

# The Effect of Organizational Commitment, Motivation and Work Attitude on The Performance Employees in Wua-Wua District, Kendari City

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**Abstract**— This study aims to determine and analyze the influence of organizational commitment, motivation, and work attitude on the performance of village employees in Wua-Wua District, Kendari City. The population in this study were employees in the Kelurahan in Wua-Wua District, Kendari City, amounting to 57 people. The determination of the number of samples in this study was by using the census method, which was all taken as a sample of 57 employees. The analytical tool used is multiple linear regression using SPSS software.

Based on the results of the study, it can be concluded that (1) organizational commitment, motivation, and work attitude have a positive and significant effect on employee performance; (2) organizational commitment has a positive and significant effect on employee performance; (3) motivation has a positive and significant effect on employee performance, and (4) work attitude has a positive and significant effect on employee performance.

**Index Terms**— Organizational Commitment, Motivation, Work Attitude, and Employee Performance.

## 1 INTRODUCTION

The role of HR management is to increase the productive contribution of people in the organization or company to achieve the goals that have been set. To achieve the goals, the organization must be able to acquire, develop, utilize, evaluate, and retain people by providing training and development, appraisal, placement, and compensation which are the personal goals of the employees.

One of the problems in various government institutions today is that the performance of the apparatus is still less than optimal. This can be seen in several government institutions that have not been maximal in implementing strategic plans and carrying out activity programs. Availability of capital, adequate working facilities, or infrastructure cannot function optimally if the available workforce does not have the knowledge and ability to work as a driver of these resources. Therefore, various elements of human resources deserve attention by every government organization to achieve performance according to what the organization needs. According to Hasibuan (2007), human resources are an integrated ability of the mind and physical power of each individual.

Assessment of the quality of existing human resources can be measured through employee performance. According to Wirawan (2012) "employee performance is the result of a synergy of some factors. These factors are internal environmental factors of the organization, external environmental factors, and internal factors of employees or employees.

Employee performance is work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and sincerity, and time (Hasibuan, 2007). Government Regulation of the Republic of Indonesia Number 30 of 2019 concerning Performance Assessment of Civil Servants. The indicators in this study are quality, quantity, time, cost, service orientation, commitment, work initiative, cooperation, and leadership.

Another factor that affects performance is organizational commitment. According to Moorhead and Griffin (2015), organizational commitment is an attitude that reflects the extent to which an individual recognizes and is bound to his organization. Organizational commitment according to Fred (2005) is a reflection of employee loyalty and an ongoing process in which members of the organization express their concern for

the organization and the belief to accept the values and goals of the organization.

Employee performance which is influenced by work commitment and motivation is also influenced by work attitude. Work attitude is an assessment of the suitability of the work tools used by workers in working with the anthropometric measurements of workers with predetermined sizes (Rahayu, 2005). Blum and Nylon (in Amanto, 2011), indicators for measuring individual work attitudes are as follows: working conditions, supervisory supervision, opportunities for advancement, security, and work facilities.

As a reference to support the theory and prepositions in this study, an empirical study of the author is needed, so several research results were adopted. Research conducted by Arina Nurandini, and Eisha Backgrounduva (2014) shows that organizational commitment is measured by three variables, namely affective commitment, normative commitment, and ongoing commitment have a positive and significant effect on employee performance. Furthermore, A. Hidayat and Samsuri (2019) showed that work motivation had a positive and significant effect on employee performance. Next, research conducted by Alias and Serlin Serang (2018) found that Attitude has a positive and significant effect on employee performance.

## **2. LITERATURE REVIEW**

### **2.1. Human Resource Management Concept**

Human Resource Management relates to the formal design system of an organization to determine the effectiveness and efficiency seen from one's talent to realize the goals of an organization. The need for HR management exists in all organizations, but larger organizations tend to have specialized HR functions. Human Resources challenges faced by managers and organizations include economic and technological changes, issues of workforce availability and quality, demographics, and organizational restructuring. (Malthis and Jackson, 2009:62).

According to Dessler (2004:2), put forward the notion of human resource management is the process of obtaining, training, appraising, and compensating employees, paying attention to their working relationships, health, and safety, as well as issues of justice. Furthermore, Panggabean (2007:15) suggests the notion of human resource management as a process consisting of planning, organizing, leading, and controlling activities related to job analysis, job evaluation, procurement, development, compensation, promotion, and termination of employment to achieve the goals that have been set.

### **2.2. Organizational Commitment Concept**

According to Indra Kharis (2010), organizational commitment is a condition in which an employee sided with a particular organization and the goals and desires to maintain membership in the organization. So high job involvement means taking sides in a particular job of an individual. According to Moorhead and Griffin (2015), organizational commitment is an attitude that reflects the extent to which an individual recognizes and is bound to his organization. An individual who is highly committed is likely to see himself as a true member of the or-

ganization.

Organizational commitment according to Fred (2005) is a reflection of employee loyalty and an ongoing process in which members of the organization express their concern for the organization and the belief to accept the values and goals of the organization. According to Robbin and Judge (2008) states that organizational commitment is a condition where an employee takes sides with the goals of the organization and has a desire to maintain his membership in the organization.

From the opinions above it can be concluded that organizational commitment is an individual's psychological state associated with strong belief, belief, and acceptance of the goals and values of the organization, a strong will to work for the organization and the degree to which he still wants to be a member organization.

### **2.3. Motivation Concept**

Motivation comes from the Latin word "movere" which means to encourage or move. Motivation in management is only aimed at human resources in general and subordinates in particular. Motivation questions how to direct the power and potential of subordinates, so that they are willing to work together productively and successfully achieve and realize the goals that have been determined. Flippo (2005) 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.

G.R. Terry in Hasibuan (2007) suggests that motivation is the desire contained in an individual that encourages him to take actions. Motivation appears in two different aspects: First, when viewed from an active or dynamic perspective, motivation appears as a positive effort to mobilize and mobilize the power and potential of the workforce, so that they are productively successful in achieving and realizing the goals previously set. Second, when viewed from a passive or static perspective, motivation is a need as well as a driving force to be able to move, mobilize, and direct the potential and power of human work in the desired direction.

### **2.4. Work Attitude Concept**

Work attitude is an action taken by workers and everything that must be done by the worker whose results are proportional to the effort made (Purwanto, 2008). Work attitude is also defined as a tendency to think and feel satisfied or dissatisfied with their work.

Work attitude is an assessment of the suitability of the work tools used by workers in working with the anthropometric measurements of workers with predetermined sizes (Rahayu, 2005). At work, it is very important to pay attention to where the work attitude must be in a balanced state to work comfortably and last a long time (Merulalia, 2010). Natural work attitude or normal posture is an attitude or posture in the work process that is by the anatomy of the body so that there is no shift or emphasis on important parts of the body such as organs, nerves, tendons, and bones so that the situation becomes relaxed, and does not cause MSDs and system complaints another body (Merulalia, 2010).

### **2.5. Employee Performance Concept**

Understanding employee performance according to Hasibuan (2007:93), performance is work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity, and on time. Torang (2013:74) argues that employee performance is the quantity and quality of the work of individuals or groups within the company in carrying out main tasks and functions that are guided by norms, standard operating procedures, criteria, and measures that have been determined or applicable in the company.

According to Mangkuprawira and Hubeis (2007:153), the notion of employee performance is the result of a certain work process in a planned manner at the time and place of the employee and the organization concerned. Meanwhile, according to Robbins (2008), performance is work behavior shown by people involved in a company and can be explained through a work evaluation system or performance appraisal.

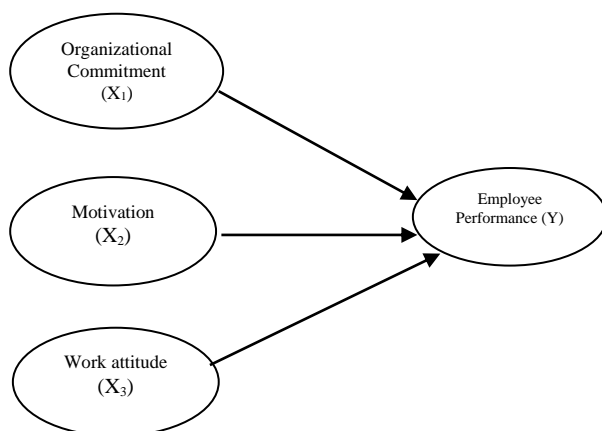
Mathis and Jackson (2006) state that performance is basically what employees do or don't do. Yuniarsih, Tjuju, and Suwatno (2008) argue that performance is a real achievement that is displayed by someone after the person concerned carries out his duties and roles in the organization. Productive performance is a level of achievement that shows high yields. Based on the description above, it can be explained that employee performance is the result of work both quality and quantity achieved by employees in carrying out their duties under their respective responsibilities in a job to achieve agency goals.

### 3 CONCEPTUAL FRAMEWORK AND HYPOTHESES

#### 3.1 Conceptual Framework

Based on the understanding and theories put forward in the literature review, a conceptual framework can be developed that will examine several variables, namely organizational commitment (X1), motivation (X2), work attitude (X3), and employee performance variables (Y). This study will examine and analyze the effect of organizational commitment, motivation, and work attitude on the performance of Kelurahan Employees in Wua-Wua District, Kendari City. The framework for thinking in this study is built based on the problem and study objectives, theoretical and empirical studies as the basis for formulating hypotheses.

Based on the framework of the flow of thought above, the researchers developed a conceptual framework in this study as presented in Scheme 3.1. following:



#### 3.2 Research Hypotheses

Based on the problem formulation and literature review that has been described previously, the hypotheses in this study are as follows:

1. Hypothesis 1: Organizational commitment, motivation, and work attitude simultaneously have a positive and significant effect on employee performance.
2. Hypothesis 2: Organizational commitment has a positive and significant effect on employee performance.
3. Hypothesis 3: Motivation has a positive and significant effect on employee performance.
4. Hypothesis 4: Work attitude has a positive and significant effect on employee performance.

### 4. RESEARCH METHOD

#### Types of research

The type of research used in this research is quantitative, namely collecting, compiling, processing, and analyzing data in the form of numbers which in practice are given certain treatments that are studied in it. According to Sugiyono (2010:13), quantitative research can be interpreted as a method based on the philosophy of positivism, used to examine certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical to test the established hypothesis.

#### Research Population and Respondents

According to Arikunto (2010), the population is the entire subject (object) of research. The population in this study were all employees in Wua-Wua Subdistrict, as 57 people.

#### Research Respondents

According to Wiyono (2011: 76), the sample is part of the population that is represented and will be studied or part of the number of characteristics possessed by the population represented. So, the samples in this study were employees with the status of State Civil Apparatus who worked in the Wua-wua District office. The determination of the number of samples in this study is by using the census method, namely the number of samples taken from the total population of 57 people.

#### Data Collection Techniques

The methods used in collecting data in this study are as follows:

- a. A Questionnaire, which is data collection by distributing a list of questions (questionnaires) to employees of Kelurahan Pada Subdistrict, Wua-Wua District, Kendari City.
- b. Documentation, namely data collection by recording or copying various documents relevant to this research.

#### Data Analysis Techniques

This study uses two kinds of analysis, descriptive statistical

analysis and inferential statistical analysis of the data obtained in the field. Descriptive analysis is used to describe in more depth each research variable. While quantitative techniques are used to see the strength of the influence between independent variables and the dependent variable, namely by analyzing the data that has been scored according to the measurement scale that has been determined through multiple linear regression analysis using Microsoft Excel and SPSS software.

### Multiple Linear Regression Analysis

The analytical tool used in this study is multiple linear regression, to calculate the magnitude of the quantitative effect of a change in the occurrence of variable X on other events (variable Y). Data processing will be carried out with the SPSS 20.0 program for windows. The multiple linear regression formula is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n + e \text{ (Supranto, 2005)}$$

Where:

Y = Employee Performance Variable  
X1 = Organizational Commitment Variable  
X2 = Motivation Variable  
X3 = Work Attitude Variable  
 $\beta_1$  = Regression coefficient X1  
 $\beta_2$  = Regression coefficient X2  
 $\beta_3$  = Regression coefficient X3  
e = Error factor

### Hypothesis testing

#### a. F-Test (Simultaneous Test)

The F-test was conducted to determine the effect of the significance of the independent variables, namely organizational commitment, motivation, and work attitude together on the performance of the employees Wua-Wua District, Kendari City.

1. If F Probability (Sig) < 0.05 (Level of significance) then  $H_0$  is rejected and  $H_a$  is accepted, this shows that the independent variables (X1), (X2), and (X3) have a significant influence together on the variables bound (Y).
2. If F Probability (Sig) > 0.05 (Level of significance) then  $H_0$  is accepted and  $H_a$  is rejected, this shows that the independent variables (X1), (X2), and (X3) do not have a significant effect together on a dependent variable (Y).

#### b. T-test (Partial Test)

The t-test was conducted to determine the significant effect of the independent variable partially on the dependent variable. If the probability value (Sig) < 0.05 (Level of significance) then  $H_0$  is rejected and  $H_a$  is accepted, this indicates a significant influence between one independent variable and the dependent variable. Meanwhile, if the probability value (Sig) > 0.05 (Level of significance) then  $H_0$  is accepted and  $H_a$  is rejected, this shows that there is no significant effect between one independent variable and the dependent variable.

### Coefficient of Determination Test (R Square) and Correlation Coefficient (R)

The coefficient of determination essentially measures how

far the model's ability to explain variations in the dependent variable is. The value of the coefficient of determination is between 0 and 1. the value of the coefficient of determination is small. This means that the ability of the independent variables in explaining the variation of the dependent variable is very limited. The value of the coefficient of determination is close to 1. It means that the ability of independent variables to provide almost all the information needed to predict the variation of the dependent variable (Ghozali, 2013) In this study using adjusted R square.

## 5. RESEARCH RESULTS AND DISCUSSION

### 5.1 Research Results

#### Research Instrument Validity Test

Test the validity using the Pearson product-moment correlation method, with the criteria that if the r-value obtained is 0.30 at the 95% school committee level, then the instrument (questionnaire) being tested is declared valid. The results of the instrument validity test can be seen in table 1.

**Table 1. Instrument Validity Test Results at the Level  $\alpha = 0.05$**

Indicator	r-value	Information	Indicator	r-value	Information
X1.1	0,926	Valid	X3.5	0,866	Valid
X1.2	0,948	Valid	Y1.1	0,967	Valid
X1.3	0,891	Valid	Y1.2	0,977	Valid
X2.1	0,887	Valid	Y1.3	0,951	Valid
X2.2	0,890	Valid	Y1.4	0,934	Valid
X2.3	0,851	Valid	Y1.5	0,939	Valid
X3.1	0,911	Valid	Y1.6	0,941	Valid
X3.2	0,979	Valid	Y1.7	0,957	Valid
X3.3	0,971	Valid	Y1.8	0,972	Valid
X3.4	0,975	Valid	Y1.9	0,910	Valid

Source: Primary Data Processed in 2021

Based on table 1. shows that all indicator items that measure each variable produce a validity coefficient of more than 0.30 ( $r > 0.30$ ). Thus, it can be stated that the data collection instrument used in this study is valid.

#### Research Instrument Reliability Test

After the validity test was carried out, the reliability test was carried out. The reliability test has criteria where the resulting value is greater than 0.60 ( $> 0.60$ ) with a school committee level of 95%, the results are shown in table 2.

**Table 2. Instrument Reliability Test Results at the Level  $\alpha = 0.05$**

Variable	Cronbac'h Alpha	Information
Organizational Commitment (X1)	0,869	Reliable
Motivation (X2)	0,855	Reliable
Work attitude (X3)	0,832	Reliable
Employee Performance (Y)	0,799	Reliable

Source: Primary Data Processed in 2021

Based on table 2. it can be concluded that all indicator items used to measure each variable have a coefficient value greater



than 0.60. Therefore, the instrument used in collecting data can be declared reliable at the 95% level or  $\alpha = 0.05$ .

### Simultaneous Model Testing Results

To prove the research hypothesis proposed in this study, the multiple linear regression method was used with the following analysis results:

**Table 3. Simultaneous Effects Relationship between variables (F- Test) ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3714,133	3	1238,044	84,465	,000 <sup>b</sup>
	Residual	776,850	53	14,658		
	Total	4490,982	56			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

Source: Primary Data Processed in 2021

Organizational commitment (X1), motivation (X2), and work attitude (X3) simultaneously have a positive and significant effect on employee performance (Y) in Wua-Wua District, Kendari City. This is indicated by the results of the F test at the confidence level of 0.95 or the significance level  $\alpha = 0.05$ , where the probability value  $= 0.000 < 0.05$ . This means that organizational commitment, motivation, and work attitude simultaneously have a positive and significant effect on the performance of Kelurahan employees in Wua-Wua District, Kendari City. Thus, the first hypothesis, namely: organizational commitment, motivation and work attitude simultaneously have a positive and significant effect on the performance in Wua-Wua District, Kendari City, can be accepted.

### Partial Model Test Results

Statistical testing of whether leadership organizational commitment, motivation, and work attitude have a positive and significant effect on the performance of Kelurahan employees in Wua-Wua District, Kendari City, can be seen in table 4 as follows:

**Table 4. Partial Effect Relationship between variables (t-test) Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,040	2,341		,871	,388
	X1	1,530	,364	,510	4,208	,000
	X2	1,155	,411	,338	2,812	,007
	X3	,909	,396	,207	1,067	,041

a. Dependent Variable: Y

Source: Primary Data Processed in 2021

The results of computer analysis (SPSS program) table 4 can be seen that:

1. Organizational commitment (X1) has a positive and significant effect on the performance of civil servants (Y) in Wua-Wua District, Kendari City. This is indicated by the results of the t-test at the confidence level of 0.95 or the significance level  $\alpha = 0.05$ , where the probability

value  $= 0.000 < 0.05$ . Thus the second hypothesis is accepted.

2. Motivation (X2) has a positive and significant effect on employee performance (Y) in Wua-Wua District, Kendari City. This is indicated by the results of the t-test at a confidence level of 0.95 or a real level  $\alpha = 0.05$ . Thus the third hypothesis is accepted.
3. Work attitude (X3) has a positive and significant effect on employee performance (Y) in Wua-Wua District, Kendari City. This is indicated by the results of the t-test at a confidence level of 0.95 or a significance level  $\alpha = 0.05$ , where the probability value  $= 0.041 < 0.05$ . Thus the fourth hypothesis is accepted.

### Correlation Coefficient (r)

The results of the analysis of the correlation coefficient (R) and determination (R Square) can be seen in table 5. as follows:

**Table 5. The results of the analysis of the correlation coefficient (R) and determination (R Square)**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,909 <sup>a</sup>	,827	,817	3,82852

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

The results of the correlation coefficient analysis (R) are based on table 5.14. the results obtained that the magnitude of the correlation coefficient (R) obtained was 0.909. These results mean that organizational commitment, motivation, and work attitude have a positive and strong relationship to improve the performance of Kelurahan employees in Wua-Wua District, Kendari City. This means that if organizational commitment, motivation, and work attitude are improved, employee performance will be higher.

### Coefficient of Determination (R Square)

The results of the analysis of the coefficient of determination (R Square) in table 5. states that the magnitude of the coefficient of determination (R Square) is 0.827. This shows that the variation of changes in the performance of Kelurahan employees in Wua-Wua District, Kendari City is determined or influenced by knowledge, attitudes, and skills by 82.7%. The remaining 17.3% is determined by other factors outside this research model.

## 5.2 Discussion

### The Effect of Organizational Commitment, Motivation, and Work Attitude on Employee Performance

The results of the analysis of testing the first hypothesis that organizational commitment, motivation, and work attitude have an influence on the performance of Kelurahan employees in Wua-Wua District, Kendari City, were found to be positive and significant. This can be interpreted that the increase in employee performance is due to the better organizational commitment, motivation, and work attitude of employees in Wua-Wua District, Kendari City.

Organizational commitment according to Fred (2005) is a reflection of employee loyalty and an ongoing process in which organizational members express their concern for the organiza-

tion and the belief to accept the values and goals of the organization. According to Indra Kharis (2010) indicators of organizational commitment are: employee willingness, employee loyalty, and employee pride in the organization.

### **The Effect of Organizational Commitment on the Performance of Village Employees in Wua Wua District, Kendari City**

The results of the analysis of testing the second hypothesis that organizational commitment influence the performance employees in Wua Wua District, Kendari City were found to be positive and significant. This can be interpreted that the increase in employee performance is due to the better organizational commitment of Wua Wua District, Kendari City.

Organizational commitment according to Fred (2005) is a reflection of employee loyalty and an ongoing process in which members of the organization express their concern for the organization and the belief to accept the values and goals of the organization. According to Indra Kharis (2010) indicators of organizational commitment are employee willingness, employee loyalty, and employee pride in the organization.

The results of this study are in line with research by Arina Nurandini, and Eisha Backgrounduva (2014) showing that organizational commitment is measured by 3 variables, namely affective commitment, normative commitment, and continuance commitment have a positive and significant effect on employee performance. This is different from the research conducted by Benjamin Richard Manery, Victor P. K. Lengkong, and Regina T. Saerang (2018) which found that organizational commitment had a positive but not significant effect on employee performance.

### **The Effect of Motivation on Employee Performance**

The test results in this study prove that motivation has a positive and significant effect on employee performance. The results of this study can be concluded that motivation affects the improvement of employee performance. This means that the better the motivation, the better the performance of Kelurahan employees in Wua Wua District, Kendari City, will increase.

McClelland quoted by Hasibuan (2012: 281), states that: "Motivation is a potential energy reserve that a person has to be used and released which depends on the strength of the drive and the opportunities that exist where the energy will be utilized by employees because of the motive power and basic needs, expectations and value incentives". The indicators used in measuring motivation in this study are referring to the opinion of Mc. Celeland quoted by Hasibuan (2012:162), the dimensions and indicators of motivation, namely: the need for achievement, the need for affiliation, and the need for power.

The results of this study support the results of research by A. Hidayat and Samsuri (2019) showing that work motivation has a positive and significant effect on employee performance. This is in line with research conducted by Natalia Susanto (2019) which found that work motivation has a positive and significant influence on employee performance. Furthermore, research conducted by Nila Hotiana, and Febriansyah (2018) shows that the motivation variable has a positive and significant effect on the performance variable.

### **The Influence of Work Attitudes on Employee Performance**

The test results in this study prove that work attitudes have a positive and significant effect on employee performance. The results of this study can be concluded that work attitudes affect employee performance improvement. This means that the better the skills, the better the performance of Kelurahan employees in Wua Wua District, Kendari City, will increase.

Work attitude is an assessment of the suitability of the work tools used by workers in working with the anthropometric measurements of workers with predetermined sizes (Rahayu, 2005). Blum and Nylon (in Amanto, 2011), indicators for measuring individual work attitudes are as follows: working conditions, supervisory supervision, opportunities for advancement, security, and work facilities.

The results of this study support the results of research by A. Hidayat and Samsuri (2019) showing that work attitudes have a positive and significant effect on employee performance. This is in line with research conducted by Alias, and Serlin Serang (2018) which found that Attitude has a positive and significant effect on employee performance.

### **Research Limitations**

The results of this study have provided several findings, but there are still some things that need to be studied further. This condition is strongly influenced by several things that indirectly become the limitations of the study, namely:

1. This study does not consider other variables that may affect employee performance, only assumes that the variables of organizational commitment, motivation and work attitude that have potentially related to employee performance have not been included in this study.
2. The number of samples used in this study is still limited, namely 57 respondents, therefore further researchers can increase the number of samples and different analytical approaches.

## **6. Conclusions and Suggestions**

### **6.1 Conclusion**

Based on the results of data analysis, proof of hypotheses, and discussion of research results, it can be concluded that:

1. Organizational commitment, motivation, and work attitude have a positive and significant effect on employee performance. This means that every change in the indicator variable of organizational commitment, motivation, and work attitude can improve employee performance.
2. Organizational commitment has a positive and significant effect on employee performance. This means that every change in the indicator variable of organizational commitment can improve employee performance.
3. Motivation has a positive and significant effect on employee performance. This means that every change in the indicator of an increase in motivational variables can improve employee performance.
4. Work attitude has a positive and significant effect on employee performance. This means that every change

in the indicator of an increase in work attitude variables can improve employee performance.

## 6.2 Suggestions

Suggestions in this study are as follows:

1. Wua Wua Subdistrict, Kendari City, which is oriented towards employee performance so that it pays more attention to indicators of organizational commitment variables, especially on employee willingness, meaning that employees have the desire to contribute a lot to this office and have the willingness to achieve the work standards set by the office so that the results are satisfactory but still need to be improved.
2. Wua Wua Subdistrict, Kendari City, which is oriented towards employee performance, should pay more attention to indicators of motivational variables, especially on achievement needs, meaning that employees get the opportunity to develop skills and abilities and enjoy the satisfaction from completing difficult tasks, which is good but still needs to be improved.
3. Wua Wua Subdistrict, Kendari City, which is oriented towards employee performance so that they pay more attention to indicators of work attitude variables, especially on security, meaning that security in the workplace has been able to make employees work comfortably and the workplace security unit has worked well so that employees feel safe but still need to be improved.
4. This study identifies employee performance, so it is suggested to the next research to add variables that can improve employee performance such as achievement needs, security, and employee skills.

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