



Evaluation of Work Quality and Motivation on Employee Performance at Department of Education and Culture

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Abstract

Employee performance analysis is a form of activity that is used as a measuring tool to evaluate work processes. The importance of performance analysis will have an impact on the resulting work ethic to provide improvements to an organization. This research aims to analyze the influence of work quality and motivation on employee performance at the Padang City Education and Culture Office. The research dataset used was 123 employees with data collection methods, namely using the results of surveys and questionnaires. Research tools for analyzing work quality and motivation use Structural Equation Modeling (SEM) and Partial Least Square (PLS). Based on the tests that have been carried out, it was found that the Work Quality variable (1) has a positive and significant effect on work morale. Work Motivation Variable (2) also has a quite significant positive impact on work morale. The Work Quality variable (3) has also been proven to have a positive but not significant effect on performance. Work Motivation (4) also plays an active role in performance. Overall, the results of the analysis have shown that work quality and motivation can have a positive influence and trend on employee performance. Based on these findings, this research can contribute to employee governance and management processes at the Padang City Education and Culture Office.

Keywords: Employee Performance, Quality, Work Motivation, Structural Equation Modeling (SEM), Partial Least Square (PLS).

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1. Introduction

The Human resources (HR) are an essential element that must be considered in efforts to achieve organizational objectives [1]. Effective HR management can enhance quality, productivity, and competitive advantage [2]. Well-managed HR also contributes positively to the effective completion of tasks [3]. These efforts can be achieved through the application of Human Resource Management (HRM) principles.

HRM is a scientific discipline focused on managing human resources within organizational contexts [4]. The responsibilities of HRM include managing HR to produce competent personnel capable of addressing various organizational challenges [5]. To date, HRM has demonstrated a significant contribution to organizational improvement, particularly in HR governance [6].

However, in practice, HR performance is not always optimal [7]. This condition is often indicated by low employee job satisfaction, which may lead to negative consequences for the organization [8]. Therefore, employee performance becomes a critical factor in supporting organizational processes and facilitating the achievement of goals [9]. Competitive HR is essential

within the dynamics of modern organizations [10], in which leadership capability plays a key role in determining organizational direction, vision, and mission [11].

Based on this background, the present study focuses on analyzing employee performance at the Department of Education and Culture of Padang City. Institutionally, this agency is responsible for managing and developing education and cultural sectors within the city. The responsibilities include supervising and developing educational institutions at the elementary, junior, and senior levels to enhance regional education quality. Previous studies have emphasized that the primary function of the Department of Education and Culture of Padang City is to formulate and implement educational policies at both formal and nonformal levels [12], [13].

Accordingly, HR management within the Department of Education and Culture must ensure the availability of qualified personnel. Such efforts may include improving recruitment systems and enhancing employee competency development programs [14]. To deliver optimal services, employees must demonstrate adequate work quality to meet public service needs [15]. Work quality reflects individual knowledge, skills, and abilities, making its improvement essential [16].

Work quality can be understood as an indicator for assessing employees' ability to complete tasks [17]. Previous research explains that work quality can be measured through physical standards based on employees' work outputs [18]. Work quality also represents systematic organizational efforts to provide opportunities for employees to contribute toward achieving organizational goals [19].

Work quality and work motivation are two primary factors that influence employee performance [20]. Improvements in these aspects are expected to enhance work enthusiasm, which ultimately contributes positively to performance outcomes [21], [22]. Work motivation refers to internal drives that influence behavior, needs, and desires in achieving goals optimally [23]. Motivation strongly affects performance because employee productivity tends to improve when organizations provide adequate support [24].

Prior research indicates that work quality and motivation have a significant relationship with employee performance [25]. Other studies also state that the interplay between work quality and motivation contributes to producing competent HR capable of supporting business development processes [26]. Based on this understanding, the present study aims to analyze employee performance at the Department of Education of Padang City. The findings are expected to contribute to strengthening HR management strategies within the agency, thereby enhancing the quality of education in Padang City.

2. Methods

This study employs a quantitative approach by utilizing Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) as the analytical framework. The framework includes the development of both the measurement model (outer model) and the structural model (inner model). This approach is expected to provide a more comprehensive analysis in identifying the influence of work quality and work motivation on employee performance at the Department of Education of Padang City.

2.1 Population and Sample

Population is defined as a group of organisms belonging to the same species and sharing similar characteristics [27]. In this study, the population consists of all employees working at the Office of the Education and Culture Department of Padang City. Meanwhile, a total of 150 employees were selected as the research sample and were involved in the analysis process.

2.2 Measurement Model

The measurement model functions to evaluate the levels of validity and reliability within an analytical framework [28]. Under the reflective indicator approach, the outer model is assessed through convergent and discriminant validity for the indicators that form the latent constructs, as well as composite reliability and Cronbach's alpha to examine the internal consistency of the indicator blocks [29]. In addition, the outer model also aims to determine the specification of interrelated variables based on the predefined indicators [30].

2.3 Structural Model

The inner model or structural model assessment is conducted to examine the relationships among variables, their significance levels, and the R-square values within the research model [31]. The R-square value is calculated for each dependent latent variable, and variations in these values can be used to evaluate the extent to which independent latent variables exert a substantial influence on the dependent latent variables. Structural model evaluation is performed by analyzing the significance of relationships between constructs, which can be observed through the path coefficients as representations of the strength of the relationships among variables.

3. Results and Discussions

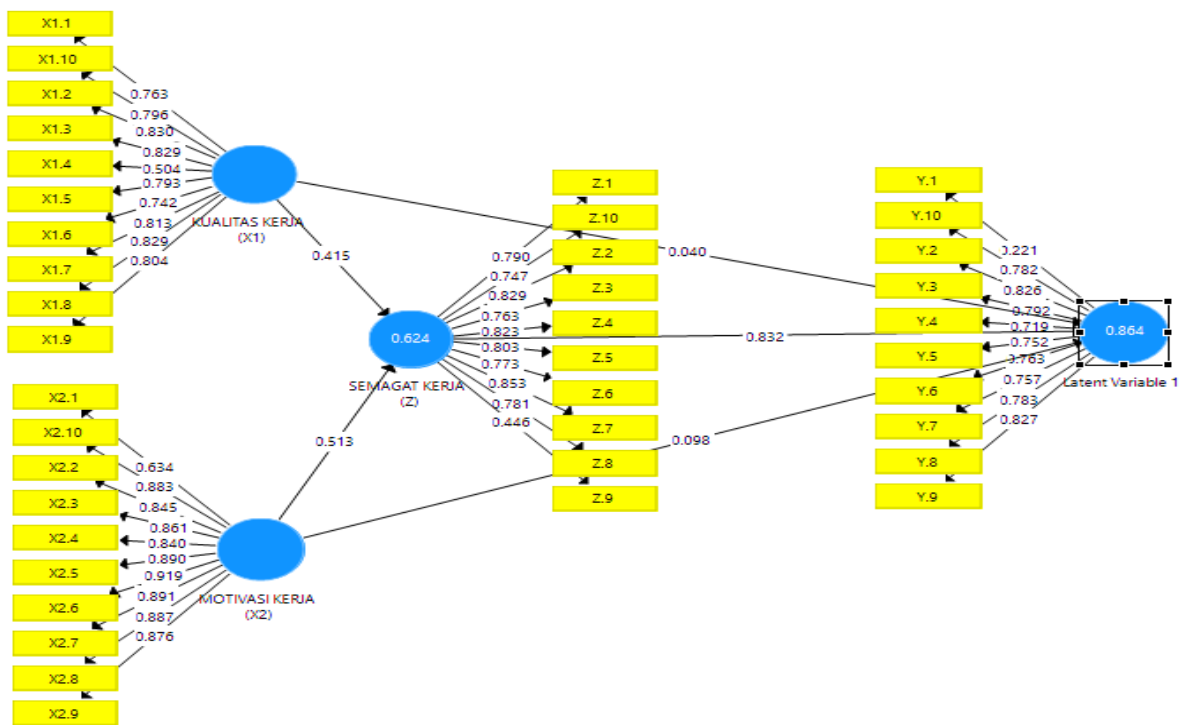
3.1 Research Data Analysis

The data processing technique in this study employs the Structural Equation Modeling (SEM) approach based on Partial Least Squares (PLS), which requires two stages of model evaluation, namely the outer model and the inner model. The evaluation of the outer model aims to assess the correlation between indicator scores and their corresponding constructs, thereby determining the validity level of each questionnaire item. The outer model testing procedure is carried out based on the results of the instrument assessment for all research variables. In evaluating the outer model, three analytical criteria are applied, namely Convergent Validity, Discriminant Validity, and Composite Reliability. Correlation values ranging from 0.50 to 0.60 are still considered acceptable, while the appropriate threshold for convergent validity is a value greater than 0.60.

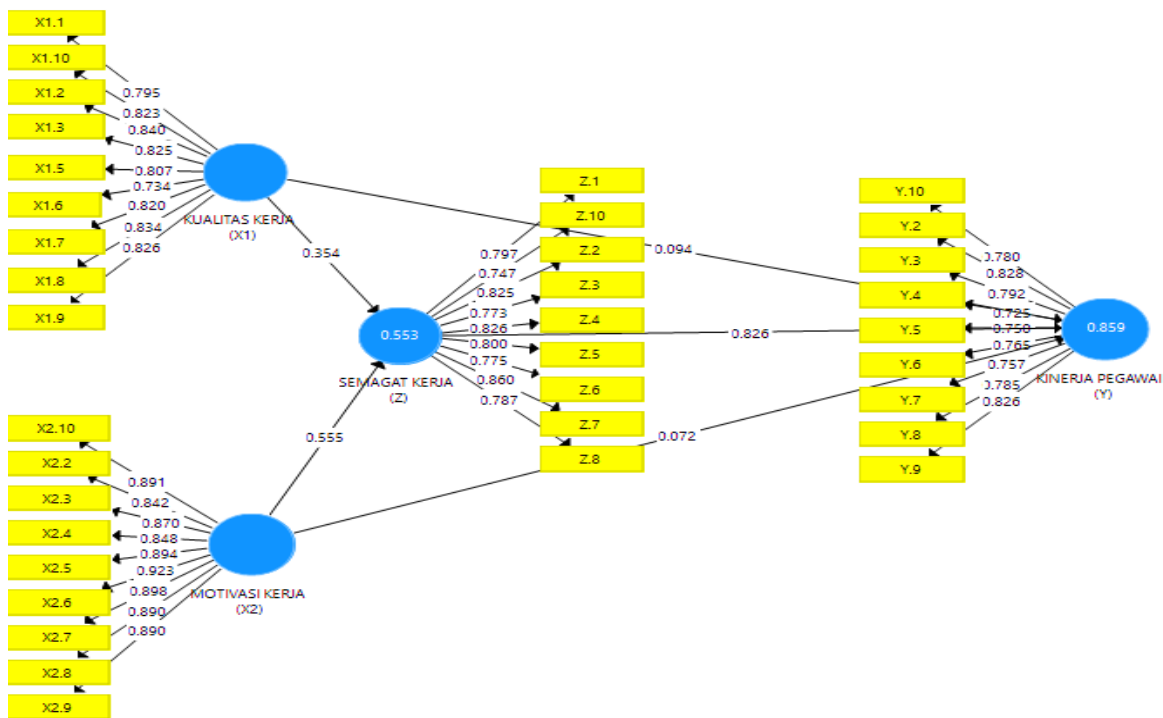
3.2 Outer Model Testing (Measurement Model)

The outer model testing was conducted to evaluate the level of validity and reliability of the variables used in this study. The testing process was carried out in two stages, namely before and after the elimination of indicators that did not meet the required criteria. The variables analyzed in this process include work quality and work motivation. The results of the outer model

testing for both stages were generated using SmartPLS software and are presented in Figure 1.



(a) Outer Loadings Before Elimination



(b) Outer Loadings After Elimination
Figure 1. Outer Model Testing Results

Based on Figure 1, it can be observed that the work quality variable obtained a validity value of 0.415, while the work motivation variable recorded a value of 0.513

in the outer model assessment prior to indicator elimination. These values also influenced the work enthusiasm variable as the intervening construct,

yielding a value of 0.624. Furthermore, the outer model evaluation conducted after the elimination stage indicated that the work quality variable achieved a validity value of 0.354, and the work motivation variable achieved a value of 0.555. Based on these results, the Average Variance Extracted (AVE) measurement process can be presented in Table 1.

Variable	AVE
Quality of Work (X1)	0,659
Job Motivation (X2)	0,780
Employee Performance (Y)	0,607
Work Spirit (Z)	0,659

Source: Processed Results from SmartPLS

Based on the table, it can be stated that all constructs or variables have met the required validity criteria. This is indicated by the Average Variance Extracted (AVE) values, which exceed the threshold of 0.50 in accordance with the recommended standard.

3.3 Inner Model Testing (Structural Model)

Present and interpret your first major result. Explain its The subsequent testing phase involves the analysis of the inner model or structural model, which aims to identify the relationships among constructs in accordance with the research hypotheses. Evaluation of the structural model is conducted by examining the R-Square values of endogenous constructs as indicators of the magnitude of influence received from exogenous constructs. The results of this assessment are presented in Figure 2.

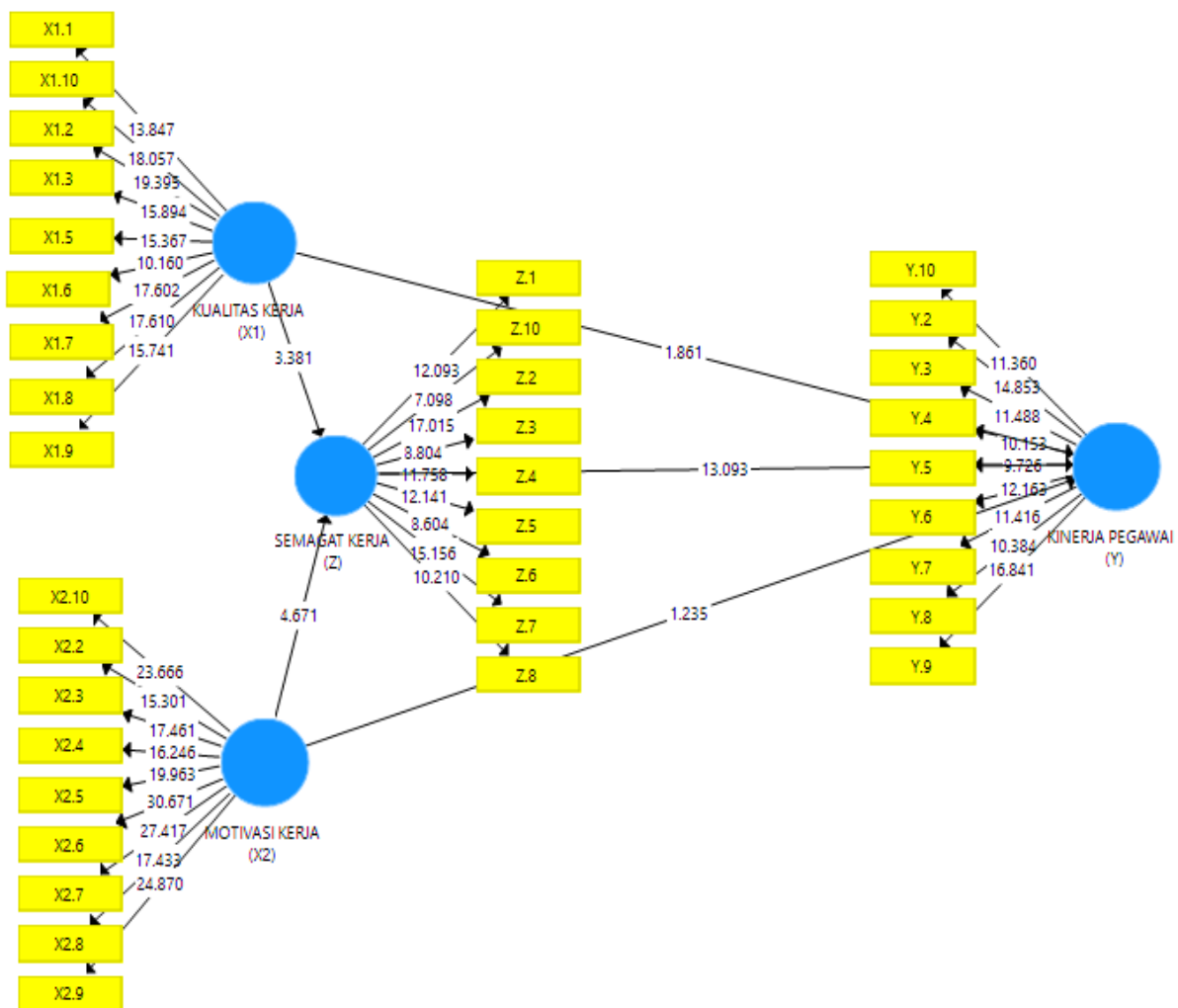


Figure 2. Structural Model Assessment

Figure 2 presents a visualization of the structural model assessment. Based on the testing results, both work quality and work motivation exhibit a substantial contribution in influencing employee performance.

Following the evaluation of the structural model, the analysis proceeds with hypothesis testing, the results of which are presented in Table 2.

Tabel 2. Hypothesis Testing Results

Variable Analysis (X)	Intervening Variables	Y	Hypothesis Testing Results
Work Quality	Work Spirit	-	Based on the results of data processing using SmartPLS software, the influence value of Work Quality on Work Morale was obtained at 0.354. This value indicates the large contribution of the Work Quality construct in influencing the Work Morale construct. Hypothesis testing was carried out by comparing the t-statistic value (t-count) with the t-table of 1.96 at a significance level of 5% ($\alpha = 0.05$). The original sample value of 0.354 indicates a positive relationship between Work Quality and Work Morale. Furthermore, the t-statistic value of 3.495 > 1.96 and the P-Value value of 0.000 < 0.05. Thus, H0 is rejected and H1 is accepted. This means that there is a positive and significant influence between Work Quality and Work Morale..
Motivasi Kerja	Work Spirit	-	Based on the results of data processing using SmartPLS software, the influence value of Work Motivation on Work Morale was 0.555. This value indicates the contribution of the Work Motivation construct in influencing the Work Morale construct. To test whether the hypothesis is accepted or rejected, a comparison was made between the t-statistic value and the t-table of 1.96 at a significance level of 5% ($\alpha = 0.05$). The original sample value of 0.555 indicates a positive relationship between Work Motivation and Work Morale. Furthermore, the t-statistic value of 4.667 > 1.96 and the P-Value value of 0.000 < 0.05. Thus, H0 is rejected and H2 is accepted. In other words, there is a positive and significant influence between Work Motivation and Work Morale.
Work Quality	-	Employee Performance	Based on the results of the analysis using SmartPLS software, the influence value of Work Quality on Employee Performance was 0.093. This value indicates the magnitude of the contribution of the Work Quality construct in influencing the Employee Performance construct. To determine whether the hypothesis is accepted or rejected, a test is conducted by comparing the t-statistic value with the t-table of 1.96 at a significance level of 5%. The original sample value of 0.093 indicates a positive relationship between Work Quality and Employee Performance. However, the t-statistic value of 1.847 < 1.96 and the P-Value value of 0.065 > 0.05. Based on these results, H0 is accepted and H3 is rejected. Thus, it can be concluded that Work Quality has a positive but insignificant effect on Employee Performance.
Work Motivation	-	Employee Performance	Based on the results of data processing using SmartPLS software, the influence value of Work Motivation on Employee Performance was 0.072. This value indicates the magnitude of the contribution of the Work Motivation construct in influencing the Employee Performance construct. To determine whether the hypothesis is accepted or rejected, a comparison is made between the t-statistic value and the t-table value of 1.96 at a significance level of 5%. The original sample value of 0.072 indicates a positive relationship between Work Motivation and Employee Performance. However, the t-statistic value of 1.190 < 1.96 and the P-Value value of 0.234 > 0.05. Therefore, H0 is accepted and H4 is rejected. Thus, it can be concluded that Work Motivation has a positive but insignificant effect on Employee Performance.
-	Work Spirit	Employee Performance	Based on the analysis results using SmartPLS software, the influence value of Work Morale on Employee Performance was 0.852. This value indicates the magnitude of the contribution of the Work Morale construct in influencing the Employee Performance construct. To determine whether the hypothesis is accepted or rejected, a comparison was made between the t-statistic value and the t-table value of 1.96 at a significance level of 5%. The original sample value of 0.852 indicates a positive relationship between Work Morale and Employee Performance. Furthermore, the t-statistic value of 12.015 > 1.96 and the P-Value value of 0.000 < 0.05. Thus, H0 is rejected and H5 is accepted. Therefore, it can be concluded that Work Morale has a positive and significant effect on Employee Performance.

To examine the relationships among variables in this study, hypothesis testing was conducted using the SmartPLS software. This testing aimed to measure the significance of direct effects between exogenous variables, intervening variables, and endogenous variables according to the research model. The results of the analysis then served as the basis for drawing conclusions regarding the factors influencing employee performance, including:

a. Work Quality → Work Morale

The Work Quality variable is proven to have a positive and significant effect on Work Morale. This indicates that the better the employees' work quality, the higher their work morale will be.

b. Work Motivation → Work Morale

The Work Motivation variable is also proven to have a positive and significant effect on Work Morale. This means that increasing work motivation can significantly enhance employees' work morale.

c. Work Quality → Employee Performance

The Work Quality variable has a positive but not significant effect on Employee Performance. This indicates that employees' work quality has not been able to directly produce a meaningful improvement in performance.

d. Work Motivation → Employee Performance

The Work Motivation variable has a positive but not significant effect on Employee Performance, meaning that work motivation does not provide a strong direct contribution to improving employee performance.

e. Work Morale → Employee Performance

The Work Morale variable is proven to have a positive and significant effect on Employee Performance. This finding shows that work morale is an important factor that mediates the improvement of employee performance.

4. Conclusions

Based on the results of the research discussion, it was found that the analysis of the influence of work quality and work motivation on employee performance at the Department of Education and Culture of Padang City showed fairly positive results. This is indicated by the acceptance of work quality and work motivation variables as determinants of employee performance. More specifically, the analysis shows that the work quality variable has a correlation of 0.354 with work morale as the intervening variable, while the work motivation variable has a correlation of 0.555 with work morale. Furthermore, work morale has a correlation of 0.852 with employee performance. These findings indicate that the analysis model used can serve as a reference for human resource management within the

Department of Education and Culture of Padang City.

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