THE IMPACT OF POSITIVE MOTIVATION AND NEGATIVE MOTIVATION ON EMPLOYEE WORK PERFORMANCE
(Case Study at PT. Actual Kencana Appraisal Surabaya Branch)

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Info Article

Abstract

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The purpose of this thesis research is to determine the extent to which the influence of positive motivation and negative motivation on employee work performance at PT. Actual Kencana Appraisal Surabaya Branch. The problem in this study is whether there is an influence between positive motivation variables and negative motivation variables that have a simultaneous and partial effect on employee work performance at PT. Actual Kencana Appraisal Surabaya Branch. This research is a quantitative study, which uses multiple linear regression analysis techniques. For the sampling method using the saturated sample method, which means that the total number of the population is used as a sample, which is 40 respondents. The data used are primary data sources, namely through the distribution of questionnaires and secondary data sources, namely through archive data/company documents. While to facilitate data processing using SPSS assistance. The results of the SPSS analysis show that there is a strong and positive relationship between motivation and employee work performance, as evidenced by the determinant coefficient (R^2) which shows a value of 0.702, this means that the contribution affects the work performance variable by 70.2%. Likewise, the negative motivation variable (X_2) which has the most dominant influence on the work performance variable (Y), this shows that the influence between motivation and employee work performance has a strong and positive influence, where the increase in employee motivation levels will be followed by an increase in their work performance. This is evidenced by the large standard β of 0.655 and the calculated t of 6.099 which is greater than the other calculated t.

INTRODUCTION

Background of the problem

In the world of work activities, especially those engaged in the service sector, such as for example a Banking consulting service company, to achieve a company's goals, motivation is one of the most important things in achieving those goals. Motivation is also related to improving employee work performance. The greater the employee's motivation, the higher their work performance.

In essence, every employee will carry out their duties and responsibilities well, if the company management pays attention to matters related to the emergence of motivation in working, such as facilities, welfare, salary increases, work atmosphere and others that can trigger employee performance to achieve in their work.

PT. Actual Kencana Appraisal as one of the business entities engaged in the field of banking consulting services also strives to improve its Human Resources so that they can be more optimal in working. As one of the triggers for bringing up optimal performance, motivation is needed, both positive and negative motivation which can ultimately explore the extent to which employee work performance in contributing their best performance to the company. Employee work performance is one of the determining factors of company performance. There is a close relationship between employee performance and company performance, in other words, if employee performance is good, it will make the company's performance good too.

This is in accordance with the opinion put forward by George R. and Leslie W. (in their book Matutina, et al: 1993) which states that "motivation makes someone work more accomplished". It can also be said that an important factor that influences employee work performance is work motivation. Based on the background above, the researcher is interested in conducting research on the influence of positive motivation and negative motivation on employee work performance at PT. Actual Kencana Appraisal Surabaya Branch, because humans are the most important and most determining element for the smooth running of the management process, so matters related to motivation need to receive serious attention from every leader who prioritizes the success of the company.

LITERATURE REVIEW

Theoretical basis

Definition of Management

The definition of management according to T. Hani Handoko, in his book Personnel and Human Resource Management (2003: 8) "Management is the process of planning, organizing, directing and supervising the efforts of members of the organization and the use of other organizational resources in order to achieve the goals of the organization that have been set".

Meanwhile, according to H.M. Markum Singodimedjo and H. Muhammad Nusron, in their book Human Resource Management (2000: 1) "Management means managing, organizing, managing, organizing/controlling and implementing".

And the definition of management according to Flippo, in his book Personnel Management (1980: 5) is "Planning, organizing, directing and supervising the activities of procurement, development, remuneration, integration, maintenance and release of human resources in order to achieve various individual, organizational and community goals".

Definition of Human Resource Management

According to H.M.Markum Singodimedjo and H. Muhammad Nusron (2000: 1-2) in simple terms, the Definition of Human Resource Management is "Managing Human Resources".

Human Resources are the only resources that have reason, feelings, desires, abilities, skills, knowledge, drive, power and work (ratio, taste and will).

All of these Human Resource potentials affect the organization's efforts to achieve its goals. No matter how advanced technology, information development, availability of capital and adequate materials are, without Human Resources it is difficult for the organization to achieve its goals. So Human Resource Management can also be an activity of planning, procuring, developing, maintaining, and using Human Resources to achieve goals both individually and organizationally.

Meanwhile, according to T. Hani Handoko (2001: 4) Human Resource Management is "Recruitment, selection, development, maintenance and use of human resources to achieve both individual and organizational goals".

Human Resource Management Functions

According to T. Hani Handoko (2001: 6) on human resource management, he stated the personnel functions, namely:

1. Recruitment
2. Selection
3. Development
4. Maintenance
5. Use of human resources

According to Markum Singodimedjo & Muhammad Nusron (2000: 11-13) the function of human resource management is "A task carried out by human resource management in order to support the management task (company) in running the organization that has been determined". And human resource management carries out various functions within the organization which include:

1. Human Resource Planning
2. Procurement of Human Resources

3.   Development of Human Resources
4.   Provision of compensation
5.   Maintenance of Human Resources
6.   Termination of employment

Understanding Motivation

In other words, an important factor that influences work performance is work motivation. The greater the employee's motivation, the higher their work performance. As according to George R. and Leslie W. (in their book Matutina, et al: 1993) said that "Motivation makes someone work more accomplished".

According to H. M. Markum Singodimedjo and Muhammad Nusron (2000: 134) stated that "Motivation is a force within a person that gives power, gives direction and maintains behavior". In everyday life, motivation is interpreted as the entire process of providing encouragement or stimulation to employees so that they are willing to work willingly without being forced.

According to Gerungan (1982: 23) "Motivation is something that creates enthusiasm or work motivation".

According to Steers in his book Organizational Effectiveness, (1996: 189) "Motivation is the power or cause of a person in acting, behaving directly to achieve specific goals and trying to achieve those goals".

According to Gibson, Ivancevich, and Donnelly, in their book Organization Behavior Structure-Processes, (1997:168) "Motivation is a process of trying to influence someone to do something we want". In other words, it is an external push for someone to do something.

Meanwhile, according to M. Manullang, in his book Dasar-Dasar Manajemen, (1996:146) motivation means "Giving motive". The emergence of motive or something that causes encouragement. Motivation can also be interpreted as a factor that drives people to act in a certain way.

According to Martoyo (2000:162) Motivation is basically "The process of trying to influence someone to do something we want". In other words, it is an external encouragement for someone to want to do something.

And another opinion from Martoyo (2000:165), "Motivation is something that causes encouragement or work spirit or in other words a motivator for work spirit".

According to Hasibuan (2000:140) motivation comes from the Latin word "movere" which means encouragement or moving. Motivation in management is only aimed at human resources in general and subordinates in particular so that they are willing to work together productively to achieve and realize predetermined goals. The importance of motivation because motivation is what causes, channels and supports human behavior, so that they are willing to work hard and enthusiastically to achieve optimal results. Companies not only expect employees to be capable, competent and skilled, but most importantly they are willing to work hard and want to achieve maximum work results. The abilities and skills of employees mean nothing to the company if they are not willing to work hard.

According to Nawawi (2000:351) motivation is "A condition that drives or causes someone to do an act/activity, which takes place consciously".

Meanwhile, Umar (2000:37) quoting from Taylor's classical motivation theory states

that "Motivation works only to be able to meet biological needs and satisfaction, namely to maintain survival". From this theory it is known that the higher the standard of needs and satisfaction that someone wants, the more active someone is to work.

Edwin B Flippo in his book Hasibuan (2000:142) argues that "Motivation is a skill, in directing employees and organizations to want to work successfully, so that the desires of employees and organizational goals are simultaneously achieved".

Nimran (1997:41) defines "Motivation as a condition where a person's efforts and strong will are directed towards achieving certain results". In principle, the two definitions above have the same meaning, namely the existence of a constraint of strength or encouragement that causes oneself or others to act in the desired direction.

Muchdarsyah (1995:14) is of the opinion that "Motivation is a human psychological state and mental attitude that provides energy, encourages activities or movements that lead to or channel behavior towards achieving needs that provide satisfaction or reduce imbalance."

Motivation Objectives

According to Markum Singodimedjo and Muhammad Nusron (2000: 135) in essence the "objectives of providing motivation" to employees are:

a. Changing employee behavior according to the company's wishes

b. Increasing passion and work spirit

c. Increasing work discipline

d. Increasing work performance

e. Increasing employee morale

f. Increasing a sense of responsibility

g. Increasing productivity and efficiency

h. Growing employee loyalty to the company

In addition, according to Markum Singodimedjo and Muhammad Nusron (2000: 134) providing motivation is said to be important because "Leaders or managers are not the same as employees". A manager cannot do his job alone because success is largely determined by the work results of his subordinates.

Motivation Theory

According to Gibson, Ivancevich, and Donnely in their book Organization Behavior Structure-Processes, (1997: 87).

Motivation is related to "(1) Direction of behavior, (2) Strength of response (i.e. effort) after employees choose to follow a certain action, and (3) behavioral resilience or how long someone continues to behave in a certain way".

Motivation according to Steers, in his book Organizational Effectiveness, (1996: 189) is as follows:

"Motivation is the power or cause of someone to act, motivation directs someone's behavior towards achieving certain goals and provides support for efforts in achieving those goals".

Meanwhile, according to Heidjrachman & Suad Husnan, in his book entitled Personnel Management (1990: 197 - 201) which states that there are two theories of motivation, namely:

a. *"Content Theory (Process Theory)"*
This theory emphasizes the importance of understanding the factors within individuals that cause them to behave in a certain way. This theory tries to answer the questions:

- What needs is a person trying to satisfy?
- What causes them to do something?

In this case, it is believed that every individual has inner needs that cause them to be driven, motivated to fulfill them.

Markum Singodimedjo and Muhammad Nusron (2000: 141) in their book Human Resource Management explain about "content theory (satisfaction theory) which explains what motivation is" and what factors cause employees to behave. This theory tries to answer the questions:

- What needs does a person have and what needs to be satisfied?
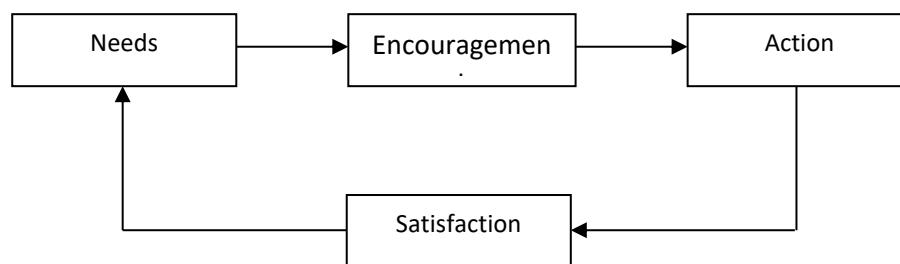- What drives a person to exhibit certain behavior?

Image of Motivation Model from Content Theory (Source: Human Resource Management Book)

b. **"Process Theory"**

In this view, needs are just one element in a process of how individuals behave. For example, a person has a high probability of receiving a reward (say a raise) if they act in a certain way (for example by working hard). This reward can become an incentive or motive for their behavior.

The basis of this process theory of motivation is the existence of expectancy, which is what individuals believe they will get from their behavior. For example, if someone believes that working and being able to meet a deadline will get praise, but if they cannot finish by the deadline they will get a reprimand and they prefer to get praise, then they will work to be able to finish (before) the deadline. On the other hand, if they finish late they will not be treated badly, just as finishing on time also gets them nothing, then they may not be motivated to finish on time.

Meanwhile, according to Markum Singodimedjo and Muhammad Nusron, the basis of this process theory is the hope of getting something by doing something and this process theory does not focus on the content of needs, but how and what purpose each person is motivated. Needs are just one of the processes of how employees behave.

c. **"Reinforcement Theory"**

This theory does not use the concept or process of motivation. Instead, this theory explains how the consequences of past behavior affect future actions in a learning process cycle. This is based on the causal relationship of the perpetrator with the provision of compensation. In the view of this theory, individuals behave in a certain

way because their past learning that certain behaviors will be associated with pleasant outcomes. Because individuals generally prefer pleasant consequences, they will generally repeat behaviors that will result in pleasant consequences. For example, individuals will be more obedient to the law, because they know that obeying the law from school and society will result in praise and violations will result in punishment.

According to Sondang P. Siagian in his book Tips for Increasing Work Productivity (2002: 106) another scientist who developed motivation theory is Douglas McGregor who is famous for "Theory X and Y Douglas McGregor", in his book Human Side Of Enterprise (Sosok Manusia Dalam Perusahaan) states that managers classify subordinates who do not like work, are lazy and do not like to bear responsibility. These subordinates are categorized as "Human X", on the other hand in the organization there are also employees who enjoy working, are creative and enjoy responsibility and are able to control themselves, they are categorized as "Human Y".

In contrast to the theory of needs according to Maslow, which states that the theory of motivation is based on the hierarchy of individual needs, which consists of five levels or human needs.

The five groups of needs according to Maslow are as follows:

1) Physiological needs
2) Security needs
3) Social needs
4) Self-esteem needs
5) Self-actualization needs

Factors Affecting Motivation

a. Individual Factors/Internal Factors
b. Job Factors/External Factors
c. Work Atmosphere Factors

Elements Forming Work Motivation

According to Vroom in the book by Gibson, Ivancevich and Donnely, Organization: Behavior Structure-Processes, (1997: 148) that there are "three components" that form motivation based on the process that determines the choice between several alternatives of voluntary activities. This theory is known as Vroom's VIE Theory

1. Expectations
2. Instrumentality/linkage
3. Valence

Views on Work Motivation in Organizations

According to Heidjrahman and Suad Husnan, in their book Personnel Management (2001: 203), there are "three views" of work motivation that are related in an organization, namely:

a. Traditional Model.
b. Human Relations Model
c. Human Resources Model.

Types of Motivation

According to Heidjrahman Ranupandojo and Suad Husnan (2002: 204-206) the types of motivation are divided into two, namely "Positive Motivation" and "Negative Motivation". Positive motivation is the process of trying to influence others to do something we want by giving the possibility of getting a "prize". Negative motivation is the process of influencing someone to do something we want, but the basic technique used is through "the power of fear".

In general, a leader must use both motivations, on the grounds that in the first

type, a leader provides the possibility of getting a prize, perhaps in the form of additional money, additional awards and so on. In the second type, if an employee/subordinate does not do something desired by a leader, then the leader will inform that the employee may lose something, may lose recognition, money or even a position.

On the other hand, if the leader believes that "pleasure" will be the motivation to work, he will use more positive motivation. However, there is no leader who has never used negative motivation at all. The use of each type of motivation in all its forms must consider the situation and the person. Because in essence, each individual is different from one another (concept differences). A motivation that may be more effective for one person may not be effective for another. Someone may know what is meant by being teased, but for another person, they may need to be reprimanded directly to know what it means. The most basic evidence of the success of a form of motivation is the results obtained from carrying out a job. As in the implementation of providing positive motivation in order to fulfill the needs of long-term goals that produce good work with high work enthusiasm, while the implementation of providing negative motivation in order to fulfill the short term by producing good work only for a moment with work enthusiasm that is decreasing day by day.

Compensation (Reward)

According to Markum Singodimedjo and Muhammad Nusron (2000:109) "compensation is all rewards received by an employee or worker from his company as a result of the services/energy he has provided to the company".

Markum Singodimedjo and Muhammad Nusron (2000:110-115) state that "compensation can be given in various forms" such as:

1.   In the form of giving money.
2.   In the form of giving material
3.   In the form of providing facilities
4.   In the form of providing career opportunities

Definition of Work Performance

According to Bernardin and Russel, in their book Human Resource Management An Experiential Approach, (1998:379) states that "Work performance is an output produced by employees which is the result of work assigned within a certain time or period. The emphasis is on the results completed within a certain time period".

Meanwhile, according to T. Hani Handoko, in his book Personnel and Human Resources Management, (1995:135) states that "Work performance is a process through which organizations evaluate or assess employee work performance, where this activity can improve personnel decisions and provide feedback to employees about their work performance."

According to McClelland (Mangkunegara, 2001:103), a person's work performance is largely determined by a "mental virus". A mental virus is a mental condition that drives a person to be able to achieve his/her maximum performance. The mental virus in question consists of three needs, namely: Need for achievement (need to achieve), Need for affiliation (need to expand social circles), and Need for power (need to master something).

Description:

1.   Need for achievement (Need of Achievement)

2)   Need for affiliation (Need of Affiliation)

3)   Need for power (Need of Power)

Job Performance Assessment

According to Davis, in his book Organizational Behavior, (1999:341) which states that "Job performance assessment is a process in which an organization evaluates the work results carried out by employees". So that job performance assessment is a mechanism that can be used to ensure whether each employee at each level has completed their duties properly.

According to Martoyo (2000) job performance assessment is "The process through which organizations evaluate or assess the work performance of their employees". If the job performance assessment is carried out properly, orderly and correctly, it will help increase work motivation and at the same time increase organizational loyalty from employees.

According to Soeprihanto (1998) job performance assessment is "A system used to assess and determine the extent to which an employee has carried out their respective jobs as a whole".

Purpose of Job Performance Assessment

According to Markum Singodimedjo and Muhammad Nusron (2000: 85-86) the functions and uses of job performance include:

a.   Improving job performance
b.   Placement decisions
c.   Compensation adjustments
d.   Training and development needs
e.   Career planning and development

Criteria for Job Performance Assessment

According to Casio in his book Managing Human Resources, Productivity, QWL, Profits, (1995:272-279) recommends the following requirements or criteria for job performance assessment:

1.   Relevance
2.   Acceptability
3.   Trustworthiness
4.   Sensitivity
5.   Practical in application

According to Bernardin and Russel, in their book Human Resource Management An Experiential Approach, (1998:383) there are six ways to measure employee performance in general, namely:

1.   Quality
2.   Quantity
3.   Time savings
4.   Cost efficiency
5.   Need for supervision
6.   Interpersonal impact

Work Performance Assessment Objects

According to Soekidjo Notoatmodjo, in the book Human Resource Development (1997:24-25) it is stated that the assessment aspects that need to be considered are divided into "four levels", namely the level of implementer, foreman, supervisor and head of department and above. At the implementer level, the aspects assessed are work performance, responsibility, obedience, honesty and cooperation. For the foreman level, one more aspect is added, namely leadership. While at the supervisor and head of department level and above, the aspects that need to be assessed are work performance, responsibility, obedience, honesty, cooperation, initiative and leadership.

The Influence of Motivation on Employee Work Performance

And this is in accordance with the opinion of George R. and Leslie W. (in his book Matutina, et al: 1993) who said that "Motivation makes someone work more successfully". In other words, an important factor that influences work performance is work motivation. The greater the employee's motivation, the higher their work performance. And this is an important factor in carrying out company activities in achieving the expected goals.

Hypothesis

Considering the previous descriptions starting from the background of the problem, formulation of the problem, objectives and benefits of the research, the following hypotheses are put forward in this study:

a.   Positive motivation and negative motivation simultaneously influence the work performance of employees of PT. Actual Kencana Appraisal, Surabaya Branch.

b.   Positive motivation and negative motivation partially influence the work performance of employees of PT. Actual Kencana Appraisal, Surabaya Branch.

c.   Negative motivation has a dominant influence on the work performance of employees of PT. Actual Kencana Appraisal, Surabaya Branch.

Companies that have competence in the fileds of marketing, manufacturing and innovation can make its as a sourch to achieve competitive advantage (Daengs GS, et al. 2020:1419).The research design is a plan to determine the resources and data that will be used to be processed in order to answer the research question. (Asep Iwa Soemantri, 2020:5).Standard of the company demands regarding the results or output produced are intended to develop the company. (Istanti, Enny, 2021:560).Time management skills can facilitate the implementation of the work and plans outlined. (Rina Dewi, et al. 2020:14).Saat mengumpulkan sumber data, peneliti mengumpulkan sumber data berupa data mentah. Metode survei adalah metode pengupulan data primer dengan mengugunakan pertanyaan tertulis(Kumala Dewi, Indri et all, 2022 : 29). The Research model or framework is intended to further clarify the essence of the discussion of previous research result and the theoretical basis in the research, including the relationship between influential variables. (Enny Istanti, et al. 2024 : 150).
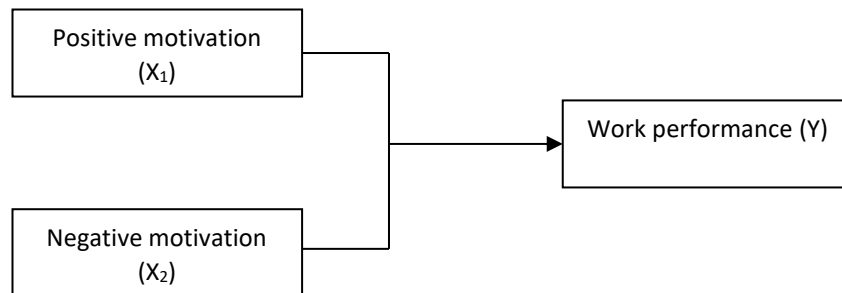
RESEARCH METHODS

Research Approach

This research uses a quantitative approach, namely research that focuses on hypothesis testing, the data used must be measurable, and will produce conclusions that can be generalized. This approach uses a method that measures a concept (variable), so that it is easier to understand. In conducting research, the quantitative approach more often directs problems into a causal relationship, so that the formulation of the problem can be explained in the form of a

variable relationship. And the data collection process is mostly done by means of surveys and questionnaires. Then in the

data analysis process, using a statistical approach.

The conceptual framework in this study is:

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┌─────────────────────┐
│  Positive motivation │
│        (X₁)          │
└─────────────────────┘
                          ┌──────────────────────┐
                     ───► │ Work performance (Y)  │
                          └──────────────────────┘
┌─────────────────────┐
│  Negative motivation │
│        (X₂)          │
└─────────────────────┘
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(Source: Personnel Management Book, by Heidjrahman Ranupandojo and Suad Husnan)

Population

According to Sugiyono (2005: 72), states that "Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn". In this study, the population is all employees working at PT. Actual Kencana Appraisal.

Sample

According to Sugiyono (2002: 56) states that "A sample is part of the number and characteristics possessed by the population".

Meanwhile, according to Sutrisno Hadi (2000: 221) states that "A sample is part of the population whose characteristics are to be estimated (investigated) and are considered to be able to represent the entire population (number) less than the population".

Identification of Research Variables

The variables observed in this study are as follows

1. X is the independent variable, namely motivation consisting of:
- Positive motivation (X1)
- Negative motivation (X2)

In this case, X is the influencing variable.

2. Y is the dependent variable, namely work performance.

In this case, Y is the influenced variable.

Operational Definition of Variables

The operational definition of variables in this study is:

1. Positive motivation variable (X1)

According to Heidjrahman Ranupandojo and Suad Husnan (2002: 204-206) "Positive motivation is the process of influencing someone to do something desired by providing the possibility of getting a reward".

2. Negative Motivation Variable (X2)

According to Heidjrahman Ranupandojo and Suad Husnan (2002: 204-206) "Negative motivation is the process of influencing someone to do something desired, but the basic technique used is through the power of fear". It could be the loss of something, it could be recognition, money or even a position.

3.   Job Performance Variable (Y)

According to Davis (1999) who stated that "Job performance assessment is a process where the organization evaluates the work results done by employees".

Types and Sources of Data

Types of Data

1.   Primary Data

"Primary data is a source of research data obtained directly from the original source without using intermediary media" (Indriantoro and Supomo, 2002: 147). Primary data in this study were collected directly using questionnaires or direct interviews with related parties.

2.   Secondary Data

"Secondary data is a source of research data obtained by researchers indirectly through intermediary media" (Indriantoro and Supomo, 2002: 147). In this study, secondary data was obtained through literature, data from companies, such as examples of the history of the company's establishment, the company's organizational structure, etc.

Data Source

Obtained from PT. Actual Kencana Appraisal, Jalan Ketintang Baru III No. 89, Surabaya.

Model and Analysis Technique

After the data collection process through questionnaires, the collected data was processed. This study uses 3 variables where there are two independent variables, namely positive motivation and negative motivation and one dependent variable, namely employee work performance, so the analysis used is multiple linear regression

In this case, the author uses more than one independent variable, therefore, to find out how the independent variables (X_1, X_2) and the dependent variable (Y) are equal (Sugiyono, 1999:211).

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

Where:

Y   = Work performance

X_1 = Positive motivation

X_2 = Negative motivation

a   = Constant is the value of Y if X is constant

b   = Regression Coefficient

e   = Error Variable

Multiple linear regression models are often used to determine the effect of independent variables on dependent variables, both simultaneously and partially. For the purpose of implementing the data analysis process, a computer tool is used with the SPPS software program. This research will be conducted in three phases : measurement model (external model), structural model (internal model), and hypothesis testing. (Pramono Budi,et al., 2023 ; 970) Melalui proses tersebut, karyawan diberikan pelatihan dan pengembangan yang relevan dengan kinerja pekerjaannya, sehingga diharapkan dapat menjalankan tanggung jawab pekerjaannya dengan sebaik - baiknya. (Abdul Aziz Sholeh et.al. 2024 :82) Memilih merupakan bagian dari suatu upaya pemecahan sekaligus sebagai bagian dari proses pengambilan keputusan. Oleh

karena itu dibutuhkan keputusan pembelian yang tepat (Kristiawati Indriana et.al. 2019 : 28) Kerja sama antara pemerintah, industri, lembaga penelitian dan masyarakat sipil dalam merancang menerapkan, Komitmen dan kerja sama yang kuat dari seluruh pemangku kepentingan menjadi kunci keberhasilan upaya - upaya tersebut. (Gazali Salim et al. 2024 : 63) The SERVQUAL model includes calculating the difference between the values given by customers for each pair of statements related to expectations and perceptions (Diana Zuhro et al. 2024 : 98)

RESULTS AND DISCUSSION
Description of Research Results
This study was conducted to determine the effect of employee motivation which includes positive motivation variables and negative motivation variables on employee work performance at PT. Actual Kencana Appraisal Surabaya Branch. The data used are primary and secondary data sources. The primary data source comes from the results of distributing questionnaires, research to respondents and conducting interviews. While the secondary data source comes from company documents. The number of respondents used as research samples was 40 respondents.

Respondents' responses regarding negative motivation.
From the results of the respondents' responses as described in the appendix table, it can be seen that the average respondent response regarding negative motivation is an average of 3.7. Negative motivation factors that affect work quality include, among others, most of which are influenced by one, the existence of

mandatory regulations, which is 34 people. Then the second, there are salary cuts and demotions along with the elimination of facilities for those who violate company regulations, also as many as 33 people. It can be concluded that there is a relationship between the two factors between salary cuts and demotions along with the elimination of facilities for those who violate company regulations with the existence of mandatory regulatory provisions, so that in order to avoid salary cuts and demotions along with the elimination of facilities, employees must obey the provisions of the regulations in the company.

Model Analysis and Hypothesis Testing
Model Analysis
This sub-chapter will discuss data analysis and hypothesis testing. In data analysis techniques, the formula used for analysis is multiple linear regression, as follows:
Formula: $Y = a + b_1 X_1 + b_2 X_2 + e$
Description:

Y = Work performance
X1 = Positive motivation
X2 = Negative motivation
a = Constant
b = Regression coefficient
e = Error variable

To facilitate data analysis, the data processing uses the help of the SPSS program.
The purpose of data processing with SPSS software is:
1. Prevent and reduce errors in data analysis
2. Expect the results of data processing to be more valid.

From the tabulated data regarding the respondents' answers above, after being analyzed using the SPSS software program, the results of the data analysis above can be seen in the table below.

Table   Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.838(a)	.702	.686	2.462	1.827

a Predictors: (Constant), motneg, motpos
b Dependent Variable: prestasi
(Source : SPSS)

1.   The R value of 0.838 means that there is a strong partial influence between the positive motivation and negative motivation variables on employee work performance at PT. Actual Kencana Appraisal Surabaya Branch.

2.   The R Square value of 0.702 means that the X variable consisting of positive motivation and negative motivation variables has a contribution to influencing the work performance variable of 70.2%.

3.   While the remaining 29.8% is influenced by other factors not examined in this study.

below is an SPSS analysis table on the regression coefficient values of the research variables and the magnitude of the t-value of each variable.

Hypothesis Testing Results

1.   F Test (To Answer the First Hypothesis)

Table ANOVA(b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	528.560	2	264.280	43.612	.000(a)
	Residual	224.215	37	6.060		
	Total	752.775	39			

a Predictors: (Constant), motneg, motpos
b Dependent Variable: prestasi
(Source : SPSS)

Description:
Simultaneously, positive motivation and negative motivation have a significant effect on employee performance at PT. Actual Kencana Appraisal and the positive results can be proven in the description of table 4.5, that the calculated F value is 43.612 with a significance level (α) of 5%. From

here it can be concluded that the positive F value proves that there is a simultaneous influence of positive motivation and negative motivation variables on employee performance at PT. Actual Kencana Appraisal.

Kurva Test F :

$F_{Counting}$ = 43,612
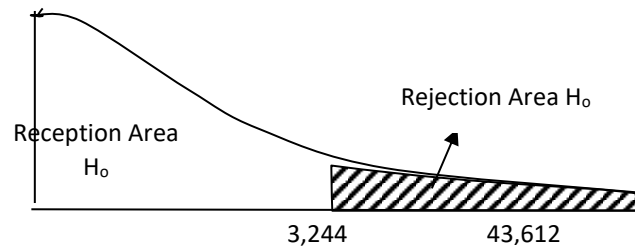
Figure Acceptance and Rejection Region of H_0 F Test

Conclusion:

Because F count > F table, namely 43.612 > 3.244, then H0 is rejected at a significance level of 5% so that it can be concluded that all independent variables (Positive Motivation and Negative Motivation variables) have a significant effect on the dependent variable Y (Work Performance).

2.   t-Test (To Answer the Second Hypothesis)

Tabel Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.424	3.315		-.731	.469
	motpos	.348	.136	.275	2.566	.014
	motneg	.872	.143	.655	6.099	.000

a Dependent Variable: prestasi

(Source : SPSS)

Description:

a. There is a partial influence between positive motivation on employee performance at PT. Actual Kencana Appraisal.

In processing the data analysis in the t-test, the SPSS software computer tool was used.

So from the results of the analysis, it can be understood that there is a partial influence between variable X1 (positive motivation) on variable Y (work performance). This is evidenced by the t-value of 2.566, with a significance level (α) of 5%, meaning that there is a partial influence between positive

motivation on employee performance at PT.
Actual Kencana Appraisal.

Kurva Uji t :

t_{hitung} = 2,566
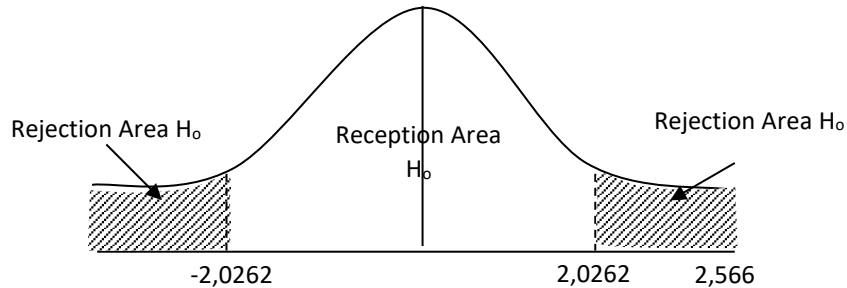
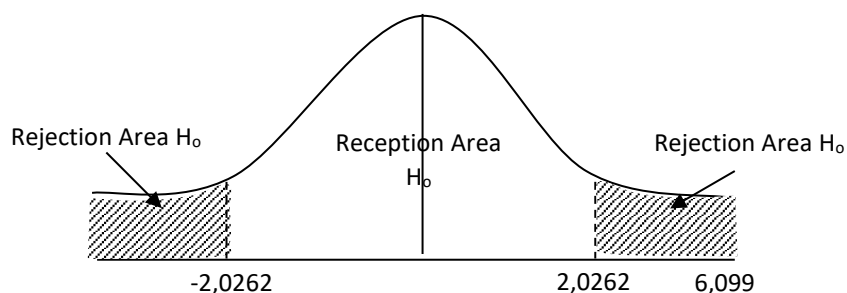**Image of Acceptance or Rejection Criteria for Variable Areas X_1**

Conclusion:

a)   Because t count > t table, namely 2.566 > 2.0262, then H0 is rejected at a significance level of 5% so that the conclusion is that partially the Positive Motivation variable has an influence on Work Performance.

b)   There is a partial influence between negative motivation and employee work performance at PT. Actual Kencana Appraisal. While for the partial test of the negative motivation variable (X2), the t count value is 6.099 with a significance level (α) of 5% so that it can be concluded that partially there is an influence between negative motivation and employee work performance at PT. Actual Kencana Appraisal.

Kurva Test t :

$t_{Counting}$ = 6,099

Image of Acceptance or Rejection Criteria for Variable Areas X_2

Conclusion:

Because t count > t table, namely 6.099 > 2.0262, then H0 is rejected at a significance level of 5% so that the conclusion is that the Negative Motivation variable has a partial effect on Work Performance.

3.   To Answer the Third Hypothesis

From the results of hypothesis testing using the t test above, the positive motivation

variables (X1) and negative motivation (X2) that have a very dominant effect on the work performance (Y) of employees of PT. Actual Kencana Appraisal are negative motivation variables (X2¬). This is evidenced by the largest t count in table 4.6 having the highest value, namely 6.099.

Discussion

The problem raised in writing this thesis is the effect of positive motivation and negative motivation on employee work performance. From several hypothesis tests above, it shows that there is a significant influence both simultaneously / simultaneously and partially / individually, meaning that positive motivation and negative motivation will increase the work performance of employees of PT. Actual Kencana Appraisal.

Based on the data analysis that has been presented above, it can be seen that the two independent variables, namely positive motivation and negative motivation, together (simultaneously) and individually (partially) have an effect on the work performance of employees of PT. Actual Kencana Appraisal. The magnitude of this influence can be seen from the determinant coefficient (R2) which shows a value of 0.702, meaning that the contribution affects the work performance variable by 70.2%. Likewise, the negative motivation variable (X2) which has the most dominant influence on the work performance variable (Y), this is evidenced by the large standard β of 0.655 and the calculated t of 6.099 which is greater than the other calculated t.

Conclusion

1. Based on the calculation results using the SPSS software program where simultaneously positive motivation variables and negative motivation variables have an effect on work performance at PT. Actual Kencana Appraisal, it is proven that the calculated F value of 43.612 with a significance (α) of 5% can be concluded that the positive F value proves that there is a simultaneous influence of positive motivation variables and negative motivation on the work performance of employees of PT. Actual Kencana Appraisal.

2. Based on the data analysis that has been presented above, that the two independent variables, namely positive motivation with a calculated t of 2.566 and negative motivation with a calculated t of 6.099, partially affect the work performance of employees of PT. Actual Kencana Appraisal.

3. Based on hypothesis testing with the t test, it can be seen that the negative motivation variable has a dominant effect on the work performance of employees of PT. Actual Kencana Appraisal, this is proven by the large ß Standard of 0.655 or the largest t count of the other t counts, which is 6.099.

Suggestions

Considering the overall results and based on the conclusions of this study, the suggestions that the author can give are as follows:

1. Company leaders should improve again regarding things that can motivate employees, so that employees can maximize their work performance. If employee performance increases, then the company's performance will also increase.

2. Company leaders should provide training to employees who are considered to be underachieving and these employees

can work more optimally and become successful.

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