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Original Article



## Investigating the Effect of Job Motivation on Employee Work Quality at Honda Dealer: The Mediating Role of Dominion Power

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### Abstract

Performance is vital for organizational success, and employee work quality is essential. A decline in individual or group performance can significantly affect a company's effectiveness. This study, conducted at the Honda Sei Rampah Dealer beginning in July 2020, used quantitative data analysis to investigate the independent variables of dominion power image and employee work quality, with dominion power as the dependent variable. The study involved 45 employees (43 males and 2 females, aged 18–29, both single and married). Validity testing was performed using SPSS version 17.00, based on the calculated *r* values. Partial hypothesis testing assesses the impact of each independent variable on the dependent variable. The findings indicated a significant relationship between job motivation and employee work quality and that dominion power had a notable effect on employee quality. Future research should explore dominion power among employees, especially their resilience in challenging work environments, through encouragement initiatives. Examining colleagues' relationships and implementing stricter regulations to enhance compliance and obedience may also be beneficial. To better understand the complexities of dominion power and its impact on organizations, future studies should incorporate more variables that could lead to improved organizational performance and effectiveness.



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## 1. Introduction

Performance is an important aspect of an organization (De Waal, 2007; Gavrea et al., 2011; Kim, 2004). The quality of employee work becomes very important because a decrease in the performance of both individuals and groups in a company can significantly impact a company (Markos & Sridevi, 2010; Shammout, 2021; Sirota & Klein, 2013). An employee's performance can be measured from the results of activities within a certain time against what can be done in accordance with their duties and functions (Shammout, 2021). Employee work quality is

the result or work performance of employees who are assessed in terms of quality and quantity based on work standards determined by the organization good performance is optimal performance, namely performance that is in accordance with organizational standards and supports the achievement of organizational goals.

There are negative factors that can reduce the quality of employee work, among them are the lack of employee responsibility in carrying out their main duties and functions, the low level of employees complying with applicable regulations and work programs that are

not achieved. (Mangkunegara & Agustine, 2016) said that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties with the responsibilities given to him.

The selection of the Honda Sei Rampah Dealer location for implementing this case study was based on certain considerations. The first consideration is the affordability of the research location by researchers, both in terms of energy and time efficiency. The implementation of the study in the selected location did not pose any problems in terms of the ability of the researchers. Temporary observations show that employees at Sei Rampah Honda Dealer tend to decrease work quality, which can be seen from employee absenteeism.

According to Asih & Fitriani (2018), dominion power is an individual thing, where each individual has a different level of satisfaction depending on his desires and the value system he adheres to. This definition implies that dominion power is not a single concept; people can be relatively satisfied with one aspect of their job and dissatisfied with one or more aspects. Employees who are not cared for by the organization can cause dissatisfaction with these employees. This dissatisfaction is often manifested in the form of high absenteeism, lack of fair promotion opportunities, low motivation, and monotonous work routines cause employees to quickly get tired and bored and not care about the environment. With the fulfilment of all needs or desires in employees, a feeling of satisfaction will be created, and employees with high levels of satisfaction will experience an increase in performance. Vice versa, if the needs of employees are not as expected and not in proportion to the results of their work, it will not create a feeling of satisfaction in employees. It will make employees feel satisfied and decreased employee quality.

In addition, dominion power is also very important for the company. If employees have high dominion power, then directly employees will be loyal to the company, and performance will increase. The current condition of the Honda Sei Rampah Dealer is that many employees are less than optimal in carrying out their work. This can be seen from the results of their work, which shows that they have not been able to achieve the targets set by the company. To increase work productivity, it is necessary to increase the dominion power of each employee. To increase employee productivity, companies can encourage employees to be highly motivated to achieve company goals.

Mangkunegara & Agustine (2016) explain that motivation is a condition or energy that moves employees who are directed or directed to achieve the company's organizational goals. Intrinsic motivation is a type of motivation that arises from within the individual himself without coercion from others (Fathurrahman, 2014). Where a manager motivates or encourages all employees to work hard and earnestly. If employees

have good performance, they will be given rewards or bonuses such as giving bonus money to employees who excel or have reached the target. With this reward, employees will feel appreciated because the results of their work can be maximized, and they will be more motivated to do their jobs well. Providing rewards such as bonus money is expected to maintain the stability of employees in carrying out their work. This study investigates employee work quality between dominion power effect at Honda Dealer: reporting case from Indonesia mechanical employee members.

## 2. Literature Review

### 2.1 Human Resources

Human resources are very vital organizational assets (Faugoo, 2024; Todericiu et al., 2014). Therefore, other resources cannot replace their existence in the organization or company. No matter how modern technology is used or how much funds are prepared, everything becomes meaningless without the support of human resources who have professional abilities. According to Malayu Hasibuan (2013), management is a function of realizing certain results through people's activities. It means that human resources play an important and dominant role in management. Human resource management functions include planning, organizing, directing, and controlling.

### 2.2. Motivation

The utilization of human resources largely determines the success of the company's management. Companies must have reliable and quality human resources in managing and running the company so that the goals set by the company can be achieved. For this reason, from the start, the company must prepare the employees to be hired as well as possible, starting from the selection process until the employee is already working there. Motivation is a condition or energy that moves employees who are directed or directed to achieve the company's organizational goals (Gandung & Suwanto, 2021). The factors influencing employee motivation are internal factors (personal maturity, education level, personal desires and expectations, and needs.

### 2.3. Dominion power

Dominion power is individual. Everyone has a different level of satisfaction according to the value system that applies to him. The higher the assessment of the activities that are felt by the individual's wishes, the higher the satisfaction with these activities. So broadly speaking, dominion power can be interpreted as a pleasant or unpleasant thing where employees view their work.

Dominion power in work is enjoyed by praise for work, placement, treatment, equipment, and a good

work environment. Employees who prefer to enjoy dominion power in their work will prioritize their work over remuneration even though remuneration is important. Factors that influence dominion power are psychological, social, physical, and financial factors. Indicators of dominion power include loyalty, salary level, and creative ability.

2.4. Employee work quality

The performance of its employees largely determines success as a company activity. The better the level of employee performance owned by the company, the better the company's performance. HR performance is a term that comes from the word Job Performance or Actual Performance (job performance or actual performance achieved by someone). According to Gandung & Suwanto (2021), performance results from work in quality and quantity achieved by an employee in carrying out his duties with the responsibilities given to him. The factors that affect the quality of employee work are ability and motivation.

3. Materials and Methods

This study was conducted on employees of the Honda Sei Rampah Dealer. This research started in July 2020 using quantitative data. This study uses the independent variable, namely the image of dominion power and quality of work of employees, and the dependent variable, dominion power.

3.1. Population and Sample

The population in this study was employees of the Honda Sei Rampah Dealer, totaling 45 people, 43 male respondents and 2 female respondents. The criteria for age 18 to 29 years with unmarried and married status.

3.2. Validity and Reliability Tests

The validity test uses SPSS-25 with criteria based on the calculated r-value: if the  $r_{stat} > r_{table}$  or  $-r_{stat} < -r_{table}$ , the statement is declared valid. The statement is declared invalid if  $r_{count} < r_{table}$  or  $-r_{stat} > -r_{table}$ . This test was carried out on 30 respondents, then  $df = 30 - 1 = 29$  with  $\alpha = 5\%$ , and then the r table value was 0.3550 (Ghozali, 2016).

3.3. Data Analysis

Testing this research using SPSS-17 program by researchers consisting of:

3.3.1. Normality test

The normality test aims to test whether the confounding or residual variables have a normal distribution in the regression model (Ghozali, 2016). Testing the normality of the data can be done using two methods: graphs and statistics. The normality test of the

graph method uses a normal probability plot, while the statistical method normality test uses the one sample Kolmogorov Smirnov Test.

3.3.2. Hypothesis testing

The partial hypothesis testing conducted in this study examined the extent to which each independent variable individually influences the dependent variable. This analysis aimed to quantify the specific contribution of each predictor variable to the observed variation in the outcome variable.

4. Results and Discussion

4.1. Validity Testing

Table 1. Result of Validity Test

Dominion power			
	r-statistic	r-table	Decision
1	0,828	0,3550	Valid
2	0,804	0,3550	Valid
3	0,828	0,3550	Valid
4	0,713	0,3550	Valid
Employee Work Quality			
1	0,767	0,3550	Valid
2	0,880	0,3550	Valid
3	0,872	0,3550	Valid
4	0,768	0,3550	Valid
Job Motivation			
1	0,658	0,3550	Valid
2	0,684	0,3550	Valid
3	0,727	0,3550	Valid
4	0,730	0,3550	Valid

Table 1 shows that all the statement points for dominion power, employee work quality and job motivation have an r value greater than the value of the r table, so it can be concluded that all statements of each variable are declared valid.

4.2. Reliability Test

Table 2. Result of Reliability Test

Variable(s)	Cronbach Alpha	Constant	Decision
Dominion power (Z)	0,809	0,6	Reliable
Employee work quality	0,819	0,6	reliable
Job motivation	0,776	0,6	reliable

Table 2 shows that all research variables are reliable because Cornbrash Alpha is greater than 0.6, so the study's results indicate that the measurement tool has met the reliability test (reliable and can be used as a measuring instrument).

### 4.3. Classical Assumptions

The normality test aims to test whether the confounding or residual variables have a normal distribution in the regression model (Ghozali, 2016). Testing the normality of the data can be done using two methods: graphs and statistics. The normality test of the graph method uses a normal probability plot, while the statistical method normality test uses the one sample Kolmogorov Smirnov Test. Normality test using the graphical method can be seen in the following figure:

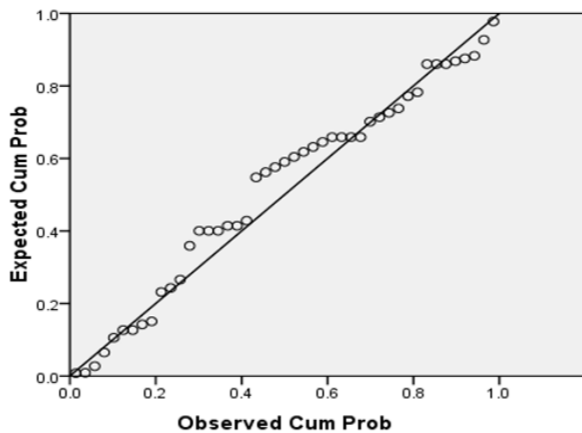


Figure 1. Result of Normal P-P Plot

Figure 1 shows that the data that is normally distributed will form a straight diagonal line, and plotting the residual data will be compared with the diagonal line. If the distribution of the residual data is normal, the line that describes the actual data will follow the diagonal line (Ghozali, 2016).

#### 4.3.1. Multicollinearity Test

The multicollinearity test aims to determine whether there is a correlation between the independent variables in the regression model. The multicollinearity test in this study is seen from the tolerance value or variance inflation factor (VIF).

Table 3. Result of Multicollinearity Test

Variable(s)	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Job motivation	1,000	1,000
Dominion power	1,000	1,000

a. Dependent Variable: Employee work quality

Table 3 captures that the tolerance value of the dominion power variable (X) is 1,000, all of which are greater than 0.10, while the VIF value of the motivation variable (X) is 1,000, all of which are less than 10. It can be seen that the tolerance value of all independent variables is greater than 0.10, and the VIF value of all independent variables is also smaller than 10, so there is no correlation symptom in the independent variables. So, it can be concluded that there is no symptom of

multicollinearity between independent variables in the regression model.

#### 4.3.2. Heteroscedasticity Test

The heteroscedasticity test aims to test whether, from the regression model, there is an inequality of variance from the residuals of one observation to another. A good regression model is one with homoscedasticity or no heteroscedasticity. One way to detect the presence or absence of heteroscedasticity is by using a scatterplot.

Table 4. Result of the Heteroscedasticity Test

Variable(s)	Unstandardized Coefficients		t-statistic	Sig.
	B	Std. Error		
(Constant)	1.635	1.286	1.271	0.210
Job motivation	0.008	0.083	0.100	0.920

a. Dependent Variable: ABS\_RES

Table 4 indicates that the dominion power variable (X) has a significance value of 0.921, where all of them are greater than 0.050, so it can be concluded that there are no symptoms of heteroscedasticity.

#### 4.3. Multiple Linear Regression Analysis

Multiple linear regression testing explains the magnitude of the role of Job motivation (X) and dominion power (Z) on employee work quality (Y). Data analysis in this study used multiple linear regression analysis using SPSS-25.

Table 5. Result of Multiple Linear Regression

Variable(s)	Unstandardized Coefficients		t-statistic	Sig.
	B	Std. Error		
(Constant)	0.704	2.151	0.327	0.678
Job motivation	0.701	0.335	2.093	0.043
Dominion power	0.9163	0.139	6.592	0.000

a. Dependent Variable: Employee work quality

Table 5 captures the results of a multiple linear regression analysis that investigates the influence of various factors on employee work quality. The findings reveal that both job motivation and dominion power significantly predict employee work quality, with dominion power exhibiting a more substantial effect, as evidenced by its higher t-statistic and lower significance. The key result is that the constant term's unstandardized coefficient is 0.704 (SE = 2.151, t = 0.327, p = 0.678), indicating its statistical insignificance in predicting employee work quality.

Job motivation demonstrated a statistically significant positive effect on employee work quality ( $\beta = 0.701$ ,  $SE = 0.335$ ,  $t = 2.093$ ,  $p = 0.043$ ), suggesting that increased job motivation is associated with improved employee work quality. Dominion power exhibited a highly significant positive impact on employee work quality ( $\beta = 0.9163$ ,  $SE = 0.139$ ,  $t = 6.592$ ,  $p < 0.001$ ), indicating that higher levels of dominion power are strongly correlated with enhanced employee work quality. These results underscore the importance of job motivation and dominion power in improving employee work quality, with dominant power emerging as a robust predictor. The statistical significance of these variables suggests that organizations seeking to enhance work quality should consider implementing strategies to boost job motivation and dominion power among their employees.

#### 4.4. Determination Analysis

The coefficient of determination measures the extent to which the independent variable contributes to variation in the dependent variable. A higher value of this coefficient indicates stronger explanatory power of the independent variable concerning the dependent variable. As the coefficient of determination ( $R^2$ ) approaches 1, this suggests that the Employee Motivation Variable exerts a substantial influence on the Y variable. In this study, the adjusted R square value was utilized to evaluate the coefficient of determination, as it is less sensitive to the inclusion of additional independent variables compared with the unadjusted R square.

**Table 6.** Coefficient of Determination

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	0.709 <sup>a</sup>	0.503	0.491	2.249

a. Predictors: (Constant), Job motivation and Dominion Power

b. Dependent Variable: Employee work quality

Table 1 presents the Coefficient of Determination (R), a statistical measure assessing the goodness of fit of the regression model. This table provides an overview of how effectively the independent variables explain the variability of the dependent variable. The R-squared and adjusted R-squared values indicate a moderate to strong relationship, suggesting that the model is reasonably effective in predicting employee work quality based on the given predictors. The R-value of 0.709 represents the correlation coefficient, which measures the strength and direction of the linear relationship between the predictors and the dependent variable, indicating a strong positive correlation.

The R-squared value of 0.503 suggests that approximately 50.3% of the variance in employee work quality can be explained by job motivation and dominion power. The adjusted R-square of 0.491 accounts for the number of predictors, providing a more accurate measure when multiple predictors address potential overfitting. The standard error of the estimate (2.249) indicates the standard deviation of the residuals, with a smaller value suggesting better model fit. In this model, Job motivation and Dominion Power are predictors, while Employee work quality is the dependent variable.

The findings of this investigation align with the outcomes reported by Widiyanti (2017), who examined the impact of dominion power and compensation on employee work quality in PT. Tridaya Eramina Bahari. This consistency in the results suggests the potential generalizability of the observed relationships across different organizational contexts. Furthermore, the conclusions of this study are congruent with those of Muhajir (2019), who analyzed the influence of motivation and career development on employee work quality, with dominion power serving as an intervening variable at PT Mitra Alam Gresik. This parallel reinforces the significance of dominion power as a crucial factor shaping employee performance and work quality across various corporate environments.

#### 5. Conclusions

This study demonstrated a significant correlation between job motivation (X) and employee quality (Y). Dominion power (Z) substantially affects employee quality (Y). Subsequent investigations should focus on dominion power among employees, particularly examining their resilience in navigating challenging work environments through employee encouragement initiatives. Future studies may benefit from exploring the dynamics of colleagues' relationships to foster enhanced collaboration.

Moreover, researchers should investigate implementing more stringent regulations to promote increased compliance and obedience in the workplace. These areas of inquiry may provide valuable insights into improving overall employee performance and organizational effectiveness. Further research should incorporate additional variables beyond those examined in the current study. The complex nature of dominion power suggests numerous factors may influence its manifestation and impact within organizational settings.

By expanding the scope of the variables under investigation, future studies can contribute to a more comprehensive understanding of the intricate relationships among job motivation, dominion power, and employee quality.

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