

Argyropoulou, Maria; Aprilia, Wynne; Argyropoulou, Rachel; Tzavara, Dionisia

## Article

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## Exploring the Impact of Financial and non-Financial Motives on Employee Performance. A Survey of Indonesian Employees.

Maria Argyropoulou <sup>†1</sup>, Wynne Aprilia, Rachel Argyropoulou, Dionisia Tzavara

<sup>1</sup> Brunel University, College of Engineering, London UK

ARTICLE INFO	ABSTRACT
<p>Article History</p> <p>Received 26 June 2023 Accepted 25 August 2023</p> <hr/> <p>JEL Classifications M12</p>	<p><b>Purpose:</b> Employees in any workplace around the world should feel motivated to achieve optimal results. Older and more recent research in this area demonstrates the importance of motivation to employee productivity and organizational performance. This research aims to determine not only the role of work motivation on employee performance but also the magnitude of its impact, both theoretically and practically.</p> <p><b>Design/methodology/approach:</b> Quantitative data were gathered by using a questionnaire with 27 close-ended questions. Data was collected from 150 employees in Indonesia with at least one year of work experience. The analysis of this study is carried out with the program SPSS 26.</p> <p><b>Findings:</b> The results of this study show a positive relationship between employee motivation and employee performance, which supports previous research findings and underscores the importance of motivation as an effective tool for today's managers who must respond to unprecedented challenges in a rapidly changing environment. The most important finding from this research is that financial awards is not a statistically significant predictor of employee performance which supports the theory that intrinsic rewards play the most important role in motivational strategy.</p> <p><b>Research limitations/implications:</b> Data from respondents in Indonesia were used for this study. Further research in other international locations is needed to generalise the findings globally. The results of this research suggest that companies, especially those with a majority of employees between the ages of 18 and 29, should strengthen mutual relationships within the company, involve employees in the decision-making process, and provide more opportunities for career advancement, promotions, and employee participation to improve the performance of their employees.</p> <p><b>Originality/value:</b> This study contributes to theory by going a step further and examining the impact of three specific factors on employee performance: financial factors, career aspirations, and mutual relationships.</p>
<p><b>Keywords:</b> Employee motivation, employee performance, financial incentives, Indonesia.</p>	

### 1. Introduction

Human resources play a key role in any organization, and the overall success of an organization in achieving its strategic goals is highly dependent on the performance level of its employees. Organizations need employees with high levels of motivation, productivity, and commitment to their jobs (Schaufeli et al., 2009). In recent years, there has been increased interest in the relationship between performance, motivation, and related outcomes. Several researchers have confirmed the positive relationship between employee motivation and performance in either the public sector (Mohamud et al., 2017; Kiruja & Mukuru, 2013) or the private sector (Chien et al., 2020; Ratnawati et al., 2020), the service sector (Hakim et al., 2021), and the manufacturing sector (Jose & Bijin, 2019). Employee encouragement is directly proportional to their performance (Nizam & Shah, 2015; Hakim et al., 2021). The higher the motivation of employees in performing their work, the more they can improve their performance (Sapta et al., 2022). Most workers who enjoy their work perform great and are more effective (Deci & Flaste, 1995), and good

<sup>†</sup>Corresponding Author: Maria Argyropoulou

Email: maria.argyropoulou@brunel.ac.uk

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performance can improve the organization's performance (Kuswati, 2020). Lack of motivation is the main cause of poor work performance and unmet goals (Afful-Broni, 2012; Kuswati, 2020; Burhanudin et al., 2023), therefore, studying the work motivation of each employee will benefit the company in the long run (Nilasari et al., 2021).

The COVID-19 pandemic has significantly changed the way people work, affecting the routines and activities of employees and changing their work behaviour. According to Narayanamurthy & Tortorella (2021), the impact of COVID-19 on work, i.e., work environment, job insecurity, and virtual contact, has a significant impact on employee performance. As work is performed from home and with minimal supervision, work motivation plays an even greater role.

External factors such as financial incentives are presented as a huge source of employee motivation (Deci & Flaste, 1995; Mohamud et al., 2017; Pangastuti et al., 2020). Employee motivation, however, goes beyond financial rewards (Okine et al., 2021). Intrinsic factors play a greater role than extrinsic factors when it comes to employee motivation (Ryan and Deci, 2017). There could be several elements or factors that may impact employee motivation, such as cultural and geographic differences (Chien et al., 2020), relationships with colleagues, and/or perceived organizational support (Tumi et al., 2021), and research findings outside Europe are needed (Kuvaas et al., 2020).

This research aims to determine not only the role of work motivation on employee performance but also the magnitude of its impact, both theoretically and practically. Considering the above, this study aims to answer the following research questions:

RQ1: Do mutual relationships in work play an important role in employee performance?

RQ2: Do work motivation factors relating to career aspiration really affect employee performance?

RQ3: Do work motivation factors relating to finance impact employee performance?

## 2. Theoretical background and hypotheses development

### 2.1 Employee performance

Performance is the achievement of objectives (Chrisnanto & Riyanto, 2020), in accordance with assigned responsibilities (Mangkunegara, 2005). Performance is measured by comparing work results against a standard set by each organisation, i.e., predetermined criteria agreed upon by both parties (Rivai & Basri, 2005). In terms of management, performance is defined as the quality offered or services provided by someone who accomplishes the work (Luthans, 2005). Singh & Jain (2013) defined performance as the achievement of specific tasks measured against predetermined or identified standards for accuracy, completeness, effort, and speed. Employee performance is described as the ability of employees to accomplish their respective work goals, meet expectations, and achieve the standards set by their organisations (Afrizal et al., 2014). Supporting the same, Kamisah (2012) argued that employee performance is the amount of employee contribution to the organisation, including quantity, quality, use of time, and cooperation, whereas Abdurrahman (2018) stated that work quality, quantity, condition, behaviour, and work assessment are the primary indicators of employee performance.

While motivated employees will continuously improve their performance (Chien et al., 2020), a systematic approach to increasing employee motivation is essential to achieve the desired outcome. Waiyaki (2017) stated that job performance is an employee contribution that plays an important role in the growth of an organisation, and employee performance is measured using quality and quantity as parameters (Pawar, 2019).

**Work quality** is the accuracy of the work performed based on the requirements and standards (Augustinus & Halim, 2021; Kuswati, 2020), including the ability to anticipate problems that arise and find alternative solutions to these situations (Sari, 2021). According to Aima et al. (2017), work quality is determined by the accuracy, thoroughness, and competence of the work. The quality of work and its implementation reflects the commitment of employees to the organisation. Bao and Nizam (2015) stated that employees who are passionate about the quality of their work can be an excellent factor in improving employee performance.

In contrast to work quality, **work quantity** is the amount of work targeted (Kuswati, 2020) within a given time period (Aima et al., 2017). Work quantity can also be defined by time management and the ability of employees to complete a large number of tasks within deadlines (Augustinus & Halim, 2021).

Another essential aspect of maintaining satisfactory employee performance is punctuality. **Punctuality** is an implementation of time and attendance control (Kuswati, 2020). Punctuality also refers to meeting deadlines without extensions (Siregar & Evanita, 2019), and is the most required work behaviour in the workplace (Suwondo and Sutanto, 2015).

Considering several aspects, including punctuality, **work assessment** evaluates the skills and knowledge required to achieve organisational goals (Augustinus & Halim, 2021). Work assessment can be determined by the employees' skills to perform the job satisfactorily, based on the job descriptions and the direction given by the company (Kuswati, 2020).

### 2.2 Work motivation

Motivation is the key psychological factor that strengthens an employee's sense of belonging to the particular company and encourages them to do their job wholeheartedly (Kiran, 2016). Hakim et al. (2021) pointed out that

motivation can be a driving force that creates enthusiasm for work and makes employees want to work collectively and effectively. Motivation encourages employees to work harder and longer in their organisations and increases job enjoyment while achieving work goals (Honore, 2009), impacting positively their performance (Purnomosidi & Priadana, 2020; Ekundayo, 2018) and increasing organisational performance (Sekhar et al., 2013). Therefore, it is important for organisations to identify factors that motivate employees to reach their full potential (Nilasari et al., 2021).

Employee performance is influenced by internal and external factors. Intrinsic motivation is a personal desire of an individual to engage in an activity that is perceived as exciting and enjoyable (Ryan & Deci, 2000). Herzberg's motivation-hygiene theory (Herzberg et al., 1959) traditionally explained that intrinsic factors (e.g., job challenges, personal growth, and contribution) are related to job satisfaction and motivation, whereas extrinsic factors (e.g., working conditions, compensation, and company image) do not play a role. Park & Jang (2017) also found that positive outcomes are more strongly associated with intrinsic than extrinsic work values. However, Brislin et al. (2005) found in their study that extrinsic motivation, such as wages, bonuses, awards, and promotions, create the intrinsic effect of appreciation for a job well done.

Employees with excellent work performance usually possess several types of motivation simultaneously (Nduka, 2016). Some are motivated only by positive motivators such as career advancement, self-efficacy, fulfilment of ambitions, and validation through recognition. Others, however, have to do the job out of fear, fear of losing the job, and fear of not making ends meet. Radošević & Ristić (2019) mentioned a combination of positive and negative "motivators" for employee performance.

Since the interpretation of motivation is still arguable, this research distinguishes three types of work motivation: **motivation factors relating to mutual relationships, motivation factors relating to career aspiration, and motivation factors relating to finance** based on a study by Javorčíková et al. (2021). In addition, an analysis of the impact of these factors on employee performance is presented to prove the null hypothesis:

**H<sub>0</sub>:** There is no significant impact of work motivation on employee performance.

### 2.2.1 Motives Relating to Mutual Relationships (X<sub>1</sub>)

Work engagement is believed to be a reciprocal emotional relationship created through organisational support, mutual trust among team members, and personal enthusiasm (Schaufeli et al., 2009; Taris et al., 2004), which is a critical element in creating high productivity and an engaging atmosphere in the workplace (Zigarmi et al., 2009) to maintain excellent organisational performance. Considering the above arguments, leads to the first research question:

**RQ1:** Do mutual relationships in work play an important role in employee performance?

Employees are highly motivated by a supportive work environment, familiarity, and mutual respect (Buelens & Van den Broeck, 2007). Thus, a non-toxic work environment boosts employee motivation (Badrianto & Ekhsan, 2019). Irawati et al. (2021) in their research, concluded that the relationship between work colleagues is the most important factor for work motivation and performance. Moreover, Gallie et al. (2009) assert that semi-autonomous teamwork systems can replace supervisory control with a less visible but constraining condition that encourages employees to adhere to organisational goals.

Theories of high-performance management systems underpin teamwork as a set of structural components that improve organisational effectiveness by enhancing employee motivation (Ramsay et al., 2000). Teamwork expands employees' ability to use their knowledge and skills (Vaskova, 2007). Task efficiency goes hand in hand with teamwork improvement (Tabassi et al., 2012) and produces high quality performance (O'Leary-Kelly et al., 1994). Furthermore, team collaboration also leads to solving the practical problem within the team (Kozlowski & Bell, 2003), which leads to better performance outcomes (Atuahene-Gima, 2003). Since team members are likely to form a contagious collective motivational structure for mutual benefit, excellent individual work motivation can positively influence teammates (Hackman, 2002). This is essential for creating collaborative growth (Hackman, 1987) through positive relationships among team members (Morgeson & Hofmann, 1999), with collective actions being more important than individual ones.

"Communication goes hand in hand with teamwork " to ensure a good working environment. Communication is one of the most important human activities in an organisation or business. Organisational communication is an essential tool for assessing work motivation and organisational commitment (Noe et al., 1990), and excellent communication between employees is critical to the success of an organization (Kolev & Tadić, 2017). Effective interpersonal communication between employees occurs when it delivers excellent results through understanding and willingness to be criticized, ultimately leading to impressive employee performance (Grant, 2012).

Communication also contributes significantly to the quality of work-related relationships that motivate individuals in the workplace. So et al. (2018) concluded that improved communication efficiency between employees is directly responsible increasing employee motivation and performance as it brings enjoyment to work, dedication, and commitment to the organisation (Rajhans, 2012). In addition, misunderstandings between team members affect organisational productivity and can set off a chain reaction that deteriorates the relationship between employees and leads to low work motivation (Ma'ruf et al., 2019).

Since many of the above literatures have found that mutual relationships, including teamwork and communication, can have a major impact on employee performance, the hypotheses are as follows:

**H<sub>01</sub>:** Work motivation factors relating to mutual relationships create no impact on employee performance.

Following the null hypothesis, the alternative hypothesis is as follows:

**Ha1:** Work motivation factors relating to mutual relationships impact employee performance.

### 2.2.2 Motivation Factors Relating to Career Aspiration (X2)

Lent & Brown (2013) divide career motivation into three aspects: Career Identity (London, 1993), Career Insight, and Career Resilience, which prompts employees to take a risk and action in developing themselves. The second aspect, career motivation, represents the motivation of employees to advance in their careers. Companies with promising career advancement and equal promotion opportunities will boost employees' willingness to participate in developmental movements (Applebaum et al., 2001) and can motivate employees to improve their performance (Augustinus & Halim, 2021). Hence, the second research question is raised:

**RQ2:** Do work motivation factors relating to career aspiration really affect employee performance?

According to Gupta (2011), a **promotion** refers to a rise in the corporate hierarchy that is associated with greater responsibility, higher status, and higher salaries. Promotions reward employees for their outstanding work and encourage them to perform more efficiently and effectively (Asaari et al., 2019).

Employees with high work **involvement** give their best (Cycyota et al., 2016) and feel more connected to their jobs (Ramani & Kumar, 2008). Therefore, organisations should involve their employees more often in key decision-making processes or, in other words, give employees more responsibility. This type of employee empowerment can lead to higher employee work motivation.

Powell & Buede (2009) outline three pillars of decision-making: the decision itself, the process, and the person who has the right to make the decisions. Employees with a sense of involvement can develop the organisation's **decision-making ability** to increase productivity (Augustinus & Halim, 2021). Purcell et al. (2003) found that an employee who is too constrained is less motivated than an employee who is involved in the goal setting and decision-making processes.

**Recognition** is one of the most cost-effective rewards given by the organisation to acknowledge the contribution of employees in the organisation (Bosco, 2014). For some individuals, recognition and publicity are considered more valuable than financial awards (Laurie, 2007). Seidel (1974) mentioned that awards, certificates, and other similar rewards can increase employee motivation and performance (Kosfeld & Neckermann, 2011). In a study by Babbie (2004), recognition and employee appraisal (Smith, 2010) were mentioned as motivating factors in organisations.

The above research findings show that that career motivation has a significant role in employee performance. Therefore, the alternative hypothesis is illustrated as follows:

**Ho2:** Work motivation factors relating to career aspiration bring no impact on employee performance.

Following the null hypothesis, the alternative hypothesis is as follows:

**Ha2:** Work motivation factors relating to career aspiration impact employee performance.

### 2.2.3 Motivation Factors Relating to Finance (X3)

Nowadays, money is associated with the physiological and security levels in Maslow's hierarchy of needs (Meltzer, 2022). Danish & Ali (2010) claim that financial rewards are the most functional tool for an organisation to motivate employees to behave positively to achieve organisational goal. The above lead to the third research question:

**RQ3:** Do financial factors impact employee performance?

Salary is a fixed payment that an individual receives from his or her employer at a specific time (Rivai, 2014), even if goals or specific deadlines are not met (Gao & Jimmy, 2014). Rynes et al. (2004) compared the effect of salary with other aspects and found that salary has the greatest influence compared to the other aspects. Arshad & Safdar (2012) confirmed this theory by mentioning that an organisation with a fair salary level can promote employee motivation and ensure a promising future for the company. Also, Wasii & Adebajo (2014) state that low salaries or unspecified payment terms lead to poor performance and less engaged employees.

Incentives or financial rewards are intentionally given to certain employees whose performance is above standard to encourage their work motivation and increase their productivity (Cascio, 1995). The main goal of incentives is to give employees more responsibility and encourage them to improve the quality and quantity of their work (Ramaditya et al., 2020). Incentive motivation is used in organisations through bonuses and other types of financial compensation for extra work (Ibrahim & Brobbey, 2015). Akbar (2016) points out that the provision of an incentive system should create a mutual relationship between employees and the company. An incentive system must be sufficient, equal, and fair (Al-Naqbi et al., 2018) to bridge the gap between company goals and employee expectations.

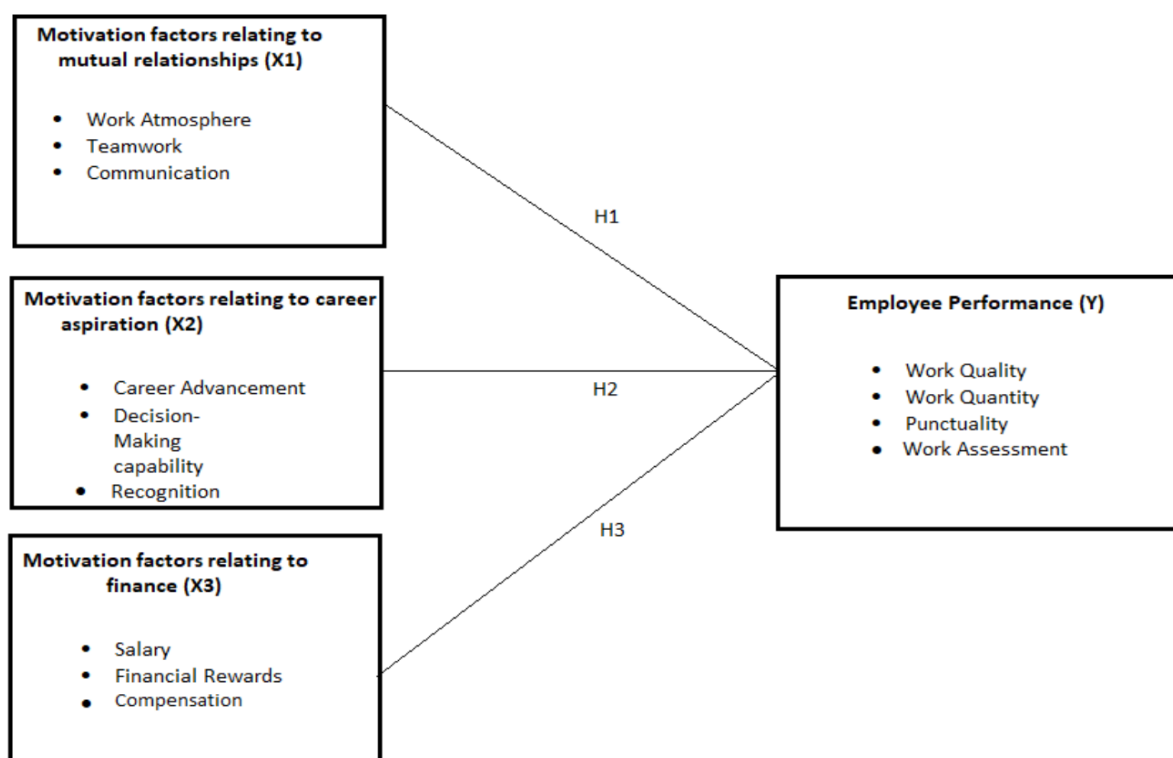
Compensation is any income in the form of money or goods that employees receive in return for their services to the firm (Crane et al., 2016). Employee's compensation is special benefits paid in addition to salaries, such as travel allowances, meal allowances, communication allowances, overtime pay, and health and safety insurance. Fair compensation by the company is necessary to improve employee performance (Gula, 2008; Namasivayam et al., 2007).

Considering the above, finance is expected to influence employee performance. Therefore, this study also focuses on the following hypotheses:

**Ho3:** Work motivation factors relating to finance creates no impact on employee performance.

Following the null hypothesis, the alternative hypothesis is as follows:

**Ha3:** Work motivation factors relating to finance impact employee performance.



**Figure 1** The research model.

### 3. Methodology

#### 3.1 Population and sample

The population of interest in this study is male and female employees in Indonesia, with the questionnaire posted on social media. This includes adding the questionnaire link to Instagram bio and story, posting messages on Facebook and personal messenger, and group messages via WhatsApp to reach the target number of 150 employees residing in Indonesia. The questionnaire was distributed via JISC Online Surveys provided by Brunel University's service team IT. The survey was distributed from September 1, 2022 to September 21, 2022 with a response rate of 100%. The sample size in this study is employees with a focus on employees aged 18 and older with at least one year of work experience.

#### 3.2 Data collection methods

The primary technique of data collection in this study is the use of a questionnaire. The questionnaire is divided into four sections and contains statements that respondents can rate with alternative answers in intervals from one to five. In this questionnaire, the Likert scale is used, a scale of 1 for rating level of "Strongly Disagree", scale 2 for "mildly disagree", scale 3 for "neutral", scale 4 for "mildly agree", and scale 5 for "strongly agree". The analysis of this research is processed by SPSS 26 program tools.

#### 3.3 Operationalisation of Constructs

**Table 1.** Questionnaire design

No	Constructs	Pertinent Literature	Questionnaire Question

1	Motivation factors relating to mutual relationships (X <sub>1</sub> )	<ul style="list-style-type: none"> <li>- <b>Supportive atmosphere in the workplace</b> (Kuswati, 2020; Javorčíková et al., 2021; Buelens &amp; Van den Broeck, 2007; Zigarmi et al., 2009; Badrianto &amp; Ekhsan, 2019)</li> <li>- <b>Good teamwork</b> (Javorčíková et al., 2021; Gallie et al., 2009; Vaskova, 2007; Kozlowski &amp; Bell, 2003; Atuahene-Gima, 2003; Ramsay et al., 2000; Hackman, 2002)</li> <li>- <b>Communication in the workplace</b> (Kuswati, 2020; Javorčíková et al., 2021; Noe et al., 1990; Kolev &amp; Tadić, 2017; Grant, 2012)</li> <li>- <b>Sense of belonging</b> (Rajhans, 2009)</li> <li>- <b>Outstanding relationship between co-workers</b> (Schaufeli et al., 2009; Taris et al., 2004; Irawati et al., 2021)</li> </ul>	1-6
2	Motivation factors relating to career aspiration (X <sub>2</sub> )	<ul style="list-style-type: none"> <li>- <b>Career advancement</b> (Javorčíková et al., 2021; Applebaum et al., 2001)</li> <li>- <b>Fair promotions</b> (Gupta, 2011; Asaari et al., 2019)</li> <li>- <b>Employee involvement</b> (Kuswati, 2020; Javorčíková et al., 2021; Cycyota et al., 2016; Ramani &amp; Kumar, 2008)</li> <li>- <b>Authority in the decision-making process</b> (Kuswati, 2020; Powell &amp; Buede, 2009; Augustinus &amp; Halim, 2021; Purcell et al., 2003)</li> <li>- <b>Recognition</b> (Kuswati, 2020; Bosco, 2014; Laurie, 2007; Seidel, 1974; Kosfeld &amp; Neckermann, 2011)</li> </ul>	7-15
3	Motivation factors relating to finance (X <sub>3</sub> )	<ul style="list-style-type: none"> <li>- <b>Acceptable salary level</b> (Javorčíková et al., 2021; Rivai, 2014; Gaol &amp; Jimmy, 2014; Rynes et al., 2004; Arshad &amp; Safdar, 2012)</li> <li>- <b>Financial rewards or Bonus</b> (Javorčíková et al., 2021; Cascio, 1995; Ramaditya et al. (2020); Ibrahim &amp; Brobbey, 2015; Akbar, 2016; Al-Naqbi et al., 2018; Werner &amp; Ward 2004; Shibly &amp; Weerasinghe, 2009)</li> <li>- <b>Reasonable Compensation</b> (Crane et al., 2016; Gula, 2008; Namasivayam et al., 2007)</li> </ul>	16-21
4	Employee Performance (Y)	<ul style="list-style-type: none"> <li>- <b>Quality</b> (Aima et al., 2017; Sari, 2021; Augustinus &amp; Halim, 2021; Kuswati, 2020; Bao and Nizam, 2015)</li> <li>- <b>Quantity</b> (Augustinus &amp; Halim, 2021; Kuswati, 2020; Aima et al., 2017)</li> <li>- <b>Punctuality</b> (Siregar &amp; Evanita, 2019; Kuswati, 2020; Suwondo and Sutanto, 2015)</li> <li>- <b>Work Assessment</b> (Augustinus &amp; Halim, 2021)</li> </ul>	22-27

#### 4. Analysis and results

A questionnaire is considered reliable if respondents' answers are consistent or stable over time. If the Cronbach's alpha value is more than 0.70, the data is reliable. Tables 2-5 show the results of the reliability test for this study.

**Table 2. Reliability Test - Motivation Factors Relating to Mutual Relationships**

Reliability Statistics	
Cronbach's Alpha	N of Items
0.888	6

**Table 3. Reliability Test - Motivation Factors Relating to Career Aspiration**

Reliability Statistics	
Cronbach's Alpha	N of Items
0.929	9

**Table 4. Reliability Test - Motivation Factors Relating to Finance**

Reliability Statistics	
Cronbach's Alpha	N of Items
.883	6

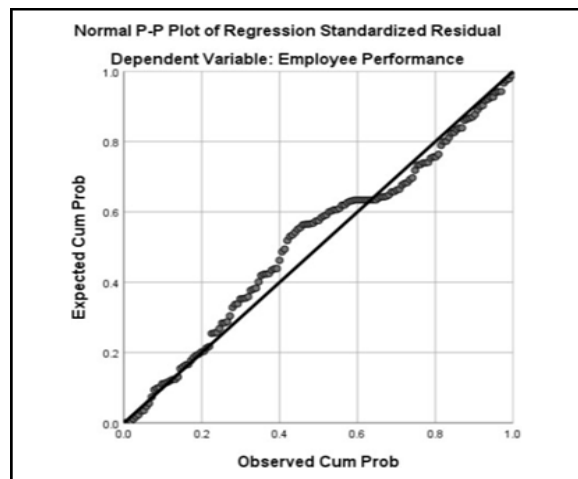
**Table 5. Reliability Test - Employee Performance**

Reliability Statistics	
Cronbach's Alpha	N of Items
.892	6

Since in all cases the value of Cronbach's Alpha is greater than 0.7, the data above is considered reliable.

### Normality Test

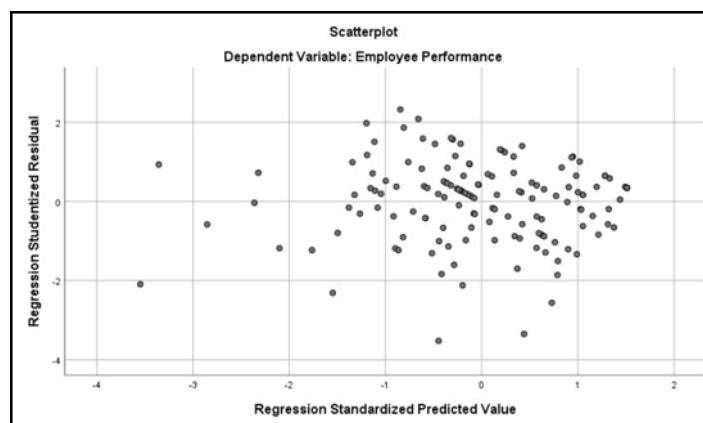
The normality test of the data should be satisfied before determining if there is similarity between the independent variables, which can be observed through the P-plot image. If the distribution of the points in the plot is close to the diagonal, it can be concluded that the data in the regression model are normally distributed between the variables. (Chrisnanto & Riyanto, 2020). Figure 2 depicts the results of the normality test. According to the P-plot diagram, the distribution of the data is close to the diagonal. The location of these points suggests that the regression model follows a normal distribution.



**Figure 2 Normality Test**

### Heteroscedasticity Test

The heteroscedasticity test in this study was performed using the Scatterplot chart. A good model exists when the plot does not have a particular pattern, such as convergence in the middle, narrowing and then widening, or vice versa (Chrisnanto & Riyanto, 2020). As shown in Fig. 3, the pattern formed from the data points is random because it does not follow any particular pattern. Thus, this regression model passed the heteroscedasticity test.



**Figure 3 Heteroscedasticity Test**



### Multicollinearity Test

A multicollinearity test is performed to avoid the presence of strong correlations between independent variables. An acceptable regression model should not have multicollinearity. The analysis results of the Variance Inflation Factor (VIF) value should be less than 10 to conclude that there is no evidence of multicollinearity among the independent variables (Chrisnanto & Riyanto, 2020).

**Table 6. Multicollinearity Test**

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.977	1.156		5.173	.000		
	Mutual Relationships	.544	.071	.589	7.710	.000	.426	2.346
	Career Aspiration	.111	.043	.201	2.568	.011	.407	2.459
	Finance	.061	.068	.072	.903	.368	.395	2.532
a. Dependent Variable: Employee Performance								

From the results of the multicollinearity test in Table 10, the VIF value for all variables is less than 10, namely 2.346, 2.459, and 2.532. In summary, the regression model for the independent variables shows no signs of multicollinearity.

### Multiple regression test

**Table 7. Multiple Regression Test**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.977	1.156		5.173	.000
	Mutual Relationships	.544	.071	.589	7.710	.000
	Career Aspiration	.111	.043	.201	2.568	.011
	Finance	.061	.068	.072	.903	.368
a. Dependent Variable: Employee Performance						

The constant value of 5.977 can be interpreted to mean that if the independent variable is considered 0 or constant, the employee's performance is 5.977.

The regression coefficient of the mutual relationships variable of 0.544 indicates the importance of these variables for employee performance. A positive sign indicates a positive effect, meaning that employee performance increases by 0.544 units when there is one additional unit of the mutual relationships variable, assuming that the other variables are held constant.

The regression coefficient of the career aspiration variable of 0.111 shows the positive influence of this variable on employee performance. One additional unit of the career aspiration variable increases employee performance by 0.111 units assuming other variables are held constant.

0.061 as the regression coefficient for the finance variable shows that employee performance increases by 0.061 units when the financial variable is increased by one unit, holding the other variables constant.

### 4.1 Hypotheses testing

#### *Simultaneous Significance (F-test)*

The F-test seeks to determine the effect of the independent and dependent variables simultaneously with a significance of 0.05. If the Sig. value is lower than 0.05, then the hypothesis is accepted and means that all variables have an effect. (Chrisnanto & Riyanto, 2020). Table 8 shows the results from the F-test.

**Table 8. F-test**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1678.819	3	559.606	85.509	.000 <sup>b</sup>
	Residual	948.940	145	6.544		
	Total	2627.758	148			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Finance, Mutual Relationships, Career Aspiration						

The Sig. value of 0.00 from the above F-test results, which is less than 0.05, indicates that the variables “mutual relationships”, “career aspiration” and “finance” collectively influence the variable “employee performance”. This means that at least one of the above three independent variables significantly influences the dependent variable.

#### **Partial Significant Test (T-test)**

This t-test aims to determine the proportion of the influence of each independent variable individually (partially) on the dependent variable. If the significance value in the coefficient table is less than 5% or 0.005, then the independent variable partially significantly influences the dependent variable. On the other hand, if it is greater than 5% or 0.005, then the independent variable has partially no effect on the dependent variable (Chrisnanto & Riyanto, 2020). The results of the t-test are presented in Table 9.

**Table 9. T-test**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.977	1.156		5.173	.000
	Mutual Relationships	.544	.071	.589	7.710	.000
	Career Aspiration	.111	.043	.201	2.568	.011
	Finance	.061	.068	.072	.903	.368
a. Dependent Variable: Employee Performance						

The t-count value of the Mutual Relationships variable is 7.710 with a significant level of 0.000. Since the Sig. value of 0.000 is less than 0.05, it is concluded that mutual relationships strongly influence employee performance.

As with the previous variable, with a significance level of 0.011 and a t-value of 2.568, it is found that career aspiration has a particular impact on employee performance.

Overall, it is found that the mutual relationship has the most influential effect. Career aspiration also has a visible impact on employee performance. On the other hand, the influence of finance on employee performance is found to be very low.

#### **4.2 Determination Coefficient Test (R<sup>2</sup>)**

Table 10 presents the results of the determination coefficient test. The value of the coefficient of determination (R<sup>2</sup>) or adjusted R square is 0.631. Thus, the total effect of the three independent variables, namely mutual relationships, career aspiration, and finance, on employee performance is 0.632 or 63.2%, while the remainder is influenced by other factors that are not clarified in this study.

**Table 10. Determination Coefficient Test (R<sup>2</sup>)**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.799 <sup>a</sup>	.639	.631	2.55820
a. Predictors: (Constant), Finance, Mutual Relationships, Career Aspiration				
b. Dependent Variable: Employee Performance				

### **5 Discussion**

The results of the T-test answer Q1, Q2, and Q3 in this study and prove that Ha1, Ha2, and Ha3 are correct. Several studies confirm that healthy working environment and high-quality workplace relationships can stimulate employees

increase productivity (Brhane & Zewdie, 2018). The t-value of 7.710 for the variable mutual relations in this research means that this variable has the greatest influence on job performance. These findings are consistent with previous studies by Rajhans (2009) and Anitha (2014), who concluded that effective employee relations and teamwork are strong influencers of performance. The results of the F-test in this study show that at least one of the three independent variables has a significant effect on employee performance, which clearly refutes the null hypothesis and confirms the alternative hypothesis. This is also supported by the results of the determination coefficient test ( $R^2$ ), which shows that mutual relationships, career aspiration, and finance influence employee performance 63.2%. This result is consistent with previous research by Chrisnanto & Riyanto (2020), Kuswati (2020), and Purnomosidi & Priadana (2020), which found that work motivation significantly affects employee performance. However, looking at table 9 the following decisions are made:

- H1: Work motivation factors relating to mutual relationships impact employee performance (accepted)
- H2: Work motivation factors relating to career aspiration impact employee performance (partially accepted at the significance level of 0.011)
- H3: Work motivation factors relating to finance impact employee performance (rejected)

There is research evidence that employees have low morale and perform poorly when there is no recognition after good performance and no feedback after task completion (Kiruja & Mukuru, 2013). This is also supported by this study as Ha2 was confirmed by the significance level of 0.011 for the career aspiration variable with a t-count value of 2.568, indicating that this variable has a significant impact on employee performance. These results are consistent with the findings of Augustinus & Halim (2021), and Babbie (2004) who found that employees are willing to work hard when they know that they will be promoted or can advance in their career. However, in some other studies, recognition and appreciation were found to influence employee motivation more than promotion opportunities (Asaari et al., 2019). On the other hand, Li & Huang (2017) concluded that career aspirations of hospitality employees in China are positively related to self-reported service performance but have no influence on supervisor-rated service performance.

The most important finding in this study is the rejection of H3 which indicates a low impact of the financial awards on employee performance. This is displayed by the low t-count value of the T-test of 0.903. It can be assumed the study participants generally have different views on money and finances. These results are partially consistent with the work of Al-Naqbi et al. (2018), who concluded in their study that moral incentives are no less important than financial incentives. Werner (2004) and Shibly & Weerasinghe (2009) concluded that financial rewards are moderate or significant work motivators for employees and have a positive and significant effect on employee performance Pangastuti et al (2020).

## 6. Conclusions, limitations and future research directions

This study examined the perennial question of what motivates employees to perform at work. Our study provided experimental evidence of the effects of financial and nonfinancial incentives on performance. The results of this study suggest that companies should strengthen mutual relationships within the organisation, involve employees in the decision-making process, and provide more opportunities for career advancement, promotion, and employee participation to improve employee performance. Based on our findings, organisations are recommended to create a conducive and harmonious work environment by avoiding boredom at work, nurturing inter-team relationships, and building a bridge between team members to avoid misunderstandings. Finally, our results support previous literature on the questionable effects of extrinsic rewards.

This study has some limitations. All respondents are from Indonesia and reside there. We can explain the rejection of this hypothesis by the Indonesian culture, where society promotes strong relationships in which everyone takes responsibility for fellow members of their group. According to Hofstede's model, Indonesia has one of the lowest scores in the world rankings for individualism, with a score of 14, compared to the higher Asian rank of 23 and world rank of 43. The score for this Dimension indicates that the Indonesian society is Collectivist as compared to Individualist. This is a manifest in a close long-term commitment to the member 'group', is that a family, extended family, or extended relationships.

Future studies should be conducted in other geographic locations to compare results worldwide. In addition, only three independent variables were used in this study: Motivational factors related to mutual relationships, career aspirations, and finances. The results of this study also show that the three variables used influence employee performance 63.2%. However, the rest is yet to be defined. Moreover, work motivation is not the only factor that influences employee performance. For future research on similar topics, it is recommended to analyse different types of independent variables to deepen the topic and gain more complex insights.

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