

## The Influence of Achievement Motivation, Affiliation Motivation and Power Motivation through Work Spirit on Employee Performance at Pt. Bpr Penebel



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**ABSTRACT:** This research was conducted based on field phenomena which indicated that employee performance was not optimal, allegedly caused by weak achievement motivation, affiliation motivation, power motivation and work enthusiasm. The research aims to analyze the influence of achievement motivation, affiliation motivation, power motivation on employee morale and performance. Associative causal research method with a sample of 34 PT employees. BPR Penebel. Data collection was carried out using a questionnaire. The data analysis technique used is SmartPLS. The research results show that achievement motivation has a positive and significant effect on employee performance, affiliated motivation has a positive and significant effect on employee performance, power motivation has a positive and significant effect on employee performance, achievement motivation has a positive and significant effect on work morale, affiliated motivation has a positive and significant effect on work enthusiasm, power motivation has a positive and significant effect on work morale. For the mediating effect, it was found that work enthusiasm was able to mediate the influence of achievement motivation on employee performance, work enthusiasm was able to mediate the influence of affiliated motivation on employee performance, work enthusiasm was able to mediate the influence of power motivation on employee performance.

**KEYWORDS:** affiliation motivation, power motivation, work morale, employee performance

### I. INTRODUCTION

According to Mangkunegara (2021), performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Factors that can influence performance are motivation, competence, leadership and work environment (Prasteyo (2016). According to Sri (2013) factors that influence performance include: work motivation, ability, work environment, work discipline, leadership and personality.

Prasteyo (2016) stated that employees or employees will work even harder if work enthusiasm is obtained from their work and employee work spirit is the key to driving employee work performance in supporting the realization of organizational goals. Employees and leaders who have high work morale in an organization can be a supporting factor that can create progress for the organization and achieve organizational effectiveness.

If an organization is able to increase the morale of its employees, the organization will gain benefits by increasing the performance of its employees and the output obtained will also be greater with good quality. According to Nitisemito (2015), with work enthusiasm, work will be completed more quickly, absenteeism will be reduced, and the possibility of employee turnover can be reduced to a minimum. Therefore, it is appropriate for every company to always try to ensure that employees have high work morale, because with high morale it is hoped that work morale will increase.

This research tries to explore the problems that exist at PT. BPR Penebel where PT. BPR Penebel is one of the credit institutions in Tabanan Regency. In implementing company goals, employees still show less than optimal performance. The author conducted preliminary research by conducting interviews with PT employees. BPR Penebel is 50% of the total population, namely 18 employees, regarding the enthusiasm of PT employees. BPR Penebel. Based on the survey results, it can be interpreted from the results of processing respondents' responses, where 50% stated that low employee morale was due to a lack of employee motivation at PT. BPR Penebel. The remaining 47% answered because of increasing absenteeism, and 3% answered other things.

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Apart from a pre-survey regarding work morale, researchers also conducted a pre-survey on employee performance. Based on the survey results, it can be interpreted from the results of processing respondents' responses, where 35% stated that the low level of employee work was due to the high system of nepotism at PT. BPR Penebel. The remaining 29% answered because employees were not yet able to take responsibility for their work, 23% answered that some employees still gave orders to other employees, and 3% answered other things.

Based on the results of field observations, low employee performance can be seen from the way employees work in groups, which reflects a lack of sense of personal responsibility and lack of confidence in doing a job. Employees will try to achieve their highest achievements, achieving these goals is realistic but challenging, and progress in work. So, based on the observations made, it was found that employees of PT. BPR Penebel has low achievement motivation. This is what makes researchers raise achievement motivation as one of the factors that influence employee performance at PT. BPR Penebel. Based on previous research conducted by Anggreni (2016), achievement motivation has a positive influence on employee performance.

Based on observations, BPR Penebel employees have low affiliation motivation. This indication can be seen from the high employee family system. For example, if one of the employees has a traditional event, then at that time the other employees will also apply for a holiday or leave on the same day for family reasons, thereby hampering the employee's performance. Based on observations, BPR Penebel employees have low affiliation motivation. This indication can be seen from the high employee family system. For example, if one of the employees has a traditional event, then at that time the other employees will also apply for a holiday or leave on the same day for family reasons, thereby hampering the employee's performance.

Based on observations, employees of PT. BPR Penebel has a powerful motivation that must be considered. This indication can be seen from the way some employees work who still feel that they have power in the company. This results in orders being given to other employees that should not be on the job desk. Motivation reigns in PT. BPR Penebel is still considered unfavorable because it is used to control and influence other people which causes the person to not or pay little attention to other people's feelings. This is in line with research conducted by Amperial (2022) which states that power motivation has a positive influence on employee performance. This is contradicted by the results of research conducted by Priyantho (2016) which states that Power Motivation has no effect on employee performance at the Cilacap Health Office (KKP).

This research focuses on McClelland's theory because there is a view that power motivation (nPow) and achievement motivation (nAch) have a high influence on work performance, but affiliation motivation (nAff) has a low influence. However, there is refutation and other evidence that the value of nAff on leadership success has increased over time (Steinmann, et al., 2015; Steinmann, et al., 2016; Purnomo, 2019).

According to McClelland, these three types of motivational needs that lie behind a person are social motivations that underlie an individual's daily behavior, only the degree of strength is not the same. In one situation, perhaps the need for friendship is stronger, but in another situation perhaps the need for power plays a greater role.

Based on the explanation in the background above, the title of this research is The Influence of Achievement Motivation, Affiliate Motivation and Power Motivation through Work Spirit on Employee Performance at PT. BPR Penebel.

## II. LITERATURE REVIEW

### A. Three Needs Theory

McClelland's theory of needs explains how the need for achievement, affiliation, power influences individual actions. These three needs underline why someone is motivated. Some are dominant in the need for affiliates to explain their motivations. Others may be more dominant in other needs. McClelland formulated the needs related to motivation into three, namely:

1. *need for achievement*
2. *need for power*
3. *need for affiliation*

Employees with a strong need for achievement are usually results-oriented. They are motivated to continually tackle challenging, yet achievable tasks. They will try to complete a task or project better than expected to impress their accomplishments. And, they often want a promotion or salary increase as recognition for their achievements.

Employees with a high need for power are motivated to have influence and power over others. They enjoy having authority and being respected by others, encouraging them to pursue status recognition. They also try to win the competition to gain control and rise to the top.

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Employees with a strong need for affiliation enjoy building and developing interpersonal relationships. They like a friendly work environment, where coworkers are close to each other. And, they are motivated to be better, accepted and liked by others.

Companies need a different approach to motivating employees, considering the three different needs above. For example, to motivate employees with a strong need for achievement, companies can set challenging but realistic targets. Apart from that, giving recognition for their achievements by their superiors can further motivate them to work better.

## ***B. Achievement Motivation***

According to Susanto (2018), achievement motivation is an individual's encouragement to do something as best as possible in order to achieve success. So achievement motivation is an encouragement from within the individual to carry out activities in order to strive for or obtain the best possible results based on standards of perfection with all the potential and support that the individual has. In this case, employees who have high achievement motivation will tend to have excess energy to persist in carrying out difficult tasks, until finally the employee can actually complete every task given by the company, and is full of responsibility in order to get results. maximum work results.

## ***C. Affiliation Motivation***

Amperial (2022) defines the need for affiliation as getting closer, cooperating with or responding to invitations from other people who are allies (other people who resemble or like the subject), making people happy and seeking affection from the object they like, obeying and remaining loyal to a friend. Aziti (2019) states that McClelland's theory of the need for affiliation is warmth and support in relationships with other people. Narung (2023) states that affiliation is the desire to unite with other people without caring about anything except the clear togetherness that can be obtained. Affiliate motivation is a necessity in human daily life. This perceived condition is a form of need that every individual wants to fulfill during their life span. The perceived feeling of lack can be physiological, such as the need for food, or psychological, such as self-esteem, and sociological, such as self-actualization and affiliation.

## ***D. Power Motivation***

The need for power is defined by McClelland as the need to control the environment, influence the behavior of other people and take responsibility for them (Aziti, 2019). According to Aziti (2019), there are several indications that indicate actions that are motivated by power, including: carrying out violent actions (for example attacking), trying to make an impression on other people (for example trying to win in an election), trying to control other people (for example, regulating the way other people behave).

## ***E. Work Enthusiasm***

According to Heri (2020) Work enthusiasm is a person's desire and sincerity to do their work well and is disciplined to achieve maximum work performance. Work enthusiasm will stimulate someone to work and be creative in their work. Meanwhile, according to Fahrul (2021), work enthusiasm is an effort to be the best from yesterday. This can be seen from the work he does and the results achieved a day later compared to the previous day. High self-confidence is needed in every representative participation effort to achieve organizational goals. According to Syamsudin et al (2019), work enthusiasm is a person's desire and sincerity to do their work well and with discipline to achieve maximum productivity.

## ***F. Employee Performance***

Adhari (2020) said that employee performance is the result produced by certain job functions or activities in certain jobs over a certain period of time, which shows the quality and quantity of the work. Rerung (2019) said that employee performance is behavior produced during tasks that can be observed and evaluated, where employee performance is the contribution made by an individual in achieving organizational goals. Sinaga (2020) states that performance is the result of a person's work function or activities in an organization which is influenced by various factors to achieve organizational goals within a certain time period. Hamdiyah (2016) said that employee performance is work achievement that reflects the comparison between work results and predetermined standards. To achieve optimal employee performance, it is necessary to manage human resources related to compensation, work environment and leadership.

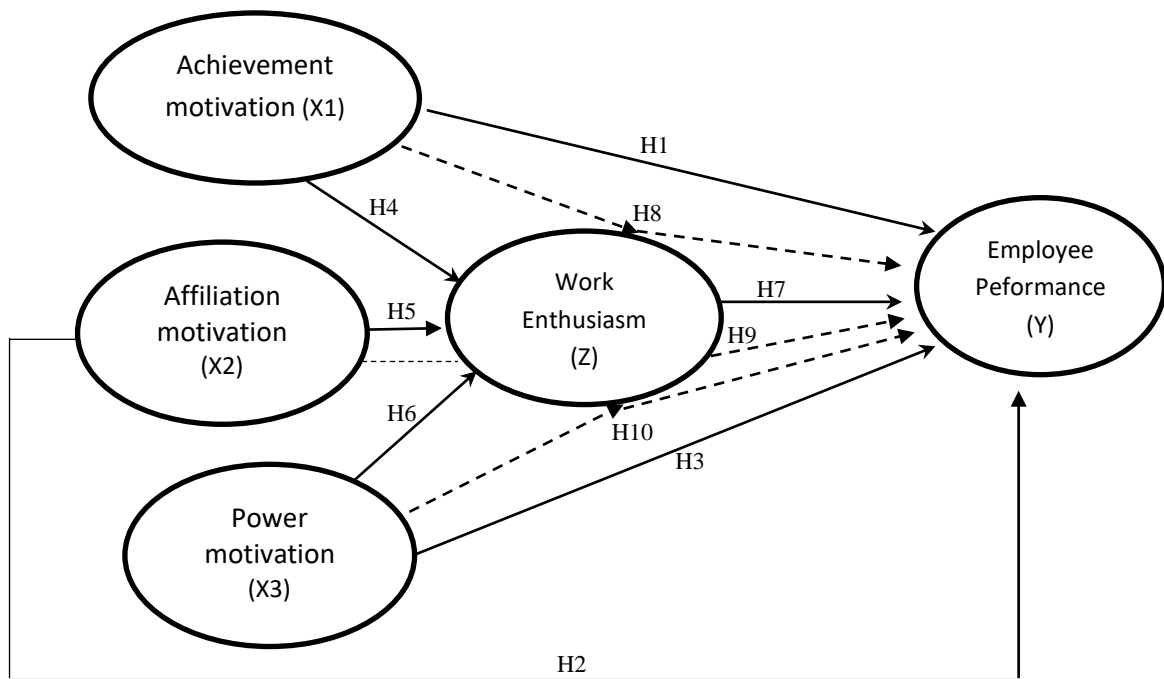
## **III. RESEARCH METHODOLOGY**

This research uses a quantitative approach, which basically involves a deductive-inductive approach. This research aims to examine the influence of Variable X (achievement motivation, affiliation motivation and power motivation) on Variable Y (employee morale and performance). To analyze the influence of each variable, a simple linear regression analysis technique

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was used. This type of research was chosen because researchers wanted to find out how much influence work enthusiasm as a mediator of achievement motivation, affiliation motivation and power motivation has on employee performance. This research consists of two variables, namely the independent variable (X) which includes achievement motivation, affiliation motivation and power sss, and the involvement variable (Y) which includes work entusiasm and employee performance at PT. BPR Penebel. Research was conducted at PT. BPR Penebel. Sampling was carried out using saturated sampling. Based on data, the number of employees of PT. BPR Penebel has 34 employees.

**Image 1**  
**Framework Konseptual**



## IV. RESEARCH RESULT AND DISCUSSION

### A. Result

#### Outer Model Evaluation

The creativity indicator is the strongest indicator of the achievement motivation variable, because it has the largest outer loading value (0.874). Meanwhile, the indicator of interaction with other people is the strongest indicator of the affiliation motivation variable, because it has the largest outer loading value (0.867). The self-actualization indicator is the strongest indicator of the power motivation variable, because it has the largest outer loading value (0.894). The work quality indicator is the strongest indicator of the employee performance variable, because it has the largest outer loading value (0.938). The job satisfaction indicator is the strongest indicator of the work morale variable, because it has the largest outer loading value (0.916).

The final check of convergent validity is by looking at the Average Variance Extracted (AVE) value. The use of average variance extracted (AVE) as a convergent validity testing criterion is calculated as the root mean of the standardize loading factor divided by the number of indicators. According to Ghozali & Latan (2015:74), the AVE cut-off value that is often used is 0.50, where a minimum AVE value of 0.50 indicates a good measure of convergent validity. Table 1 shows that the AVE value for each variable has reached a value of > 0.50. This means that it can be concluded that each variable in this research is able to explain the value of the indicators that measure the latent variable.

**Table 1. Composite Discriminant Validity**

	<i>Average Variance Extracted (AVE)</i>
<b>X1.Achievement Motivation</b>	0.700
<b>X2.Affiliation Motivation</b>	0.690
<b>X3.Power Motivation</b>	0.745

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<b>Y1.Employee Performance</b>	0.754
<b>Z1.Work Enthusiasm</b>	0.707

The composite reliability and Cronbach's alpha values in the measurement model are presented in; aims to evaluate the reliability values between indicator blocks of the constructs that form them. A construct is declared reliable if the Cronbach's alpha and composite reliability values are above 0.7.

**Table 2. Composite Reability Check**

	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>
<b>X1.Achievement Motivation</b>	0.775	0.823
<b>X2.Affiliation Motivation</b>	0.754	0.816
<b>X3.Power Motivation</b>	0.761	0.853
<b>Y1.Employee Performance</b>	0.890	0.924
<b>Z1.Work Enthusiasm</b>	0.860	0.906

Table 2 shows that the composite reliability value of the five latent variables is above 0.70 and the Cronbach's alpha of the three latent variables is above 0.70, so it can be said that the indicator block reliably measures the variables. Based on the results of the convergent, discriminant validity and composite reliability and Cronbach's alpha evaluations, it can be concluded that the items as measures of latent variables are valid and reliable measures. Next, an inner model analysis was carried out to determine the goodness of fit model in this research.

### Inner Model Evaluation

The structural model is evaluated by model relevance which measures how well the model works. Q2 is based on the coefficient of determination of all dependent variables. The magnitude of Q2 has a value with a range of  $0 < Q2 < 1$ , the closer to the value of 1 means the better the model. The calculation of Q2 predictive relevance model is as shown in

**Table 3 below:**

<b>Model Strucktural</b>	<b>Variabel Endogenus</b>	<b>R-square</b>
1	Y1.Employee Performance	0.844
2	Z1.Work Enthusiasm	0.791

Calculation Q<sup>2</sup>:  
 $Q^2 = 1 - [(1 - R_1^2) (1 - R_2^2)]$   
 $Q^2 = 1 - [(1 - 0,844) (1 - 0,791)]$   
 $Q^2 = 1 - (0,156) (0,209)$   
 $Q^2 = 0.968$

Table 3 shows that the structural model evaluation results prove that the Q2 value (0.968) is close to 1. Thus, the results of this evaluation provide evidence that the structural model has good goodness of fit model. This result can be interpreted as meaning that 96.80% of the information contained in the data can be explained by the model, while the remaining 0.32% is explained by errors or other variables that are not yet contained in the model.

### Hypothesis Testing

The recapitulation of the results of the path coefficient validation test on each path for direct effects presented in Table 4 provides information for hypothesis testing as follows:

**Table 4. Hypothesis Testing Results of Direct Effect**

				<b>Bootstrapping</b>	<b>T- Statistics</b>	<b>P Values</b>	<b>Hypothesis</b>
<b>X1.Achievement Performance</b>	<b>Motivation</b>	<b>-&gt;</b>	<b>Y1.Employee</b>	0.457	2.944	0.003	Accepted
<b>X2.Affiliation Performance</b>	<b>Motivation</b>	<b>-&gt;</b>	<b>Y1.Employee</b>	0.584	2.595	0.000	Accepted
<b>X3.Power Motivation -&gt; Y1.Employee Performance</b>				0.305	2.645	0.001	Accepted
<b>X1.Achievement</b>	<b>Motivation</b>	<b>-&gt;</b>	<b>Y1.Employee</b>	0.530	2.930	0.003	Accepted

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Performance -> Z1.Work Enthusiasm				
X2.Affiliation Motivation -> Z1.Work Enthusiasm	0.568	2.461	0.000	Accepted
X3.Power Motivation -> Z1.Work Enthusiasm	0.370	2.118	0.000	Accepted
Z1.Work Enthusiasm -> Y1.Employee Performance	0.341	2.949	0.000	Accepted

Achievement motivation influences employee performance. This result is indicated by a path coefficient of 0.457 with T-statistic = 2.944 (T-statistic > 1.96) and P-values = 0.003 (P-values < 0.05), so hypothesis 1 (H1): achievement motivation influences employee performance.

Affiliate motivation influences employee performance. This result is indicated by a path coefficient of 0.584 with T-statistic = 2.595 (T-statistic > 1.96) and P-values = 0.000 (P-values < 0.05), so hypothesis 2 (H2): Affiliate motivation has an effect on employee performance.

Power motivation influences employee performance. This result is indicated by a path coefficient of 0.305 with T-statistic = 2.645 (T-statistic > 1.96) and P-values = 0.001 (P-values < 0.05), so hypothesis 3 (H3): Power motivation influences employee performance.

Achievement motivation influences work morale. This result is indicated by a path coefficient of 0.530 with T-statistic = 2.461 (T-statistic > 1.96) and P-values = 0.003 (P-values < 0.05), so hypothesis 4 (H4): achievement motivation influences spirit at work.

Affiliate motivation influences work morale. This result is indicated by a path coefficient of 0.568 with T-statistic = 2.461 (T-statistic > 1.96) and P-values = 0.000 (P-values < 0.05), so hypothesis 5 (H5): Affiliate motivation has an effect on spirit at work.

Power motivation influences work morale. This result is indicated by a path coefficient of 0.370 with T-statistic = 2.118 (T-statistic > 1.96) and P-values = 0.000 (P-values < 0.05), so hypothesis 6 (H6): Power motivation influences spirit at work.

Work morale influences employee performance. This result is indicated by a path coefficient of 0.341 with T-statistic = 2.949 (T-statistic > 1.96) and P-values = 0.000 (P-values < 0.05), so hypothesis 7 (H7): Work morale has an effect on employee performance.

**Table 5. Hypothesis Testing Results of Indirect Influence**

No.	Mediasi Variabel	(a)	(b)	(c)	(d)	Ket
1	X1. Achievement Motivation -> Z1.Work Enthusiasm -> Y1. Employee Performance	0,457 (Sig)	0,879 (Sig)	0,530 (Sig)	0,341 (Sig)	<i>Partially mediated</i>
2	X2.Affiliation Motivation -> Z1.Work Enthusiasm -> Y1. Employee Performance	0,584 (Sig)	0,755 (Sig)	0,568 (Sig)	0,341 (Sig)	<i>Partially mediated</i>
3	X3.Power Motivation -> Z1.Work Enthusiasm -> Y1. Employee Performance	0,305 (Sig)	0,768 (Sig)	0,370 (Sig)	0,341 (Sig)	<i>Partially mediated</i>

Work enthusiasm as a mediator of the indirect influence of achievement motivation on employee performance. Other information that can be conveyed is that the mediating effect of the work morale variable on the indirect influence of achievement motivation on employee performance is partially mediated. This finding is an indication that the work enthusiasm variable is a mediating variable on the indirect influence of achievement motivation on employee performance.

Work enthusiasm as a mediator of the indirect influence of affiliate motivation on employee performance. Other information that can be conveyed is that the mediating effect of the work morale variable on the indirect influence of affiliate motivation on employee performance is partially mediated. This finding is an indication that the work enthusiasm variable is a mediating variable on the indirect influence of affiliate motivation on employee performance.

Work enthusiasm as a mediator of the indirect influence of power motivation on employee performance. Other information that can be conveyed is that the mediating effect of the work morale variable on the indirect influence of power motivation on employee performance is partially mediated. This finding is an indication that the work enthusiasm variable is a mediating variable in the indirect influence of power motivation on employee performance.

## B. Discussion

### The Effect of Achievement Motivation on Employee Performance

The results of hypothesis testing show that achievement motivation has a positive and significant effect on employee performance. These results indicate that the increase in achievement motivation can improve the performance of PT employees.

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BPR Penebel. The results of this test support McClelland's needs theory where the need for achievement (need, for achievement = n-Ach), is the driving force that motivates a person's enthusiasm for work. Therefore, nAch will encourage someone to develop creativity and direct all their abilities and energy in order to achieve maximum work performance. Employees are motivated to continually tackle challenging, yet achievable tasks. Employees will try to complete tasks or projects better than expected to impress their achievements. So if achievement motivation increases, employee performance will also increase. The results of this research support research conducted by Purba (2023) which states that achievement motivation has a positive effect on employee performance. Only employees who have high achievement motivation will show good results and tend not to be satisfied with work that is just finished, but rather that the work must produce results according to the designed goals and must have added value (Purba, 2023). Similar results were also obtained from research by Amperial (2022) which stated that achievement motivation had a positive and significant effect on employee performance. Apart from that, the results of this research also support the results of research conducted by Akbar (2023) which states that achievement motivation has a positive and significant effect on employee performance at the Tanah Grogot Village Office.

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

The results of hypothesis testing show that affiliate motivation has a positive and significant effect on employee performance. These results indicate that increasing affiliate motivation can improve the performance of PT employees. BPR Penebel. In the Three Needs Theory, the need for affiliation is the desire for friendly and intimate interpersonal relationships. The need for affiliation (n-Af) is a driving force that will motivate a person's enthusiasm for work. A person, because of the need for nAf, will motivate and develop himself and utilize all his energy to complete his tasks and this will lead to increased employee performance. Employees reflect a desire to have close, cooperative and friendly relationships with other parties. The results of this research support research conducted by Purba (2023) which states that affiliation motivation has a positive effect on employee performance. The same thing was also obtained in research by Aziti (2019) which stated that affiliation motivation had a positive effect on employee performance at PT. X. In addition, the results of this study also support the results of research conducted by Akbar (2023) which states that motivation affiliated has a positive and significant effect on employee performance at the Tanah Grogot Village Office.

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

The results of hypothesis testing show that power motivation has a positive and significant effect on employee performance. These results indicate that an increase in power motivation can improve the performance of PT employees. BPR Penebel. In the Three Needs Theory, the Need for Power makes humans spend their time gaining power or leadership, at least getting recognition for their existence. Humans with this need are very motivated to be able to appear in the public eye, be good at arguing and always be at the forefront. The results of this research support research conducted by Aziti (2019) which states that power motivation has a positive effect on employee performance at PT. X. In addition, the results of this study also support the results of research conducted by Akbar (2023) which states that the motivation to power has a positive and significant effect on employee performance at the Tanah Grogot Village Office.

### ***The Effect of Achievement Motivation on Work Morale***

The results of hypothesis testing show that achievement motivation has a positive and significant effect on work morale. These results indicate that increasing achievement motivation can increase the work spirit of PT employees. BPR Penebel. The measure of success here is based on the standards that exist within the individual. What is meant by the desire to achieve is if someone directs their thoughts and behavior to produce something better, whether they realize it or not. This desire that arises spontaneously will make a person more enthusiastic, he will always look for things that he feels are challenging, want to get feedback, and do not want to accept direction from other people. The results of this research support research conducted by Muhammad (2020) which states that achievement motivation has a positive and significant effect on work morale. Similar results were also obtained from the research results of Pebrianti (2022) which stated that achievement motivation had a significant positive effect on the work spirit of PT Pos Sleman Branch employees. . In his research, Pebrianti (2022) stated that employees in carrying out work activities will not be separated from work enthusiasm and enthusiasm to obtain maximum work results.

### ***The Effect of Affiliate Motivation on Work Morale***

The results of hypothesis testing show that achievement motivation has a positive and significant effect on work morale. These results indicate that increasing affiliate motivation can increase employee morale at PT. BPR Penebel. The need for affiliation is a need to form warm social relationships, maintain, develop positive affectional relationships and improve social

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relationships with other people, so that individuals who have a high need for affiliation will tend to avoid disappointment due to being rejected in a social group, and try to build social relationships. which is fun and positive so that if you have high affiliate motivation at work it will increase employee morale. The results of this research support research conducted by Murgijanto (2017), stating that affiliation motivation has a positive and significant effect on work morale at the AMA Salatiga College of Economics.

### ***The Effect of Power Motivation on Work Morale***

The results of hypothesis testing show that power motivation has a positive and significant effect on work morale. These results indicate that an increase in power motivation can increase the work morale of PT employees. BPR Penebel. Someone who has a high level of Need for Power tends to behave more assertively or it can be assumed that someone who has a high level of Need for Power has aggressive and dominant behavior. Some people may always want to have influence, be respected and enjoy controlling other humans. This kind of person is actually happy with the tasks assigned to him or his status and tends to be more concerned with pride and gain influence over other people, so that in carrying out work an employee will be more enthusiastic. The results of this research support research conducted by Larasanti (2014), stating that power motivation has a positive and significant effect on work morale. Apart from that, similar results were also obtained from the research results of Aziti (2019) where motivation had power over the work spirit of PT employees. X.

### ***The Effect of Work Morale on Employee Performance***

The results of hypothesis testing show that work morale has a positive and significant effect on employee performance. These results mean that increasing work morale can improve the performance of PT employees. BPR Penebel Basically, employee morale is related to employee needs. If employee needs are met then employee morale will tend to increase, for this reason efforts are needed to fulfill employee needs in order to increase employee morale. The importance of work enthusiasm can be seen as a fundamental part of management activities so that something can be aimed at directing human potential and power by generating, enlivening, growing the level of desire that remains and togetherness in carrying out individual and organizational tasks. The results of this research support research conducted by Syaifudin (2021) which states that there is a positive and significant influence of work morale on employee performance. Apart from that, the results of this research are in line with previous research conducted by Pratama & Wardani (2017) showing that work morale has a positive and significant effect on employee performance. High work morale will encourage employees to work better and can increase employee productivity. In research conducted by Pebrianti (2022) also stated the same thing where work morale had a positive and significant effect on employee performance.

## **CONCLUSIONS**

The results of this research can be concluded that achievement motivation has a positive and significant effect on employee performance. Affiliate motivation has a positive and significant effect on employee performance. Power motivation has a positive and significant effect on employee performance. Achievement motivation has a positive and significant effect on work morale. Affiliate motivation has a positive and significant effect on work morale. Power motivation has a positive and significant effect on work morale. Work morale has a positive and significant effect on employee performance. Work enthusiasm is partially able to mediate the indirect influence of achievement motivation, affiliation motivation and power motivation on employee performance. In this research, it is only limited to the variables of achievement motivation, affiliation motivation, power motivation, work morale and employee performance. Future researchers are expected to test other variables that have a significant influence on employee performance.

## **ACKNOWLEDGMENT**

The authors would like to thank all those who have contributed to this research. Thank you to BPR Penebel for providing permission and support for this research. Thanks also go to colleagues, supervisors, and all respondents who have taken the time and energy to participate in filling out the questionnaire. The authors also appreciate the assistance and input from experts who helped enrich this research. Hopefully the results of this study will be useful for the development of science and practice in the field of human resource management.

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