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DESCRIPTIVE OF QUANTITATIVE DATA | SUPPLEMENTARY

Performance Analysis of Procurement Service Unit Employees Using the Balanced Scorecard Growth and Learning Perspective

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Abstract: This research was conducted using a Balanced Scorecard approach on a learning and growth perspective with the aim of (1) identifying and analyzing the effect of work motivation, employee development, and work environment on the performance of employees at the Procurement Service Unit Office of Maros Regency and analyze the factors that have a dominant influence on employee performance. The data analysis used is descriptive to explain the characteristics of the respondents and the description of the research variables. Furthermore, quantitative data were analyzed using multiple regression analysis through the Statistical Package For Social Science (SPSS) program to obtain information about the influence of work motivation factors, employee development, and work environment on employee performance both simultaneously and partially. The results of testing the hypothesis in this study indicate that all independent variables have a positive and significant effect on the dependent variable. The magnitude of the influence exerted by the independent variable on the dependent variable is 64.1% while the remaining 35.9% is influenced by other factors outside the model. Partially, work motivation is the dominant variable influencing employee performance.

Keywords: Balanced Scorecard, Work Motivation, Employee Development, Work Environment.

1. INTRODUCTION

The office of the Procurement Service Unit (ULP) of Maros Regency is an office that is in the Regional Work Unit (SKPD) in the Development Section of the Regional Secretariat of Maros Regency which has a vision of realizing integrated procurement based on the principles, ethics, and values of procurement by providing services to 47 SKPD within the scope of the Maros Regency Government in the process of selecting providers for the procurement of goods and services. To be able to fulfill this vision, one of the efforts made is to improve the quality of the experts from its employees. This step is balanced with technological improvements and the quality of Human Resources ((Leffel, 2022). Improving the quality of human resources is necessary for agencies to deal with all problems. Human resources are an important factor for agencies in managing an organization when compared to other factors such as costs and technology because humans have personalities, use a lot of intuition, and are dynamic and sensitive, even humans can become users or managers of these other factors.

Human Resources is the process of planning, organizing, directing, controlling labor procurement, development, compensation, integrity, maintenance, and termination of employment with human resources to achieve individual, organizational, and community goals (Malacina et al., 2022). Therefore the manager must guarantee that the agency or an organization has the right workforce in the right place, and at the right time, who can complete the tasks that will encourage the agency to achieve overall facilities effectively and efficiently. (Imamoglu et al., 2019) argues that economic development does not occur in developing countries including Indonesia, because most people do not have high achievement motivation but rather low motivation. (Trivellas et al., 2013) argues that the quality of the organization is very dependent on the quality of the organization's



human resources. Organizations must employ competent and motivated employees. This need is felt even stronger as organizations grapple with the challenges presented by an increasingly globalized, fast-paced, and highly dynamic economy. To be able to compete and grow rapidly, many organizations include employee education, training, and development as part of the company's main strategy (Giurge & Woolley, 2022).

Based on the author's observations at the Maros Regency Service Unit Office, so far the measurement of the level of performance of a government agency has emphasized the ability of the agency to absorb the budget. In other words, an agency will be declared successful if it can absorb the entire budget assigned to it. Even though the results and impacts achieved from the implementation of the program are still far below the standard. Performance measurement has not been carried out on other performance indicators that are more intangible or non-technical but directly or indirectly affect the performance of a government organization as a whole, for example, non-financial aspects. (Khalatbari et al., 2013) emphasized the importance of a more comprehensive measurement method than traditional measurements that we know so far are very difficult to measure intangible assets, such as motivation or skills that can bring organizational change and growth. Therefore we need a performance measurement system that can measure the value of these intangible assets to predict and deliver organizational success. The Balanced Scorecard was created to overcome the weaknesses of the previous performance measurement system which only focused on financial aspects. In a Balanced Scorecard, the aspects measured are more comprehensive, coherent, measurable, and balanced. The Balanced Scorecard is more comprehensive and balanced because it includes both financial and non-financial aspects, such as a growth perspective. In this perspective, it allows the organization to update the capacity of human resources, information, and a conducive work environment to increase both efficiency and productivity in the realization of internal processes that will provide satisfaction and meet the expectations of performance partners (Sarraf & Nejad, 2020). In this Perspective, the company looks at benchmarks: employee capabilities, information system capabilities, and motivation, empowerment, and alignment.

Employee performance in the organization leads to the ability of employees to carry out the overall tasks for which they are responsible. The performance of an employee is said to be good if he has high work motivation, can complete the tasks assigned on time, always contributes, and has good attitudes and behavior according to work standards that have been determined both by the organization and the values that apply in his environment. Work (Claure et al., 2022). Performance can be influenced by several factors, namely internal factors, and external factors. Internal factors are factors that come from within the employee. While external factors are factors that support employees in work that come from the environment, for example, career development. A Civil Servant (PNS) can be said to have good or optimal performance if the employee in question can complete all of his duties and responsibilities by fulfilling three criteria, namely the timeliness of completion, quantity, and quality of work results. Low work motivation can affect employee performance which is not optimal (Tao et al., 2022). Maintaining and improving employee performance can be done in various ways. However, employees as human beings have different needs and desires in doing work, so different ways are needed to motivate them to improve employee performance. To achieve organizational goals, employees need the motivation to work more diligently. Seeing the importance of employees in the organization, employees need more serious attention to the tasks being done so that organizational goals are achieved. With high work motivation, employees will work harder in carrying out their work. In contrast, with low work motivation employees do not have enthusiasm for work, give up easily, and have difficulty completing their work.

Employee development is a staffing activity that helps employees plan their future careers in the organization so that the organization and the employees concerned can develop themselves to the fullest (Kim et al., 2021) Employee development is one of the main functions of the HR department. According to (Sharma & Aparicio, 2022) there are three main functions of HR Development, namely: (1) Training and Development; (2) Organization Development; (3) Career Development. To be able to improve the quality of human resources for the government, especially for Civil Servants (PNS) who are under the auspices of the Regional Government of Maros Regency, the Procurement Service



Unit of Maros Regency is no exception. One way that can be done to improve employee performance is through employee development, namely by conducting education and training ((Kitsios & Kamariotou, 2021)). To achieve the expected performance in an organization or agency, employees must receive adequate education and training programs for their positions so that employees are skilled in carrying out their work (Bahrami et al., 2016). The work environment where the employee works are equally important in improving employee performance. Where the Work Environment is the material and psychological conditions that exist within the organization (Alolah et al., 2014). Therefore the organization must provide an adequate work environment such as the physical environment (comfortable office layout, clean environment, good air exchange, color, sufficient lighting, and melodious music), as well as a non-physical environment (employee work atmosphere, employee welfare employees, relations between employees, relations between employees and leaders, and places of worship). A good work environment can support the implementation of work so that employees have the enthusiasm to work and improve employee performance. (Cirer-Costa, 2016) states that work environment factors are important in the implementation of government activities, in this case, the facilities, and infrastructure used to facilitate or expedite the movement and activities of the government. With the existence of employee motivation, effective employee development, and supported by a supportive work environment, it is expected to increase high performance for every job carried out by each employee. So that in the end accelerates the process of achieving agency goals. Problems related to work motivation, employee development, and work environment, namely:

1. Employee work motivation looks so low, this can be seen from the lack of desire for employees to develop, not all employees like work, do not enjoy work, insufficient salary, and so forth.
2. There is no such thing as clear employee development, such as training for employees, no career paths, and so on.
3. The work environment does not provide comfort for employees, this can be seen from the workspace that is too narrow, shared work tables and chairs, air conditioning that does not function as air conditioning, incomplete work facilities, and so on

Based on the description above, it is interesting to conduct a more comprehensive study using the Balanced Scorecard regarding performance from non-financial aspects, namely the influence of Work Motivation, Employee Development, and Work Environment, on Employee Performance at the Procurement Service Unit Office (ULP) Maros Regency so that the author interested in doing research which was then compiled into a thesis entitled "Performance Analysis of Procurement Services Unit Employees (ULP) in Maros Regency Using the Balanced Scorecard Approach in the Perspective of Growth and Learning". Based on the background described above, the formulation of the problem that will be analyzed in this study is:

1. Does the Variable Work Motivation, Employee Development, and Work Environment affect Employee Performance at the Procurement Service Unit Office (ULP) Maros Regency with the Balanced Scorecard Perspective Approach? Growth and Learning?
2. Which variable has the most dominant influence on Employee Performance at the Procurement Service Unit Office (ULP) Maros Regency with the Balanced Scorecard Approach in the Growth and Learning Perspective?
3. Can the Balanced Scorecard Approach from the Growth and Learning Perspective be applied in measuring employee performance at the Procurement Service Unit Office (ULP) in Maros Regency?

2. RESEARCH DESIGN AND METHOD

Approach The research approach used is a quantitative analytic descriptive approach that aims to describe the nature and characteristics of the data or variables to be tested. In addition, this research design is used to describe and describe what it is about a particular variable, symptom, condition, or



phenomenon, so that in this study it is used to analyze the data obtained in depth with the hope of knowing the effect of the independent variable on the dependent variable. In this case with the Balanced Scorecard Growth and Learning Perspectives related to performance from non-financial aspects, namely Work Motivation, Employee Development, and Work Environment, the variables to be tested are the first independent variable (X1) Work Motivation, the second independent variable (X2) Employee Development, the third independent variable (X3) Work Environment, and the dependent variable (Y) Employee Performance. This study also uses a causal design which aims to analyze the relationship or the level of influence of the independent variables on the dependent variable, and whether the relationship is significant enough through the regression test. location of this research was carried out at the ULP Office of Maros Regency. The time of research will be carried out for 4 (four) months, from October 2015 to January 2016, with the following considerations:

1. Research on employee performance against ULP Maros Regency has never been done.
2. The researcher is a civil servant currently serving as an employee at the Development Section of the Regional Secretariat of Maros Regency.
3. ULP Maros Regency is a Service Unit that provides services related to spending on goods/services whose budget sources come from public funds so that to carry out their main tasks and functions properly, an analysis of the Performance of ULP Employees of Maros Regency in the Management of Procurement of Goods/Services for the Maros Regency Government needs to be carried out.

Types and Sources of Data

Data used in this study in terms of its nature consists of two types, namely quantitative and qualitative

1. Data: Quantitative data is data that can be calculated or data presented in the form of figures such as budgets managed by SKPD for processing procurement of goods and services at ULP Maros Regency.
2. Qualitative data, namely data that is not in the form of numbers such as perceptions from service and internal processes, employee perceptions of organizational growth, and learning processes.

Judging from the source, the data in this study consists of two types, namely primary data and secondary data:

1. Primary data, namely data that comes directly from each respondent who is a sample. Includes perceptions of service and internal processes, and employee perceptions of learning and growth processes.
2. Secondary data, namely data obtained from existing documents in the Maros Regency ULP Office including the number of employees, organizational structure, and so on related to research variables.

Data Collection Techniques

To obtain the expected research results, informational data is needed to support the research. For this purpose, the author uses data collection methods in the form:

Interviews, which is a method of collecting data by digging data directly from the source through questions in the form of questionnaires that have been prepared beforehand.

1. Observation (observation), is a data collection instrument, namely by direct observation of the object under study and intended to obtain primary and secondary data that is relevant to the research problem.
2. A questionnaire (questionnaire), is a data collection instrument through a list of questions prepared for each respondent according to the formulation in the operational definition.
3. Documentation, namely collecting data based on documents and other written reports (secondary data) that have something to do with this research.



Population and Sample

The population in this study were all employees at the Maros District Service Unit, totaling 46 people. Considering that the population is not too large, namely less than a hundred people, this study uses the census research method. Accordingly, Arikunto (1998:120) explains that if the total subject population is less than 100, then all members of the population can be sampled. Thus the sampling method used is a saturated sample or census method. The number of Maros Regency ULP employees is shown in table 1 below:

Table 1: Population and sample of Maros Regency ULP employees

No	Position	Number (people)
1	Head of ULP	1
2	Secretary	1
3	Working Group Coordinator	1
4	Secretariat Support Staff	8
5	Working Group	35
Total		46

Validity and Reliability

Data validity tests are used to determine the feasibility of the items in a list of questions in defining a variable. A valid or valid instrument has high validity. A measurement instrument is said to be valid if the instrument measures what it is supposed to measure. According to (Sarraf & Nejad, 2020), corrected item-total correlation is a correlation between total item scores, so the interpretation is by consulting the r-table critical value, if r arithmetic > critical value r-table product moment then the instrument is declared valid or it can be said that the item a statement from the reflection of each variable in the research of its existence on the research instrument is stated to be valid. Validity testing is carried out in several steps, namely: a) operationally defining the concept to be measured; b) Conducting trials of measurement scales using respondents; c) Preparing answer tables, and d) Calculating the bivariate correlation using the SPSS program. Reliability is an index of the extent to which a measuring instrument can be trusted or relied upon. Reliability is an index that measures the extent to which a measuring instrument can be trusted or relied upon. A new measuring instrument can be trusted and relied upon if consistent results are always obtained from the symptoms of unchanged measurements carried out at different times. To perform reliability tests Cronbach's Alpha technique can be used, in which a research instrument is said to be reliable if it has a reliability coefficient or alpha of 0.6 or more (Chen et al., 2022)

1. Test Data normality

The normality test aims to test whether in a regression model, the dependent variable, independent variable, or both have a normal distribution or not. A good regression model is a normal or close-to-normal data distribution. To test the distribution by looking at the spread of data (points) on the diagonal axis of the graph. If the data spread around the diagonal line and follows the direction of the diagonal line, then the regression model meets the normality assumption. And if the data spreads away from the diagonal line and/or does not follow the direction of the diagonal line, then the regression model does not meet the normality assumption (Kiroğlu Arslan, 2022)

2. Multicollinearity

This test was conducted to show that there is a linear relationship between the independent variables in the regression model. A good regression model does not require this multicollinearity problem. A regression model is said to be free from multicollinearity problems if the Variance Inflation Factor (VIF) is smaller and is at 5. And if the VIF value is greater than 5 it indicates a symptom of multicollinearity.

3. Heteroscedasticity

This test is used to test whether the regression model has an inequality of variance from the residuals and one observation to another. If the variance is different, it is called heteroscedasticity. A good regression model has homoscedasticity or does not have heteroscedasticity.

Data Analysis Method

The analysis model used is multiple linear regression with data processing using the SPSS (Statistical Package For Social Science) program with the following formulation:

$$Y_1 = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Y_1	= Employee Performance
a	= constant
$b_1, b_2, b_3,$	= regression coefficient, $i = 1,2,3,$
e	= term of error
X_1	= Work motivation
X_2	= Employee Development
X_3	= Ape Environment

With a confidence interval (confidence interval) of 95% or $\alpha = 0.05\%$, then the results of the formulation above are carried out in the following stages of analysis:

1. Simultaneous regression test (F test)

The criteria for testing the hypothesis for simultaneous testing are:

- $H_0 = b_1, b_2, b_3 = 0$; Simultaneously Work Motivation, Employee Development, and Work Environment have no effect on ULP Employee Performance in Maros Regency with the Balanced Scorecard Approach from the Growth and Learning Perspective.
- H_a : At least one $b \neq 0$; Simultaneously Work Motivation, Employee Development and Work Environment affect ULP Employee Performance in Maros Regency with the Balanced Scorecard Approach to Growth and Learning Perspectives.

The test tool used to accept or reject the hypothesis is the F statistical test, provided that if $F_{count} \geq F_{table}$ then H_0 is rejected and H_a is accepted. Meanwhile, if $F_{count} \leq F_{table}$ then H_0 is accepted and H_a is rejected.

2. Partial test (t-test) Partial test

Criteria are:

- $H_0: b_1, b_2, b_3, b_4 = 0$, meaning that part there is no significant effect of Work Motivation, Employee Development, and Work Environment does not affect the Performance of ULP Employees in Maros Regency with the Balanced Scorecard Approach to Growth and Learning Perspectives.
- $H_0: b_1, b_2, b_3, b_4 \neq 0$, meaning that part there is a significant influence of Work Motivation, Employee Development, and Work Environment does not affect the Performance of ULP Employees in Maros Regency with the Balanced Scorecard Approach in Growth and Learning Perspectives.

The test tool used to accept or reject the hypothesis is a two-way t statistical test, with the provision that if the results of $t_{count} \geq t_{table}$ or $t_{count} \leq -t_{table}$ then H_0 is rejected and H_a is accepted, whereas if $-t_{table} \leq t_{count} \leq t_{table}$, then H_0 is accepted and H_a is rejected.

Operational Definition and Measurement

There are three independent variables, namely Work Motivation (X_1), Employee Development (X_2), and Work Environment (X_3), and one dependent variable, namely Employee Performance (Y) with the Balanced Scorecard Approach to Growth and Learning Perspectives in this study.



Measurement of the variables in this study has obtained data in the form of quantitative ordinal data, using a Likert scale, namely:

1. Strongly Agree is given a Score of 5
2. Agree is given a Score of 4
3. Less Agree given a Score of 3
4. Disagree given a Score of 2
5. Strongly Disagree was given a Score of 1.

The operational definition of each variable is as follows:

1. Work motivation is a factor that influences employee morale and enthusiasm to participate actively in the work process. These variable indicators are:
 - a. Achievement; success/achievements achieved
 - b. Recognition; confession
 - c. The work itself; the work itself
 - d. Responsibilities; responsibility
 - e. Advancement; Opportunities for advancement
2. Employee development is an effort to improve the skills, abilities, and work expertise of a person or group of people who are already working in an organization to increase their work productivity. These variable indicators are:
 - a. Knowledge;
 - b. Ability;
 - c. Skills;
 - d. Skill; and
 - e. Attitude;
3. The work environment is a place where employees carry out their duties comfortably, safely, and conducive. These variable indicators are:
 - a. Workplace atmosphere;
 - b. The atmosphere of the work environment;
 - c. Relations with colleagues;
 - d. Relations with superiors;
 - e. Working facilities.
4. Employee performance is the result of work implementation or the level of success achieved by an employee in carrying out assigned tasks. These variable indicators are:
 - a. Quantity of Work;
 - b. Quality of Work;
 - c. Initiative;
 - d. cooperation; and
 - e. Timeliness.

Table 2: Operational Variables

Variable operational definitions Research variables	Operational definitions	Indicators	Scale
1	2	3	4
Work Motivation (X_1)	Factors that influence employee morale and enthusiasm to participate actively in the work process.	<i>achievements; success/achievements achieved</i> a. <i>Recognition; confession</i> b. <i>The work itself; work itself</i>	Likert

		c. <i>Responsibilities;</i> responsibility d. <i>Advancement;</i> Opportunity to advance.	
Employee Development ₂)	Efforts to improve the skills, abilities, and work expertise of a person or group of people who are already working in an organization to increase their work productivity	Knowledge; a. Ability; b. Skills; c. Skill; and d. Attitude;	Likert
Work Environment (X ₃)	A place where employees carry out their duties comfortably, safely, and conducive.	Workplace atmosphere; a. The atmosphere of the work environment; b. Relations with colleagues; c. Relations with superiors; d. Working facilities.	Likert
Employee Performance	Results of work implementation or level of success achieved by an employee in carrying out	Quantity of Work; a. Quality of Work; b. Initiative; c. cooperation; and d. Timeliness.	Likert

3. RESULT AND DISCUSSION

1. Characteristics of respondents

Table 3: Gender of respondents

Gender	Number (person)	Percentage
Male	35	76%
Female	11	24%
Total	46	100%

Table 4: Age level of respondents

Age Level	Number (person)	Percentage
< 20	1	2%
20 - 30	4	9%
31 - 40	27	59%
41 - 50	9	20%
> 50	5	11%
Total	46	100%

Table 5: Education Level

Education level	Number (person)	Percent
Diploma 3	1	2 %
Undergraduate (S.1)	28	61%
Undergraduate (S.2)	14	30%
Undergraduate Three (S.3)	0	0%
Others	0	0%
Total	46	100%

Table 6: Respondent's Service

Period	Total (Person)	Percentage
< 1 year	1	2%
1 - 2 Years	4	9%
2 - 3 Years	10	22%
3 - 5 Years	17	37%
5 - 8 Years	7	15%
> 8 Years	7	15%
Total	46	100%

2. Description of Research

Table 7: Respondents' Perceptions of Employee Performance

No	Item Statement	S TS (1)	TS (2)	KS (3)	S (4)	SS (5)	Mean
1	Y1	0	0	2	40	4	4.04
				4.35%	86.96%	8.70%	
2	Y2	0	0	4	34	8	4.09
				8.70%	73.91%	17.39%	
3	Y3	0	0	9	31	6	3.93
				19.57%	67.39%	13.04%	
4	Y4	0	0	1	30	15	4.30
				2.17%	65.22%	32.61%	
5	Y5	1	0	3	34	8	4.04
				6.52%	73.91%	17.39%	

Table 8: Respondents' perceptions of work motivation

No	Item Statement	STS (1)	TS (2)	KS (3)	S (4)	SS (5)	Mean
1	X1.1	0	0	1	30	15	4.30
				2.17%	65.22%	32.61%	
2	X1.2	0	0	3	30	13	4.22
				6.52%	65.22%	28.26%	
3	X1.3	0	0	1	37	8	4.15
				2.17%	80.43%	17.39%	
4	X1.4	0	0	4	31	11	4.15
				8.70%	67.39%	23.91%	
5	X1.5	0	0	3	20	23	4.43
				6.52%	43.48%	50.00%	

Table 9: Respondents' perceptions of employee development

No	Item Statement	STS (1)	TS (2)	KS (3)	S (4)	SS (5)	Mean
1	X2.1	0	0	2	26	18	4.35
				4.35%	56.52%	39.13%	
2	X2.2	0	0	4	27	15	4.24
				8.70%	58.70%	32.61%	
3	X2.3	0	0	2	29	15	4.28
				4.35%	63.04%	32.61%	
4	X2.4	0	0	2	33	11	4.20
				4.35%	71.74%	23.91%	
5	X2.5	0	0	1	33	12	4.24
				2.17%	71.74%	26.09%	



Table 10: Respondents' Perceptions Of The Work Environment

No	Item Statement	STS (1)	TS (2)	KS (3)	S (4)	SS (5)	Mean
1	X3.1	0	0	1 2.17%	33 71.74%	12 26.09%	4.24
2	X3.2	0	0	3 6.52%	31 67.39%	12 26.09%	4.20
3	X3.3	0	0	0 0.00%	23 50.00%	23 50.00%	4.50
4	X3.4	0	0	1 2.17%	28 60.87%	17 36.96%	4.35
5	X3.5	0	0	1 2.17%	20 %	25 54.35%	4.52

3. Validity and Reliability Test Results Validity

Table 11: Validity Instrument Test

Variable	Item	Corrected item total correlation	R-product moment (n=46;α=0.05)	Description
Work Motivation (X1)	X1.1	0.431	0.291	Valid
	X1.2	0.500	0.291	Valid
	X1.3	0.383	0.291	Valid
	X1.4	0.583	X1.5	Valid
	0.579	X2.1	0.291	Valid
Employee Development (X2)	0.536	0.291	X2.3	Valid
	X2.2	0.345	0.291	Valid
	0.291	0.462	X2.4	Valid
	X2.5	0.689	0.291	Valid
	0.291	0.647	Valid	0.291
work environment (X3)	X3.1	0.663	0.291	Valid
	X3.2	0.628	0.291	Valid
	X3.3	0.666	0.291	Valid
	X3.4	0.453	0.291	Valid
	X3.5	0.547	0.291	Valid
Employee Performance (Y)	Y1	0.432	0.291	Valid
	Y2	0.649	0.291	Valid
	Y3	Y30	0.291	Valid
	Y	0.649	0.291	Valid
	Y5	0.406	0.291	Valid

Table 12: Results Of The Reliability Instrument Test

Variable	Item	Cronbach's Alpha if Item (r-count)	r-Product Moment (n=46;α=0.05)	Description
Work Motivation (X1)	X1.1	0.902	0.291	Valid
	X1.2	0.901	0.291	Valid
	X1.3	0.903	0.291	Valid
	X1.4	0.898	0.291	Valid
	X1.5	0.898	0.291	Valid
Employee Development (X2)	X2.1	0.900	0.291	Valid
	X2.2	0.905	0.291	Valid
	X2.3	0.902	0.291	Valid
	X2.34	0.896	0.291	Valid
	X2.5	0.897	0.291	Valid



Variable	Item	Cronbach's Alpha if Item (r-count)	r-Product Moment (n=46; α=0.05)	Description
Work Environment	X3.1	0.897	0.291	Valid
	X3.2	0.897	0.291	Valid
	X3.3	0.896	0.291	Valid
	X3.4	0.902	0.291	Valid
	X3.5	0.899	0.291	Valid
	Y1	0.902	0.291	Valid
Employee Performance (Y)	Y2	0.897	0.291	Valid
	Y3	0.896	0.291	Valid
	Y4	0.898	0.291	Valid
	Y5	0.904	0.291	Valid

Table 13: Multicollinearity Test Independent

Variable	Tolerance	View	Description
Work Motivation (X1)	0.532	1.880	Non-Multicollinear
Development Employees (X2)	0.556	1.800	Non-Multicol
Work Environment (X3)	0.635	1.574	Non-Multicol

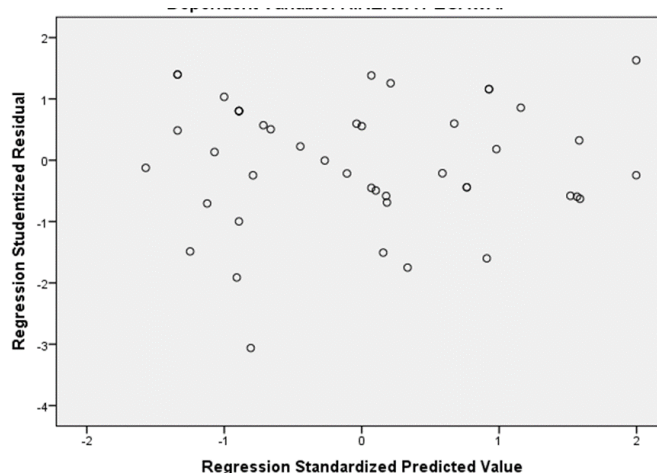


Figure 1 . Scatterplot graph.

Table 14: Test glejser

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	View
1	(Constant	1.631	1.411		1.156	.254		
	X1	-.148	.075	-.396	-1.965	.056	.533	1.875
	X2	.073	.108	.550	.563	.585	.075	1.777
	X3	.069	.040)	1,088	,283,	654	1,528

a. Dependent Variable: RES_2

Table 15: Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate	Durbin-Watson
1	.795 ^a	.632	.606	1.13490	1.760

A. Predictors: (Constant), Working Environment, Employee Development, Employee Motivation

B. Dependent Variable: Employee Performance



Table 16: F-Test

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	92,861	3	30,954	24,032,	000 ^b
	Residual	54,096	42	1,288		
	Total	146,957	45			
A. Dependent Variable: Employee Performance						
B. Predictors: (Constant), Working Environment, Employee Development, Employee Motivation						

Table 17: Partial Test Results

Model		Unstandardized Efficient		Standardized Coefficients	T	Sig.	Collinearity Statistics
		B	Std. Error	Beta			View
1	(Constant)	1,169	2,272		.514	.014	
	X1	.610	.130	.328	2,554	.333	1,880
	X2	.323	.120	.014	2,568	.556	1,800
	X3	.323	.120	.014	2,452	.018,	1,574
A. Dependent Variable: Employee Performance							

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