,243	0,863	0,186	0,214				
EM_4	0,352	0,938	0,283	0,361				
EM_5	0,524	0,746	0,373	0,539				
Employee Performance (EP)								
EP_1	0,840	0,303	0,599	0,579	0.911	0.933	0.737	0.635
EP_2	0,872	0,390	0,658	0,600				
EP_3	0,874	0,352	0,623	0,668				
EP_4	0,838	0,397	0,553	0,545				
EP_5	0,866	0,414	0,587	0,755				
Interpersonal Trust (IT)								
IT_1	0,571	0,324	0,813	0,555	0.911	0.934	0.739	
IT_2	0,633	0,367	0,909	0,615				
IT_3	0,629	0,251	0,846	0,627				
IT_4	0,571	0,209	0,821	0,464				
IT_5	0,618	0,375	0,904	0,612				
Organizational Commitment (OC)								
OC_1	0,704	0,379	0,570	0,911	0.937	0.952	0.798	
OC_2	0,626	0,418	0,632	0,901				
OC_3	0,642	0,367	0,646	0,866				
OC_4	0,687	0,375	0,640	0,907				
OC_5	0,633	0,376	0,508	0,881				

Table 1 shows that the value from the reliability test shows the value of Cronbach's Alpha, Composite Reliability for all variables; there are points above 0.70. Thus the conclusion is that all variables are reliable or fulfill the reliability test, then the Average Variance Extracted (AVE) value is > 0.50, so that construct reliability & validity are fulfilled. After testing the outer and inner models, the authors continue to test the data to determine the effect of the variables that the authors have hypothesized, which can be seen in full in the bootstrapping test below.

The assumed results are claimed to be obtained if the T statistic and t table index values are > (1.960) or the P values are smaller than the significance value of 0.05. The results can be seen in the image or table below:

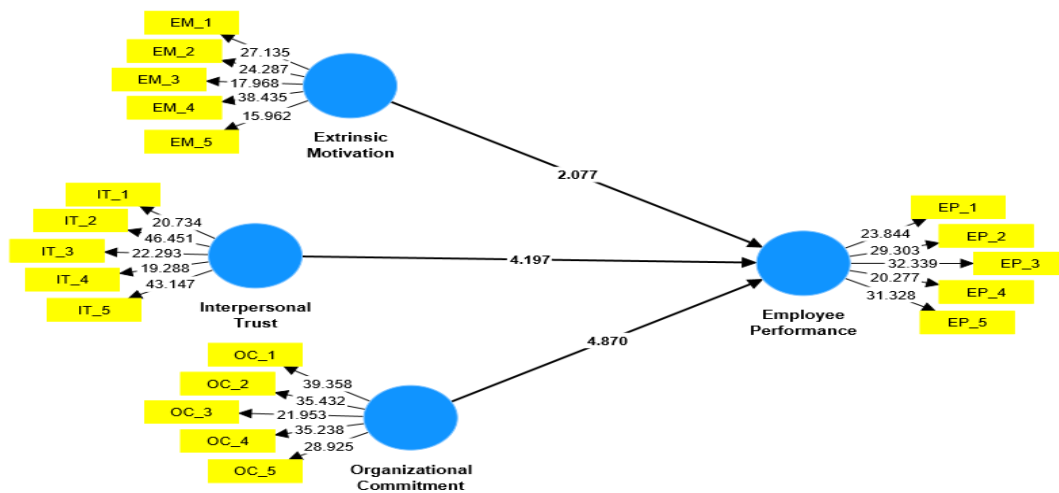


Figure 2. Bootstrapping

Table. 2 Bootstrapping Direct Effect Test Results

Hypothesis	Variable Influence Relations		Path Coefficient Direct Effect			
			Original Sample	T Statistic	P Values	
H ₁	Extrinsic Motivation	→ Employee Performance	0.122	2.077	0.038	
H ₂	Interpersonal Trust	→ Employee Performance	0.365	4.197	0.000	
H ₃	Organizational Commitment	→ Employee Performance	0.445	4.870	0.000	

Sumber: Output SmartPLS 4.0 diolah 2022

The above are the results of the Bootstrapping test with SmartPLS 4.0, which can be explained in the discussion below: The results of testing the assumption hypothesis in this research prove that the extrinsic motivation variable significantly affects employee performance. With the original sample coefficient intervals obtained at 0.122, the T statistic number 2.077 is greater than the t table (1.960), and the p-value is 0.038, which is smaller than the significance level (0.05). This result shows that performance will increase with the existence of extrinsic motivation possessed by an employee.

Respondents said that the openness of opportunities to move up the career ladder is increasingly open, security is fulfilled in activities, good organizational policies, bonds between colleagues in harmonious work, and then the establishment of harmonious leaders and followers have an impact on high employee performance. Employee motivation and achievement are interrelated and cannot be separated from each other; the results of employee activities will be small if they do not have the motivation to carry out the work. Employees with high motivation to carry out work to the level of their expertise will be higher. Each company needs employees to improve their performance; thus, they must try hard to organize themselves, not surrender to nature. The view of motivation is that expertise will affect the expertise of employees possessed by someone. Someone is not necessarily willing to exert all their expertise to achieve maximum results. Again an initiator is needed so that an employee wants to use all of his potential (Andry, 2018). This study is supported by studies conducted by previous research in which his research suggested that there is a significant influence between extrinsic motivation on employee performance. This research is in line with previous research that researchers have done (Fernadi *et al.*, 2016; Widiantari, 2019; Andry, 2018; Fakhrian Harza *et al.*, 2015).

The results of testing the assumption hypothesis in this research prove that the interpersonal trust variable has a significant effect on employee performance by obtaining the original sample coefficient intervals of 0.365 and the statistical T value of 4.197, which is greater than the t table (1.960) and the p-value of 0.000 which is smaller than the significance level (0.05). In this research, the more interpersonal trust the employee owns, the higher the employee's performance. With employees being high role models, having positive emotions, feeling-oriented towards high achievements, and having high honesty, they can become high. Trust is a level of personal confidence in other individuals who have the competence, and that other person can carry out correct, balanced, and predictable actions. (Latif, 2019). This study supports previous research conducted by (Dwika & Adnyani, 2020; Latif, 2019; Rakasiwi & Rahayuda, 2017; Latupapua *et al.* 2020; Fiona & Wijayanti, 2020), which states that interpersonal trust has a significant and essential effect on employee performance.

The testing of the assumption hypothesis in this research proves that the organizational commitment variable significantly affects employee performance. Then the point coefficient intervals for the original sample were 0.445, the T statistic value was 4.870 > T table (1.960), and the P value was 0.000 < sig (0.05). These results indicate that the higher the employee who has the organizational commitment, the higher the employee performance. Where the greater the level of employee commitment an employee possesses, the employee's ability continues to increase. Logahan & Aesaria, (2014) describes an employee's commitment to behavior such as a sense of

identification (belief in the values of the organization or company), participation (the desire to do their best to achieve the goals of the group), and discipline (the desire to remain as related individuals) expressed by an employee on the organization. An employee's commitment is a strong desire to continue to act like special group personnel, to work hard according to the wishes of the group/team and unique beliefs, and recognition of group values and goals in the company (Luthan, 2006: 249). Employee commitment is essential; reasonable goals, the right strategy, and the desire of the area that supports all will be in vain if there is no employee commitment to improving the company (Sinambela, 2019: 81). This study supports previous research conducted by (Kawiana, 2018; Vipraprastha *et al.*, 2018; Kusumayadi & Ali, 2019) which states that organizational commitment has a positive and significant effect on employee performance. The higher the organizational commitment an employee possesses, the higher the employee's performance.

CONCLUSION

Based on testing the authors' hypotheses, an empirical conclusion is obtained, namely, the first hypothesis, which states that extrinsic motivation has a significant effect on supported or accepted employee performance, meaning that the higher extrinsic motivation obtained by employees, the higher employee performance. The second hypothesis, which states that interpersonal trust has a significant effect on supported or accepted employee performance, means that the higher the interpersonal trust felt by employees, the higher the employee performance. Thus the third hypothesis, which states that organizational commitment has a significant effect on employee performance, is supported or accepted, meaning that the higher the employee who has the organizational commitment, the higher the employee performance

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