The Effect of Work Motivation and Work Orientation on Employee Performance at the Education Office of Central Tapanuli Regency

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ARTICLE INFO	ABSTRACT
Keywords: employee performance, work motivation, work orientation	This study aims to determine the effect of work motivation and work orientation on employee performance at the Education Office of Central Tapanuli Regency. This research used a quantitative method with a descriptive approach. The population in this study consisted of all employees at the Education Office of Central Tapanuli Regency, with a sample of 56 respondents obtained through a total sampling technique. Data were collected through questionnaires and analyzed using correlation analysis, coefficient of determination, and hypothesis testing with t-test and F-test. The results showed that there was a strong relationship between work motivation and employee performance with a correlation coefficient of 0.729, while the relationship between work orientation and employee performance was 0.682. The coefficient of determination analysis showed a value of 0.631, indicating that work motivation and work orientation simultaneously explain 63.1% of the variation in employee performance, while the remaining 36.9% is influenced by other factors not examined in this study. The t-test results indicate that work motivation (t-count 4.887 > t-table 1.67356) and work orientation (t-count 3.787 > t-table 1.67356) have a positive and significant effect on employee performance. Furthermore, the F-test results show that work motivation and work orientation simultaneously have a significant effect on employee performance with an F-count of 45.381 > F-table 3.17 and a significance level of 0.000 < 0.05.
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INTRODUCTION

Human resources are a crucial factor in the success of an organization, whether in public institutions or business organizations. Employees are the main assets that determine the success of organizational operational activities because the performance produced by employees directly affects the effectiveness and efficiency of achieving organizational goals. Therefore, organizations need to manage human resources optimally so that employees can provide their best performance. One of the efforts that organizations can make is by improving employee competencies, providing training, enhancing reward systems, and creating a work environment that encourages employees to work optimally (Sutrisno, 2019).

Employee performance basically refers to the work results achieved by an individual in carrying out their duties and responsibilities within a certain period in accordance with the standards and targets set by the organization. Performance appraisal is an important part of human resource management because through this process organizations can determine the extent of employee contributions toward achieving organizational goals. In addition, performance appraisal can serve as the basis for providing rewards, job promotions, and career development opportunities, which in turn can increase employee motivation and productivity (Mangkunegara, 2017).

In efforts to improve employee performance, various factors may influence it, including work motivation and work orientation. Work motivation refers to the internal drive that encourages individuals to perform certain actions or activities in order to achieve specific goals. Motivation plays an important role in enhancing employee enthusiasm for work because employees who have high motivation tend to work harder, be more disciplined, and strive to achieve optimal performance outcomes (Sutrisno, 2019). Conversely, low work motivation can lead to decreased productivity and lower quality of performance.

In addition to work motivation, another factor that can influence employee performance is work orientation. Work orientation refers to the process of introducing employees, especially new employees, to the work environment with the aim of helping them understand their duties, responsibilities, and the organizational culture in which they work. Through orientation activities, employees become familiar with the organization's vision, mission, values, and rules, enabling them to adapt to the work environment more quickly and

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effectively. A well-implemented orientation process can help employees understand their roles and responsibilities and improve their ability to perform their tasks optimally (Dessler, 2020).

Work orientation also plays an important role in the employee socialization process within the organization. This process includes the internalization of organizational values, the formation of work attitudes, and the development of behavioral patterns that align with the organizational culture. Employees who have a good work orientation will find it easier to adapt to the work environment, collaborate effectively with colleagues, and develop a clear understanding of their roles and responsibilities. These conditions ultimately contribute to improved overall employee performance.

The Education Office of Central Tapanuli Regency, as one of the regional government institutions, plays an important role in providing public services in the field of education. In order to carry out its duties and functions effectively, this institution requires employees who demonstrate high performance. However, based on preliminary observations conducted by the researcher, several issues related to employee performance were identified, including employees arriving late, work targets not being fully achieved, and some employees not performing their duties optimally. These conditions indicate that employee performance still needs improvement.

These issues are suspected to be related to factors of work motivation and work orientation among employees. Low work motivation may result in employees lacking enthusiasm in completing their work, while suboptimal work orientation may cause employees to have an insufficient understanding of their duties, responsibilities, and organizational work culture. Therefore, it is important for organizations to pay attention to these two factors in order to improve employee performance.

Based on the above explanation, this study aims to analyze the influence of work motivation and work orientation on employee performance at the Education Office of Central Tapanuli Regency. This research is expected to contribute both theoretically and practically to the development of human resource management, particularly in improving employee performance through increased work motivation and effective implementation of work orientation.

METHODS

This study employed a quantitative approach with a descriptive method. The quantitative approach was used to analyze the relationship between the variables of work motivation, work orientation, and employee performance through numerical data processing and statistical analysis. This method aims to test the formulated hypotheses and explain the relationships among research variables in an objective and measurable manner (Sugiyono, 2017). Correlation analysis was used to determine the level of relationship among variables, expressed in the form of a correlation coefficient to illustrate the strength of the relationship between independent and dependent variables (Tanjung, 2018).

This research was conducted at the Education Office of Central Tapanuli Regency, located at Jalan Raja Junjungan Lubis No. 11, Pandan District, Central Tapanuli Regency, North Sumatra Province. The research was carried out over a period of two months, from May to June 2025.

The population in this study consisted of all employees working at the Education Office of Central Tapanuli Regency, totaling 56 individuals, comprising 37 Civil Servants (ASN) and 19 honorary staff members. Since the population was fewer than 100 individuals, the entire population was used as the research sample using the census or total sampling technique, resulting in 56 respondents (Arikunto, 2016).

The type of data used in this study was quantitative data, which refers to data expressed in numerical form and analyzed using statistical techniques (Kuncoro, 2016). The data sources consisted of primary data and secondary data. Primary data were obtained directly from respondents through the distribution of questionnaires to employees of the Education Office of Central Tapanuli Regency, while secondary data were obtained from organizational documents, archives, and literature relevant to the research topic (Sugiyono, 2017).

The data collection techniques used in this study included literature study and field study. The literature study was conducted by reviewing various sources such as books, scientific journals, and documents related to the research topic. Meanwhile, the field study was conducted through observation, interviews, and questionnaire distribution to respondents. The questionnaire served as the main instrument in this study to measure respondents' perceptions of work motivation, work orientation, and employee performance.

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The research variables consisted of independent variables and a dependent variable. The independent variables in this study were work motivation (X_1) and work orientation (X_2), while the dependent variable was employee performance (Y). Work motivation was measured through several indicators, including job satisfaction, achievement, opportunities for advancement, career development, responsibility, and recognition from others. Work orientation was measured through indicators such as relationships with colleagues, organizational introduction, solidarity, communication, orientation programs, and the socialization process. Meanwhile, employee performance was measured based on indicators of work quantity, work quality, utilization of working time, and teamwork (Fahmi, 2017; Sutrisno, 2019).

The research instrument used a questionnaire with a five-point Likert scale, consisting of strongly agree (5), agree (4), somewhat disagree (3), disagree (2), and strongly disagree (1). The questionnaire consisted of 30 statement items, including 10 items for the work motivation variable, 10 items for the work orientation variable, and 10 items for the employee performance variable.

Data analysis was conducted using the Statistical Package for Social Sciences (SPSS) version 26. The stages of analysis included instrument testing, classical assumption testing, regression analysis, and hypothesis testing. Instrument testing consisted of validity and reliability tests. The validity test was conducted using the Pearson Product Moment correlation to determine whether the questionnaire items were able to accurately measure the research variables, while the reliability test was conducted using the Cronbach's Alpha coefficient to examine the internal consistency of the research instrument (Azwar, 2017).

Furthermore, classical assumption tests were conducted, including normality, heteroscedasticity, and multicollinearity tests. The normality test was performed using the Kolmogorov–Smirnov method to determine whether the data were normally distributed (Ghozali, 2018). The heteroscedasticity test was conducted using the Glejser method to determine whether there was inequality in residual variance within the regression model. Meanwhile, the multicollinearity test was conducted by examining the Variance Inflation Factor (VIF) and tolerance values to ensure that there was no high correlation among the independent variables.

The analysis of relationships among variables was conducted using multiple linear regression analysis with the following equation:

$$Y = a + b_1X_1 + b_2X_2$$

where Y represents employee performance, a is the constant, b_1 and b_2 are regression coefficients, X_1 represents work motivation, and X_2 represents work orientation. In addition, the coefficient of determination analysis was used to determine the extent to which work motivation and work orientation contribute to explaining variations in employee performance (Supranto, 2016).

Hypothesis testing was conducted using the t-test (partial test) and the F-test (simultaneous test). The t-test was used to determine the effect of each independent variable on the dependent variable partially, while the F-test was used to determine the simultaneous effect of work motivation and work orientation on employee performance. The tests were conducted at a 5% significance level (α = 0.05).

RESULTS AND DISCUSSION

Results

Descriptive Statistics

The characteristics of respondents in this study were analyzed based on gender. The results show that the majority of respondents were female, totaling 38 individuals (68%), while 18 respondents (32%) were male. This indicates that employees at the Education Office of Central Tapanuli Regency are predominantly female compared to male employees.

Based on the results of questionnaire data processing from 56 respondents, an overview of employees' perceptions regarding the variables of work motivation, work orientation, and employee performance was obtained.

The work motivation variable was measured through ten indicators reflecting aspects such as recognition, work enthusiasm, achievement, responsibility, training, job suitability, and appreciation from supervisors. The analysis shows that the average score of work motivation is 3.89, which falls into the good category. This indicates that employees at the Education Office of Central Tapanuli Regency have a relatively high level of work motivation in carrying out their duties and responsibilities. Several indicators that received high scores include supervisors' appreciation for employees' work and employees' work enthusiasm when

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their efforts are recognized by supervisors and colleagues. This condition suggests that recognition and appreciation play an important role in enhancing employee motivation.

The work orientation variable was also measured through ten indicators related to employee cooperation, communication, organizational orientation programs, adaptability, and work coordination. The analysis shows that the average score of work orientation is 3.90, which is categorized as good. This indicates that employees possess good abilities in cooperation, communication, and coordination within the workplace. The highest scores were obtained for indicators related to cooperation among employees and coordination between employees and supervisors in completing tasks. This suggests that harmonious working relationships and effective coordination are important factors supporting organizational task implementation.

Furthermore, the employee performance variable was measured through ten indicators covering work quality, work quantity, timeliness, efficiency in the use of working time, and teamwork. The analysis shows that the average employee performance score is 4.04, which is also categorized as good. This indicates that employees at the Education Office of Central Tapanuli Regency are generally able to perform their duties effectively in accordance with established work targets. The highest scores were found in indicators related to employees' ability to collaborate with colleagues and their accuracy in completing tasks. This demonstrates that teamwork and accuracy are important factors in improving employee performance.

Research Instrument Testing

The validity test results indicate that all questionnaire items related to work motivation, work orientation, and employee performance have correlation coefficient values greater than the critical value of 0.30. This shows that all questionnaire items are valid and capable of accurately measuring the research variables. Therefore, the research instrument used in this study is considered appropriate for data collection.

Furthermore, the reliability test results show that the Cronbach's Alpha value for the work motivation variable is 0.863, for work orientation is 0.871, and for employee performance is 0.905. These values exceed the minimum reliability threshold of 0.60, indicating that all research instruments have good internal consistency and are considered reliable.

Classical Assumption Tests

The normality test was conducted to determine whether the research data were normally distributed. Based on the analysis of the histogram and normal probability plot, the data points appear to spread around the diagonal line and follow its direction. This indicates that the research data are normally distributed. Additionally, the Kolmogorov–Smirnov test shows a significance value of 0.200, which is greater than the probability value of 0.05. Therefore, it can be concluded that the residual data in this study are normally distributed.

The heteroscedasticity test was conducted to determine whether there is inequality in residual variance within the regression model. The analysis shows that the points on the scatterplot graph are randomly distributed and do not form a specific pattern, either above or below the zero axis. This indicates that the regression model does not exhibit heteroscedasticity.

The multicollinearity test was conducted to determine whether there is a high correlation among independent variables. The results show that the tolerance value for work motivation and work orientation is 0.659, while the Variance Inflation Factor (VIF) value is 1.517. Since the tolerance value is greater than 0.10 and the VIF value is less than 10, it can be concluded that the regression model does not have multicollinearity problems.

Analysis of Relationships Among Variables

The correlation analysis results indicate a strong and positive relationship between work motivation and employee performance, with a correlation coefficient of 0.729. In addition, work orientation also has a strong and positive relationship with employee performance, with a correlation coefficient of 0.682. This suggests that the higher the employees' work motivation and work orientation, the higher their performance at the Education Office of Central Tapanuli Regency.

Coefficient of Determination Analysis

The results of the coefficient of determination analysis show an R Square value of 0.631. This means that work motivation and work orientation simultaneously explain 63.1% of the variation in employee performance, while the remaining 36.9% is influenced by other factors not examined in this study, such as leadership, work environment, and reward systems.

Multiple Linear Regression Analysis

The results of the multiple linear regression analysis show that the regression equation obtained is:
$$Y = 3.611 + 0.532X_1 + 0.412X_2$$

This equation indicates that work motivation and work orientation have a positive influence on employee performance. The regression coefficient of work motivation (0.532) shows that every increase in work motivation will increase employee performance by 0.532 units, assuming other variables remain constant. Meanwhile, the regression coefficient of work orientation (0.412) indicates that an increase in work orientation will also improve employee performance.

Hypothesis Testing

The partial hypothesis testing (t-test) shows that the work motivation variable has a t-value of 4.887 with a significance level of 0.000, which is smaller than 0.05. This indicates that work motivation has a positive and significant effect on employee performance. Therefore, the hypothesis stating that work motivation influences employee performance is accepted.

Furthermore, the work orientation variable has a t-value of 3.787 with a significance level of 0.000, which is also smaller than 0.05. This indicates that work orientation has a positive and significant effect on employee performance at the Education Office of Central Tapanuli Regency.

The simultaneous hypothesis testing (F-test) shows an F-value of 45.381 with a significance level of 0.000, which is smaller than 0.05. This indicates that work motivation and work orientation simultaneously have a significant effect on employee performance.

Discussion

The results of this study indicate that work motivation has a positive and significant effect on employee performance at the Education Office of Central Tapanuli Regency. Work motivation is an important factor that encourages employees to work more optimally in achieving organizational goals. Employees with high work motivation tend to demonstrate greater work enthusiasm, higher responsibility, and a stronger desire to achieve better work performance.

These findings are consistent with Sutrisno (2019), who states that work motivation is a factor that drives individuals to perform certain activities in order to achieve desired goals. Furthermore, the results are also consistent with previous studies indicating that work motivation positively influences employee performance.

In addition to work motivation, work orientation also has a positive and significant effect on employee performance. Effective work orientation helps employees understand organizational values, culture, and work systems within the organization. Through a well-implemented orientation process, employees can adapt more easily to the work environment, thereby improving their productivity.

The study also reveals that work motivation and work orientation simultaneously have a significant effect on employee performance. This indicates that both variables play an important role in improving employee performance at the Education Office of Central Tapanuli Regency. Therefore, organizations should pay attention to enhancing employee motivation and implementing effective work orientation programs in order to improve performance and organizational effectiveness.

CONCLUSION

Based on the results of the study, it can be concluded that all research instruments are valid and reliable, and therefore appropriate to be used as measurement tools. The analysis results indicate that work motivation has a strong relationship with employee performance, with a correlation coefficient of 0.729, while work orientation also has a strong relationship with employee performance, with a correlation coefficient of 0.682. The coefficient of determination analysis shows that work motivation and work orientation simultaneously

explain 63.1% of the variation in employee performance, while the remaining percentage is influenced by other factors not examined in this study. Furthermore, the hypothesis testing results indicate that work motivation and work orientation, both partially and simultaneously, have a positive and significant effect on employee performance at the Education Office of Central Tapanuli Regency. Therefore, improving work motivation and work orientation should become an important concern for the organization in efforts to enhance employee performance.

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