

The Influence of Supply Chain Performance and Motivation on Employee Performance

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Abstract— Good performance will support the achievement of supply chain management goals and enhance the competitiveness of the company. There are many factors that affect employee performance improvement, including supply chain management and employee motivation. This study wants to prove the influence of supply chain management and motivation on employee performance. Research conducted at PT. Bank Bukopin with 119 respondents as a sample. There is no influence between motivation on employee performance, simultaneously, there is influence between supply chain management and motivation to employee performance.

Keywords— Supply chain management, motivation, employee performance

1. Introduction

Organizational goals will be achieved if it has a good performance and competitive. Organizational performance is strongly influenced by external and internal factors. External factors that are outside the organization, have a great influence on the organization and culture. An important internal factor for improving performance is supply chain performance [17]. Today, organizations are confronted with numerous changes in the business environment, such as increasing levels of global competition, rising customer requirements, shrinking product lifecycles, and the fast pace of technological change [1]. To meet these environmental changes, organizations need to expand outside their legal boundaries and form competitive networks. This includes the development of strategically aligned capabilities among all organizations that are part of its value-adding networks. Increased networking with suppliers, sales partners, and customers requires active management to guarantee the optimization of the entire supply chain [2]. Supply chain management (SCM) has therefore evolved into a strategic factor of differentiation and competitiveness in many business segment [40]. However, many companies have not succeeded in

maximizing their supply chain's potential [8] The lacking implementation of the SCM concept in practice is one common reason [15]. Another widespread reason is the deficiency of performance measures and metrics to fully integrate the supply chain.6 Performance measurement and metrics play an important role in setting objectives, evaluating performance, and determining future courses of action. Therefore, it is doubtful whether managers have actual and specific information about their deficits related to SCM performance and the ability to make the right decisions to overcome these gaps [23]. Due to the increasing level of complexity, supply chain visibility is becoming an increasingly important criterion in the long-term competitiveness of the supply chain.8 It ensures accurate and fast delivery of relevant information and thus represents a critical basis for decision making [19]. The more accurate the information shared within a supply chain network, the higher the transparency [11]. According to [17], a lack of critical supply chain process visibility is the top concern of most companies for maintaining their supply chain operations [37]. Companies are therefore prioritizing visibility programs to enhance customer satisfaction and operational efficiency.

A strong corporate culture will be able to generate four times higher revenues, have seven times better quality workforce, twelve times higher shareholder value and net profits of more than seven hundred percent [22]. Schein [31] emphasizing the importance of corporate culture for performance, growth, and success. Brown [40] states that culture and motivation are important factors for organizational performance. Motivation is any activity that encourages, improves performance and invites employees to work more effectively. Without motivation, employees become inefficient and generate waste [42]. With motivation can lead to a good work ethic. The role of motivation to improve the performance of employees is very important so that every employee in work achieve the expected performance in order to pursue maximum productivity [39].

On the other hand, [21] argue that human

resources in this present era have a greater role in achieving organizational success. Employee performance is defined as a work achieved by a person in carrying out the tasks assigned to him based on his skills, experience, and sincerity and time. Employee motivation to work, develop capability and manageability to achieve high employee performance will improve overall company performance in achieving its goals [15].

PT. Bank Bukopin, Tbk, since its establishment in 1970, has succeeded in giving its own color for the national banking industry (Bukopin, 2010). For more than four decades, Bank Bukopin continues to grow in line with the growth of Micro, Small, Medium Enterprises and Cooperatives (UMKMK) segment which is the focus of its business. Bank Bukopin believes that aspects of corporate culture are important to be managed so as to have an impact on employee performance improvement. This research wanted to see how big influence of supply chain performance and motivation to employee performance in Bank Bukopin.

2. Literature Review

2.1 Performance

Performance is defined as something to be achieved, the achievement shown, and one's ability [25]. [7] argues that performance is a combination of expected behavior with the choice of individual tasks within the organization to achieve work performance. [13] says that performance is an accomplishment of assigned tasks. Meanwhile, [29] and [33] emphasize that performance is the result of work in quality and quantity that can be achieved by employees in carrying out tasks in accordance with the responsibilities given to him.

[43] and [37] proposed six primary performance that can be used to measure performance, namely (1) Quality, (2) Quantity, (3) Timeliness, (4) Cost effectiveness, (5) Need for supervision and (6) Interpersonal impact.

2.2 Supply chain Management

A supply chain can be defined as a network of several business entities collectively responsible for product or service-related value creation, linked by a flow of goods, information, and funds. Ideally, the supply chain includes all business processes cutting across all organizations, from the initial supplier to the ultimate point of consumption. Then, supply chain management describes the integrated,

coordinated A supply chain can be defined as a network of several business entities collectively responsible for product or service-related value creation, linked by a flow of goods, information, and funds [17]. Ideally, the supply chain includes all business processes cutting across all organizations, from the initial supplier to the ultimate point of consumption. Then, supply chain management describes the integrated, coordinated.

2.3 Motivation

Motivation is a process whereby needs encourage a person to perform a series of activities that lead to the achievement of a particular goal [36]. According to [39], motivation is the desire to perform as a willingness to issue high levels of effort for organizational goals, conditioned by the ability of that effort to meet an individual's needs.

2.4 Supply chain performance Relationship with Employee Performance

Supply chain performance shapes the background regarding the environment, working conditions, attitudes, behaviors, and employee perceptions of the organizations in which they work. Supply chain performance is a predictor factor that can increase organizational productivity, ownership, and performance [12], [19] get a work culture contribute to work productivity and improve employee performance. So it can be concluded in the next research is:

H1: Supply chain performance has a positive effect on employee performance improvement.

2.5 Relationship motivation with employee performance

[16] argue about the importance of motivation to determine the achievement of a company's goals. Motivation encourages behaviors for voluntary activities [28] with incentives, persistence and leads to organizational goals [29]. In the literature of organizational behavior, various studies indicate that motivation has a positive influence on performance [33], where motivation has an effect on job satisfaction and does not have an effect on employee performance. From the above result, the researcher proposed hypothesis:

H2: Motivation has a positive effect on employee performance improvement.

2.6 The relationship between supply chain performance and motivation to employee performance.

Supply chain performance and employee

motivation can improve employee performance. Some studies have gained influence of supply chain performance and employee motivation on employee performance [45]. To confirm this statement, the researchers constructed the hypothesis:

H3: Supply chain performance and motivation together positively affect employee performance improvement.

3. Methodology

Based on the objectives to be achieved and the nature of relationships among variables, then this research includes description research. This research was conducted at PT. Bank Bukopin, Tbk. The population is all employees in the Information Technology Working Unit (SKTI) and the sample in this study amounted to 119 people. The research questionnaire uses the Likert scale with five answer choices. Statistical analysis tool that is used to analyze research data using Partial Least Square (PLS) program.

4. Result

4.1 Description of Respondents

1. Characteristics of Respondents by Sex

Table 1: Sex of Respondents

Gender	Frequency	Percentage (%)
Man	70	59 %
Women	49	41 %
TOTAL	119	100 %

Based on sex, the majority of respondents are male as much as 70 respondents (59%), and the rest are women that are 49 respondents (41%).

2. Characteristics of Respondents by Age

Table 2: Age of Respondents

Age of Respondents	Frequency	Percentage (%)
21 - 30 Years	53	45 %
31 - 40 Years	51	43 %
> 40 Years	15	12 %
TOTAL	119	100 %

Respondents aged between 21-30 years were 53 respondents (45%), respondents aged 31-40 years were 51 respondents (43%), and the rest were over 40 years old as many as 15 respondents (12%). From the percentage of respondents above can be seen that the majority of respondents are productive age.

3. Characteristics of Respondents by Education

Table 3: Education of Respondents

Education of Respondents	Frequency	Percentage (%)
D3 / D2	7	6 %
S1 / D4	103	87 %
S2 / S3	9	7 %
TOTAL	119	100 %

The respondents' educational background found that D3 education is 7 respondents (6%), with S1 education background as much as 103 respondents (87%), and the rest are a background of S2 education as many as 9 respondents (7%). From the percentage of respondents above can be seen that the majority of respondents are educational background Bachelor (S1).

4. Respondent Characteristics Based on Work Period

Table 4: Respondents Work Period

Respondents Work Period	Frequency	Percentage (%)
< 1 Years	5	4 %
1 - 5 Years	48	40 %
6 - 10 Years	22	18 %
> 10 Years	44	38 %
TOTAL	119	100 %

Characteristics of respondent based on working period, it was found that respondents who have worked less than 1 year as many as 5 respondents (4%), respondents who work for 1 - 5 years as many as 48 respondents (40%) and respondents who work for 6 - 10 years with the number 22 respondents (18%) and the rest are respondents with working period over 10 years as many as 44 respondents (38%).

4.2 Hypothesis testing

To test the hypothesis in this research, used the statistic value on each lane of direct influence partially. Here is a picture that explains the path diagram for hypothesis testing:

Based on the hypothesis test path diagram above, all dimensions of each variable has a value of statistics greater than 1.660 so that dimensions are able to measure each construct. While to test the relationship between variables (hypothesis test), then used the statistic value of Smart PLS output that compared with the table value. Here is a table that gives the result of the relationship between constructs (variables).

Table 5. Path Coefficients (Mean, STDEV, T-Values)

Relationship between Variables	Parameter Coefficient	t Statistics	P Value	Information
Supply chain performance -> Value	0.705	9.580	0.000	Significant**
Supply chain performance -> Work Philosophy	0.730	12.327	0.000	Significant**
Supply chain performance -> Consistency	0.853	21.195	0.000	Significant**
Supply chain performance -> Work Behavior	0.348	3.327	0.001	Significant**
Supply chain performance -> Work Results	0.401	118.226	0.000	Significant**
Supply chain performance -> Employee Performance	0.411	3.432	0.000	Significant**
Motivation -> Needs	0.946	121.452	0.000	Significant**
Motivation -> Job Satisfaction	0.704	12.316	0.000	Significant**
Motivation -> Work Environment	0.838	19.520	0.000	Significant**
Motivation -> Results Work	0.145	0.890	0.188	Not significant
Motivation -> Work Behavior	0.125	0.891	0.187	Not significant
Motivation -> Employee Performance	0.148	0.890	0.188	Not significant
Culture Organization & Motivation -> Employee Performance		19.379	0.000	Significant**

Ket: ** Significant at level 5%, * Significant at level 10%

The influence of exogenous latent variable relation on the endogenous latent variable in the above table can be explained as follows:

1. The coefficient of path parameters obtained from the influence of supply chain performance variable on employee performance is 0.411 with statistic value $3,432 > 1,660$ at significance level = 0.05 (5%) which states that there is positive and significant influence between supply chain performance on employee performance. Value 0.411 on the parameter coefficient means that the better the organization culture then the employee performance will be better. Dimensions with the largest parameters of performance variables are consistency (0.853), then work philosophy (0.730) and value (0.705). The dimensions of work (0.401) and work behavior (0.348) also show significant, though not great, values. The results of this study support the first hypothesis, where there is a positive and significant influence on supply chain performance on employee performance

2. The coefficient of path parameters obtained from the effect of motivation variable on employee performance is 0.148 with a statistic value of 0.890 $< 1,660$ at the level of significance = 0.05 (5%)

stating that there is no significant influence between motivation on employee performance. Value 0.148 on the parameter coefficient means that the higher the employee's motivation the employee performance will be better, but the influence of motivation on employee performance is not statistically significant. These results indicate that the second hypothesis is rejected, meaning that there is no significant influence of motivation on employee performance. Partially, the matrix has an effect on the demand dimension (0.946), job satisfaction (0.704) and work environment (0.838), but for the dimension of work (0.145) and work behavior (0.125), the result is different.

3. Value of P value of supply chain performance variable and motivation to employee performance is 0.000 with Statistic value $19.379 > 3,087$ at significance level = 0,05 (5%) stated that there is the positive and significant influence of supply chain performance and motivation to employee performance. This result supports the third research hypothesis, where there is a positive and significant influence on supply chain performance and motivation on employee performance.

Based on the path parameter coefficients obtained, the equation model of this study as follows:

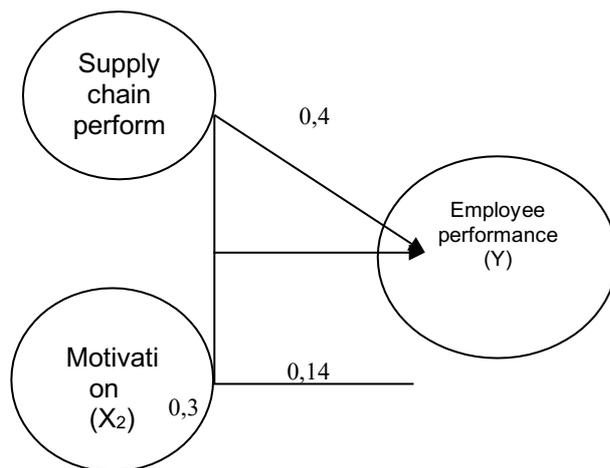


Figure 1. Path Line Diagram Model

5. Discussion

This research is a synthesis and builds capital that is formed in an integrated manner based on previous research literature. The goal to be achieved is how to build interrelated relationships between supply chain performance, employee motivation, and performance. The overall understanding is to relate one variable to another.

1. The influence of Supply chain performance on Employee Performance.

Supply chain performances can be defined as a commonly held pattern of shared assumptions, values and norms that have been learned by organizational members as they solve problems encountered in an effort to externally manage internal adaptation and internal integration so that they are reasonably legitimate [20]. Culture is the values and habits that are accepted as a common reference that is followed and respected.

Employees are consistently surrounded by supply chain performance. In line with the results of previous research that supply chain performance has a great influence on employee performance. Supply chain performance shapes the background regarding the environment, working conditions, attitudes, behaviors, and employee perceptions of the organizations in which they work. Behavior as part of a culture related to the performance of cause by one's behavior will be able to obtain the desired and expected. The influence of Supply chain performance on Employee Performance is shown by some previous research. [30] gained an influence of work culture on performance on the

dimensions of appreciation, stability, competition and work orientation. [40] measures the influence of supply chain performance on financial performance with the dimensions of team orientation, approval, customer focus, values, and vision. This research enriches the dimensions of employee performance that is value, work philosophy, consistency, work behavior and work result. The study also supports the research of [17] [29] that there is an influence on supply chain performance on employee performance. This result is different from [41] research at the government institution in Kutai Barat Regency, that there is no influence between supply chain performance on employee performance.

2. Influence Motivation on Employee Performance.

Motivation is a process whereby needs encourage a person to perform a series of activities that lead to the achievement of a particular goal [32]. This motivation is needed someone in carrying out all activities. Motivation is a human psychological characteristic that contributes to one's level of commitment. [3] Research get if employee motivation high will increase their work productivity. Several previous studies have shown the effect of motivation on employee performance, such as [9], [21]. This research gets the opposite result, where motivation has no effect on employee performance. The same thing in getting by [38] that the motivation does not affect the performance of employees, but must be mediated by job satisfaction. Partially motivation affects employee performance on the dimension of need, job satisfaction, and work environment, but not on the dimensions of work and work behavior. These results confirm the research of [6] that the factors that make employees motivated to work well are appropriate rewards, work environments, boss support and opportunities to continue learning.

3. The Influence of Supply chain performance and Motivation Together to Employee Performance.

Performance is an achievement of work as a result of the implementation of work plans created by an institution implemented by leaders and employees working in the institution to achieve organizational goals. Many factors can improve employee performance. [9] finds that adversity question, work ethic, and supply chain performance affect employee performance. [42] found that motivation, ladder and work discipline affect the performance of employees. Employee performance is also This study found that supply chain performance and motivation

simultaneously affect the performance of employees. These results support research conducted by [27]. This study also found that supply chain performance has a greater influence on employee performance in comparison with employee motivation.

6. Conclusion

based on the results of the research above, it can be concluded Employees are consistently surrounded by supply chain performance. In line with the results of previous research that supply chain performance has a great influence on employee performance. Supply chain performance shapes the background regarding the environment, working conditions, attitudes, behaviors, and employee perceptions of the organizations in which they work. Motivation is a process whereby needs encourage a person to perform a series of activities that lead to the achievement of a particular goal [32]. This motivation is needed someone in carrying out all activities. Motivation is a human psychological characteristic that contributes to one's level of commitment. Performance is an achievement of work as a result of the implementation of work plans created by an institution implemented by leaders and employees working in the institution to achieve organizational goals.

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