

# Model of Work Motivation and Achievement: Knowledge Management and Work Experience at Water District Employees, Mukomuko Distric

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## Model of Work Motivation and Achievement: Knowledge Management and Work Experience at Water District Employees, Mukomuko District

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### ABSTRACT

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This study aims to determine and test how much influence knowledge management and work experience have on work performance with employee work motivation as an intervening variable for employees in Air Dikit District, Mukomuko Regency. The method of collecting data is through surveys and distributing questionnaires with a sample of 36 respondents using all the population as samples. The analysis used is multiple linear regression and path analysis. The results of the data analysis concluded. There is a positive and significant influence between Knowledge Management on Employee Work Motivation at Air Dikit District Employees, Muko-Muko Regency. There is a positive and significant influence between Work Experience on Employee Work Motivation in Air District Employees, Dikit Muko-Muko Regency. There is a positive and significant influence between Knowledge Management on Work Performance in Air Dikit Subdistrict Employees, Muko-Muko Regency. There is a positive and significant influence between Work Experience on Work Performance in Air Dikit Subdistrict Employees. There is a positive and significant effect between Work Experience on Work Performance in Air Dikit District Employees, Muko-Muko Regency. Employee Work Motivation does not mediate Knowledge Management on Work Performance. Employee Work Motivation does not mediate Work Experience on Work Performance.

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## 1. Introduction

One of the obligations of the Regional Government is to carry out obligatory affairs, including providing public services to the community. After the enactment of Law Number 23 of 2014 concerning Regional Government, the Regional Government is given such broad authority by the Central Government to regulate its regional household, including providing services to the community in the region. To carry out these obligations, performance is needed. This case will be seen in the water sub-district government institutions in the Mukomuko district as a means of government, economy, people's welfare, development, public services, and others, which are handed over by the regent to the sub-district head and his staff. Therefore, a study was conducted to determine whether knowledge management, work experience, and work motivation significantly influence the work performance of the employees of the Air District Dikit Muko-Muko Regency.

A subdistrict is a division of the administrative territory of the Indonesian state under regencies or cities. In Indonesia, a sub-district or district is a division of a district (Kabupaten) or city (Kota Madya). A district itself is divided into administrative sub-districts or villages, in the case of a District Work Unit (SKPD), which has a specific work area under the leadership of the Camat. In-Law Number 32 of 2004 concerning

1571

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Regional Government, the Subdistrict is no longer a unit of government power but a regional apparatus. The status of a sub-district is now a district/city regional apparatus which is equivalent to regional technical offices and institutions and even sub-districts. This is clearly stated in Article 120 of Law Number 32 of 2004, namely, "Regency/city regional apparatuses consist of the regional secretariat, the DPRD secretariat, regional offices, regional technical institutions, sub-districts and urban villages".

In Article 126 paragraph (3) letter an of Law Number 32 of 2004, the Camat has the authority to foster and coordinate community empowerment activities. What is meant by cultivating in this provision is a form of facilitation for making community empowerment work programs and facilities to improve community performance. This case will be seen in the water sub-district government institutions in the Mukomuko district as a means of government, economy, people's welfare, development, public services, and others that the regent hands over to the Camat and his staff. Government organizations are required to be able to optimize human resources and how human resources are managed. Human resources (HR) is the main factor that must be considered in its development because good and professional human resources will be beneficial in optimizing performance in sub-district government agencies. Performance is a work performance, namely, the result of actual work with the work standards set, and employee performance is a result achieved by the employee in his work according to specific criteria that apply to a particular job.

Work performance is a tool of management to control performance and formulate various personnel policies. Employee performance means the achievement or contribution given by the employee in carrying out his duties and responsibilities and his function as an employee in the company. So work performance is the result of a person doing work regarding the tasks assigned to him based on his work experience, following his responsibilities, the implementation results following procedures by the company and in the organization is evaluated or assessed the employee's work. That work performance carries out the duties and responsibilities and functions of employees at the company. [1] States that work motivation is a condition or energy that moves employees who are directed or focused on achieving organizational goals. Giving the right motivation will create enthusiasm, willingness, and sincerity to work in an employee. The increasing enthusiasm and desire to work sincerely will make work more optimal to increase work productivity and achieve maximum work performance. According to [2], states that work motivation affects work productivity. In addition [3] also researched the influence of motivation on employee performance and got the results of the impact between motivation and employee performance.

Knowledge management is applying a systematic approach to capturing, structuring, managing, and disseminating knowledge throughout the organization so that it can be used to work faster, reuse 'best practice,' and reduce the costly project to project costs. The success of work performance in a field is primarily determined by the level of knowledge, creating, learning, and willingness to work together so that work becomes more effective to achieve goals. Besides, work experience also significantly affects work performance. Extended work experience and have done various types of work of course already have the skills, responsibilities, reactions, and others to achieve effective work performance and are trusted by organizations in government or other organizations.

The author observes and presents the phenomenon of whether the knowledge management at the water sub-district office is following predetermined standards, or there are still many things that need to be improved, how to manage, distribute, explain the knowledge to be used or distributed to employees of the little water sub-district office furthermore, whether the work experience of the Dikit Air sub-district office employees has met the desired standard or still needs to be improved again to increase loyalty in carrying out the duties of the Dikit Air sub-district office employees. Whether the work performance of the water sub-district office employees has achieved a little both within and outside the sub-district, both individually and in groups. The last is whether the work motivation of the employees of the Air District office is high or low in carrying out their respective duties and how to increase the work motivation of the employees of the Air District office.

Variable Knowledge management has been used by [4], in his research entitled The effect of knowledge management on employee performance with individual innovation capability as an intervening variable (study on employees of PT. Bank Rakyat Indonesia (Persero) Malang Kawi Branch Office). Where the research results show that there is an influence of knowledge management on employee performance. Likewise, research conducted by [5], [6] states that there is an influence of knowledge management on employee performance. [1], Experienced people are prospective employees who are ready to use. Extended



work experience and have done various types of work, of course, already have the skills, responsibilities, reactions, and others. They have achieved effective work performance and are trusted by government organizations or **25** organizations. Like the research that has been done by [7] which states that work experience affects work performance.

Work performance can be defined as the results that an individual or group has achieved according to the size applicable to the work in question. Work performance is work performed by a person carrying out the tasks assigned to him [8] Work performance is how much time and energy is expended to attain predetermined goals for the organization with predetermined rewards. Furthermore, [1] said that the performance appraisal means that subordinates get attention from their superiors to encourage them to be passionate about work. As long as the appraisal process is honest and objective and there is a follow-up, it allows employees to be promoted, demoted, developed, and increased services. So it can be concluded that work performance is to assess the ratio of actual work results to the quality and quantity standards produced by each employee. Performance appraisal is helpful for employee performance improvement programs, promotions, compensation, training and development, placement (replacement), job design, social jealousy, and competition. So work performance is how much time and energy is expended to achieve predetermined goals for the organization with predetermined rewards.

## **2. Method**

The object of research in this study were employees of Air Dikit District, Muko-muko Regency. Muko-muko Regency, Bengkulu. According to [13], the population is a generalization area consisting of objects or subjects with specific qualities and characteristics determined by researchers to be studied and then concluded. The population in this study was 36 employees of Air Dikit Subdistrict, Muko-muko Regency. The sample is part of the population, for example, the population in a specific area, the number of employees in particular organizations, the number of teachers and students in certain schools, etc. Since the population of employees of Air Dikit Subdistrict, Muko-muko Regency is 36 people, and the entire population is taken as a sample. In this study, the types and sources of data used in this research variable are **primary and secondary**. The data collection techniques used by researchers here are:

### **2.1 Field Research**

The data collection method used in this study is data collection by conducting a review of the company to get the required picture by using interviews. Interviews were conducted useful to obtain the desired data and information, such as asking a glimpse of the company, its vision, and mission, as well as the history of the company and some by distributing questionnaires or questionnaires, which is a technique of indirectly collecting data. [14] in other words, the questionnaire is a complete list of questions about many things needed by researchers to get answers to research questions. Namely, Independent Knowledge Management and Work Experience, Dependent is Work Performance, and the intervening variable is Employee Work Motivation. The data from the questionnaire are the answers given by the respondents.

### **2.2 Library Research**

Library research is to collect data and study books related to the related variables. Library research has been done by someone else and is not the first but the second one (there is an intermediary). In this study, researchers used a Likert scale. The variables to be measured were translated into dimensions. Dimensions were translated into sub-variables and translated into indicators that could be measured. Finally, the indicators are in the form of questions or statements that need to be answered by the respondent. Each answer is associated with a form of a statement or attitude support expressed in words.

This study uses the analysis of various statistical techniques. Data analysis was used with the SPSS program for testing as follows:

### **2.3 Validity Test**

Validity or error comes from the word validity which means the extent to which the accuracy and accuracy of a measuring instrument in carrying out the measurement function in carrying out its measurement function. According to [14] The validity of a test is the extent to which it measures what it is supposed to measure.

### **2.4 Reliability Test**



Reliability derived from reliability means the extent to which the results of a measurement can be trusted. A measurement result can only be counted if several times the measurement is carried out on the same group of subjects. The same measurement results are obtained as long as the aspects measured in the subject have not changed.[14]. The analytical method used is descriptive analysis. According to [14] descriptive statistics are statistics used to analyze data by describing or describing the data that has been collected as it is without intending to make conclusions that apply to the public or generalizations. Next, continue with three assumption test that must be done on the regression model; normality, multicollinearity and heteroscedasticity.

**2.5 Partial Hypothesis Test (t Test)**

According to [14] this transferability is external validity in quantitative research. External validity indicates the degree of accuracy or applicability of the research results to the population in which the sample is taken. This transfer value is related to the question, so which research results can be applied or used in other situations. For naturalistic researchers, the transfer value depends on the user so that when the results of the research can be used in different social contexts and situations.

**2.6 Simultaneously Hypothesis Test (F Test)**

According to [14], the f-test shows whether all the Independents included in the model have a joint influence on the Dependent.

**3. Result and Analysis**

**3.1 Multicollinearity Test**

Multicollinearity testing is carried out to test whether there is a correlation between independent variables in the regression model. Multicollinearity can be detected using the variance inflation factor (VIF) and the tolerance value.

**Table 1**  
Multicollinearity Test Persamaan I

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	11.621	5.713		2.034	.050		
Knowledge Management	.419	.125	.445	3.346	.002	.927	1.078
Work Experience	.306	.105	.389	2.930	.006	.927	1.078

a. Dependent Variable: Employee Work Experience

Sources: Primary Data Processed, SPSS 16.0 Windows Version

Based on table 1 above, the VIF value < 10 and the tolerance value > 0.1, the conclusion is that this regression model does not have a multicollinearity problem.

**Table 2**  
Multicollinearity Test Persamaan II

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-9.524	6.509		-1.463	.153		
Knowledge Management	.429	.155	.344	2.765	.009	.698	1.433
Work Experience	.306	.126	.293	2.428	.021	.740	1.351





**4**

Model	Coefficients					
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
Employee Work Motivation	.488	.185	.368	2.647	.012	1.795

a. Dependent Variable: Work Performance

Sources: Primary Data Processed, SPSS 16.0 Windows Version

Based on table 2 above, the VIF value < 10 and the tolerance value > 0.1, the conclusion is that this regression model does not have a multicollinearity problem.

### 3.2 Multiple Linear Regression

This Regression analysis in the form of path analysis is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate the relationship quality between predetermined variables.

**Table 3**  
Multiple Linear Regression Analysis Knowledge Management dan Work Experience On Employee Work Motivation

**6**

Model		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	
1	(Constant)	11.621	5.713		2.034	.050
	Knowledge Management	.419	.125	.445	3.346	.002
	Work Experience	.306	.105	.389	2.930	.006

a. Dependent Variable: Employee Work Motivation

Sources: Primary Data Processed, SPSS 16.0 Windows Version

Based on Table 3 above, it can be seen that the regression equation is:

$$Z = 11,621 + 0,419X1 + 0,306X2 + e$$

Interpretations based on these equations can be interpreted as follows:

- A constant of 11.621 means that if Knowledge Management and Work Experience do not exist, then the Employee's Work Motivation remains at a constant of 11.621.
- Positive regression coefficient of 0.419 means that if Knowledge Management is increased by one unit, assuming Work Experience is ignored, it will increase Employee Work Motivation by 0.419.
- Positive regression coefficient of 0.306 means that if Work Experience is increased by one unit, assuming Knowledge Management is ignored, it will increase Employee Work Motivation of 0.306.

This analysis is used to determine the effect of knowledge management and work experience on work performance through employee motivation as an intervening variable.

The following is a table of multiple linear analysis results:

**Table 4**  
Multiple Linear Regression Analysis Knowledge Management and Work Experience on Work Performance Through Employee Work Motivation as an Intervening Variable

**7**

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	
1	(Constant)	-9.524	6.509		-1.463	.153
	Knowledge	.429	.155	.344	2.765	.009

1575



**10**

Model	Coefficients <sup>a</sup>				T	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
<i>Management</i>						
Work Experience	.306	.126	.293		2.428	.021
Employee Work Motivation	.488	.185	.368		2.647	.012

a. Dependent Variable: Work Performance

Sources: Primary Data Processed, SPSS 16.0 Windows Version

**13** Based on Table 4 above, the regression equation can be seen:

$$Y = -9,524 + 0,429X_1 + 0,306X_2 + 0,488Z + e$$

Interpretations based on these equations can be interpreted as follows:

- A constant of -9.524 means that if Knowledge Management, Work Experience, and Employee Work Motivation do not exist, then Work Performance remains at a constant of -9.524.
- Positive regression coefficient of 0.429 means that if Knowledge Management is increased by one unit, with Work Experience and Employee Work Motivation being ignored, it will improve Work Performance by 0.429.
- Positive regression coefficient of 0.306 means that if Work Experience is increased by one unit, assuming Knowledge Management and Employee Work Motivation are ignored, it will improve Work Performance by 0.306.
- Positive regression coefficient of 0.488 means that if Employee Work Motivation is increased by one unit, assuming Knowledge Management and Work Experience are ignored, it will improve Work Performance of 0.488.

#### 4. Conclusion

From **18** discussion in the previous chapters, some conclusions can be drawn as follows:

- Knowledge Management has a positive and significant influence on Employee Work Motivation at Air Dikit District Employees, Muko-Muko Regency. With a significant level of  $0.002 < 0.05$ .
- There is a positive and significant influence between Work Experience on Employee Work Motivation at Air Dikit District Employees, Muko-Muko Regency. With a significant level of  $0.006 < 0.05$ .
- There is a positive and significant influence between Knowledge Management on Work Performance in Air Dikit District Employees, Muko-Muko Regency. With a significant level of  $0.009 < 0.05$ .
- There is a positive and significant influence between work experience on work performance for employees of Air Dikit District, Muko-Muko Regency. With a significant level of  $0.021 < 0.05$ .
- There is a positive and significant influence between Employee Work Motivation on Work Performance in Air Dikit District Employees, Muko-Muko Regency. With a significant level of  $0.012 < 0.05$ .
- Employee Work Motivation does not mediate Knowledge Management on Work Performance. With a significant level of  $0.163 < 0.344$ .
- Employee Work Motivation does not mediate Work Experience on Work Performance. Then obtained a significant level of  $0.143 < 0.293$ .

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