



# Effect of Innovation and Motivation on Employee Performance through Achievement Allowances at *Bappedalitbang* Mojokerto

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## Abstract

**Purpose:** This study aims to analyze the Effect of Innovation and Motivation on Employee Performance Through ASN Achievement Allowances in the *Bappedalitbang* of Mojokerto City.

**Research Methodology:** This quantitative, observational, cross-sectional study used a census sampling technique with 65 respondents.

**Results:** Path analysis shows that innovation does not significantly affect ASN Performance or Achievement Allowances, while motivation has a positive and significant effect on both. Achievement Allowances also positively and significantly influence ASN Performance, and motivation significantly affects performance through Achievement Allowances, with all P-values  $\leq 0.05$ .

**Conclusions:** Based on path analysis, innovation does not significantly affect ASN Performance or Achievement Allowances, while motivation has a positive and significant effect on both. Achievement Allowances also positively and significantly influence ASN Performance, and motivation significantly affects performance through Achievement Allowances.

**Limitations:** This study is limited to ASN employees at the Mojokerto City Development Planning, Research, and Development Agency (*Bappedalitbang*), which may limit the generalizability of the findings to other public sector institutions.

**Contributions:** The study provides empirical evidence that motivation and achievement allowances are key drivers of ASN performance. It offers guidance for public sector managers to design interventions that enhance employee effectiveness and welfare.

**Keywords:** *Achievement Allowances, Employee Performance, Innovation, Motivation*

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## 1. Introduction

Performance is a fundamental aspect of organizational behavior that is directly related to the production of goods or the delivery of services Simamora (2004). Employee performance, often referred to as work achievement, reflects the quality and quantity of work produced by an employee in fulfilling their assigned responsibilities. High performance is critical for organizational success, as it ensures that institutional goals are met efficiently, resources are utilized optimally, and service standards are maintained (Agusinta et al., 2021; Keke et al., 2021). In public sector organizations, employee performance not only affects operational efficiency but also has a direct impact on public trust and satisfaction (Alfian et al., 2024; Kabdiyono & Akbar, 2021; Setyawati & Aristiyanto, 2021).

Efforts to improve employee performance are multifaceted and often include the provision of performance allowances or incentives, the enhancement of motivation, skill development through training programs, and effective leadership practices (Sinta & Purnomo, 2023; Sirait et al., 2023). Performance allowances, in particular, serve as tangible recognition of employee contributions and provide a direct link between effort and reward (Hasan, 2022; Mulyanto et al., 2023). Timely and appropriate allocation of such allowances enables employees to understand the expectations placed upon them and motivates them to achieve measurable results (Rizqi & Sakinah, 2021). By clearly communicating performance goals and providing rewards for meeting these goals, agencies can foster a culture of accountability and productivity (Adil et al., 2023; Belay & Belay, 2023).

In addition to monetary recognition, the role of intrinsic factors such as motivation and innovation is increasingly recognized as essential for enhancing employee performance (Haryanto et al., 2023; Rahman & Shanjabin, 2022). Motivation drives employees to perform consistently and strive for excellence, while innovation encourages creative problem-solving and the adoption of new methods to improve work processes. Together, these factors complement the effects of performance allowances, creating a synergistic impact on overall performance outcomes (Tabasum & Ghosh, 2021; Tabrani et al., 2024). Employee performance is further influenced by external conditions, such as work environment, leadership style, and organizational support, which can either facilitate or hinder productivity (Firmansyah et al., 2024).

For public sector agencies, ensuring high employee performance has broader implications beyond individual achievement (Kuswanti & Purnomo, 2023). Effective performance contributes to improved service delivery to the community, strengthens organizational credibility, and promotes stability in human resource management (Parmenas, 2021; Putra et al., 2023). One practical step taken by local governments to enhance employee welfare and performance is the provision of performance allowances (Akhirudin & Purnomo, 2023). These allowances represent all income, earnings, or remuneration in the form of money or goods received by employees as compensation for their services. Beyond boosting performance, performance allowances also aim to increase employee loyalty, reduce turnover, and ensure a committed workforce capable of meeting evolving organizational challenges (Makambe & Moeng, 2019; Solihin, 2021).

This study focuses on analyzing and determining the influence of innovation and motivation on employee performance through achievement allowances at the Mojokerto City Development Planning Research and Development Agency (*Bappedalitbang*). By examining the interactions between these variables, this research seeks to provide insights into effective strategies for improving public sector employee performance, enhancing institutional efficiency, and ensuring that employee contributions are recognized and rewarded in a systematic and meaningful manner. 2011

## 2. Literature Review

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### 2.1 Innovation and Employee Performance

Innovation refers to the adoption of new ideas, methods, or processes to improve work effectiveness. In public sector organizations, innovation can help employees find creative solutions to administrative challenges and improve service delivery (Subagyo et al., 2022; Wardhani & Uly, 2021). Innovative practices can lead to more efficient processes, higher productivity, and better outcomes for both the organization and the public. Although innovation has potential, its direct impact on performance may depend on complementary factors such as organizational support and incentive mechanisms. Employees may require motivation, training, and adequate resources to convert innovative ideas into tangible performance improvements (Ichdan, 2024; Nugraha & Purnomo, 2022; Winarko & Purnomo, 2023).

## **2.2 Motivation and Employee Performance**

Motivation drives employees to exert effort, achieve goals, and maintain high performance. Both intrinsic (personal satisfaction, career growth) and extrinsic (monetary rewards, recognition) factors contribute to motivation (Wijayanto & Purnomo, 2023). In public organizations, highly motivated employees tend to complete tasks efficiently, adhere to standards, and provide better services. Motivation also mediates the relationship between incentives (such as achievement allowances) and performance, enhancing the effectiveness of reward systems. By fostering motivation, management can encourage employees to achieve higher productivity and engagement (Kurbani et al., 2023).

## **2.3 Achievement Allowances and Performance**

Achievement allowances are additional financial incentives provided based on performance results. They serve as a reward for employees who meet or exceed work expectations. In the public sector, performance allowances can improve employee effectiveness, loyalty, and reduce turnover (Wijayanti & Santoso, 2022). The provision of performance allowances ensures employees are recognized for their contributions and can increase job satisfaction. As a mediator, achievement allowances amplify the effects of motivation on overall performance (Fernando & Surjandari, 2022; Ichdan, 2024).

## **2.4 Employee Performance in Public Sector Institutions**

Employee performance in government agencies affects service quality, organizational credibility, and public trust. High-performing employees contribute to efficiency, compliance with regulations, and achievement of institutional objectives (Nuraeni et al., 2022; Satria, 2021). Monitoring performance and implementing structured reward systems are key to maintaining workforce effectiveness. By integrating innovation, motivation, and achievement allowances, public sector managers can create a supportive environment that enhances productivity and service outcomes. This integrated approach ensures that employees remain committed and achieve both personal and organizational goals (Saputra & Kusnadi, 2021).

## **3. Methodology**

This study was quantitative in nature. This research was an observational study conducted on a number of objects according to their actual conditions, without any interval from the researcher (Mulyana, 2006; Nayla, 2014). This study used a cross-sectional method. The sample size was 65. The census sampling technique means that all populations were used as samples in the study (D, 2003; Mardalis, 2014; Nazir, 2011).

## 4. Results and Discussion

### 4.1 Results

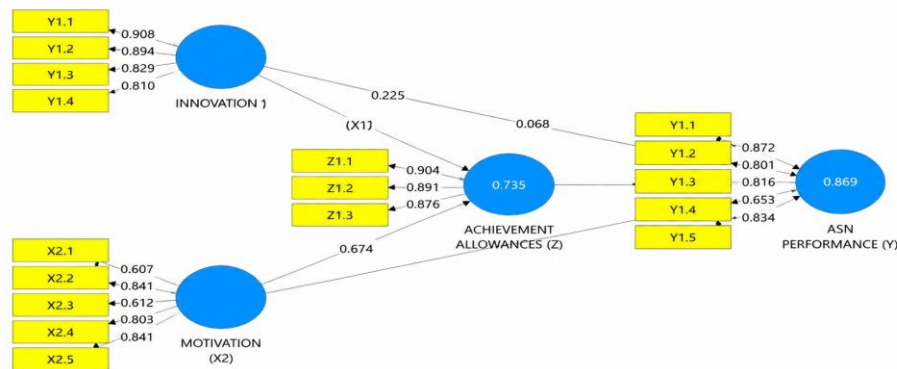


Figure 1. Structural Model

Based on Figure 1, the diagram illustrates the structural relationships among Innovation (X1), Motivation (X2), Achievement Allowances (Z), and ASN Performance (Y). The figure shows that Motivation positively and significantly affects both Achievement Allowances and ASN Performance, while Innovation has a weaker or non-significant impact. Achievement Allowances also have a strong positive effect on ASN Performance. The paths are represented with coefficients indicating the strength of each relationship. The model highlights the mediating role of Achievement Allowances in transmitting the effects of Innovation and Motivation to ASN Performance.

Table 1. Validity Test Results

| Variable                   | Question Item Number | $r_{count}$ | Description |
|----------------------------|----------------------|-------------|-------------|
| Innovation (X1)            | 1                    | 0,908       | Valid       |
|                            | 2                    | 0,884       | Valid       |
|                            | 3                    | 0,864       | Valid       |
|                            | 4                    | 0,840       | Valid       |
| Work Motivation (X2)       | 1                    | 0,607       | Valid       |
|                            | 2                    | 0,844       | Valid       |
|                            | 3                    | 0,861       | Valid       |
|                            | 4                    | 0,867       | Valid       |
|                            | 5                    | 0,843       | Valid       |
| Achievement Allowances (Z) | 1                    | 0,904       | Valid       |
|                            | 2                    | 0,894       | Valid       |
|                            | 3                    | 0,840       | Valid       |
| Employee Performance (Y)   | 1                    | 0,872       | Valid       |
|                            | 2                    | 0,801       | Valid       |
|                            | 3                    | 0,829       | Valid       |
|                            | 4                    | 0,895       | Valid       |
|                            | 5                    | 0,834       | Valid       |

Table 1 shows that the correlation of each indicator to the total construct score of each variable shows

significant results, namely  $r_{count} \geq r_{table}$ . It can be concluded that all question items from all variables, namely Leadership, Compensation, Work Motivation and Employee Performance, are declared valid.

**Construct Reliability and Validity**

| Matrix                     | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extract...      | Copy to Clipboard: |
|----------------------------|------------------|-------|-----------------------|----------------------------------|--------------------|
|                            | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |                    |
| ASN PERFORMANCE (Y)        | 0.901            | 0.905 | 0.927                 | 0.717                            |                    |
| INNOVATION (X1)            | 0.899            | 0.909 | 0.929                 | 0.767                            |                    |
| MOTIVATION (X2)            | 0.864            | 0.877 | 0.904                 | 0.657                            |                    |
| ACHIEVEMENT ALLOWANCES (Z) | 0.833            | 0.834 | 0.901                 | 0.752                            |                    |

Figure 2. Reliability and Validity

table 2 shows that the three variables produced an alpha value of 0.9. Thus, all variables have a value > 0.60, and the research instrument is suitable for use in data collection.

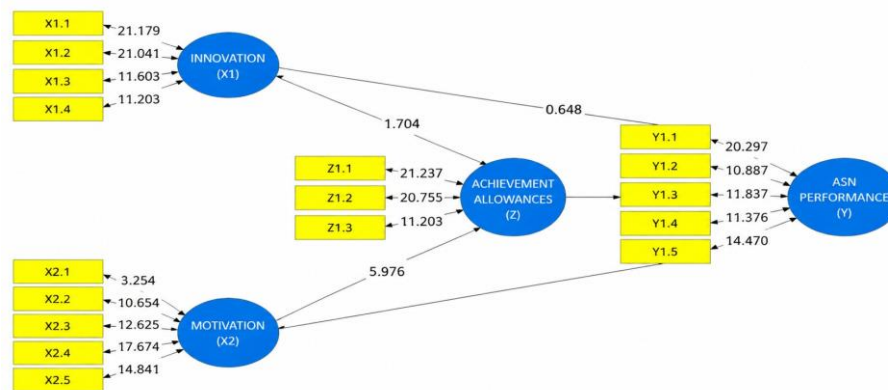


Figure 3. Structural Model

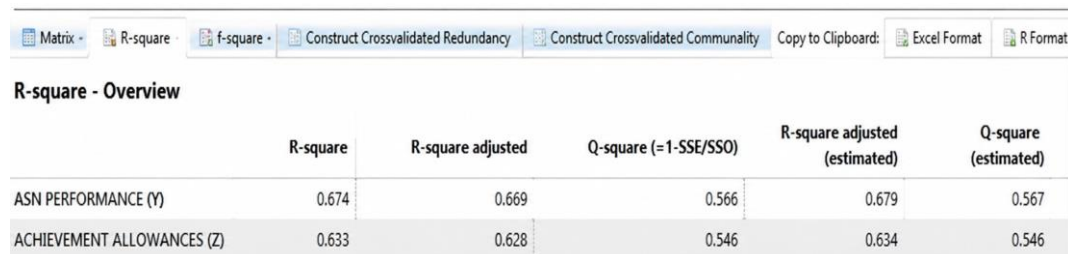
Based on Figure 3, the structural model illustrates that Innovation (X1) and Motivation (X2) influence ASN Performance (Y) both directly and indirectly through Achievement Allowances (Z), with path coefficients indicating the strength of each relationship.

**Path Coefficients**

| Mean, STDEV, T-Values, P-Values                   | Confidence Intervals | Confidence Intervals Bias Corrected | Samples                    | Copy to Clipboard:     | Excel Format | R Format |
|---------------------------------------------------|----------------------|-------------------------------------|----------------------------|------------------------|--------------|----------|
|                                                   | Original Sample (O)  | Sample Mean (M)                     | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values     |          |
| INNOVATION (X1) -> ASN PERFORMANCE (Y)            | 0.068                | 0.067                               | 0.105                      | 0.648                  | 0.517        |          |
| INNOVATION (X1) -> ACHIEVEMENT ALLOWANCES (Z)     | 0.225                | 0.221                               | 0.132                      | 1.704                  | 0.089        |          |
| MOTIVATION (X2) -> ASN PERFORMANCE (Y)            | 0.543                | 0.541                               | 0.123                      | 4.406                  | 0.000        |          |
| MOTIVATION (X2) -> ACHIEVEMENT ALLOWANCES (Z)     | 0.674                | 0.669                               | 0.113                      | 5.976                  | 0.000        |          |
| ACHIEVEMENT ALLOWANCES (Z) -> ASN PERFORMANCE (Y) | 0.369                | 0.375                               | 0.134                      | 2.754                  | 0.006        |          |

Figure 4. Path Coefficient

Based on Table 4, the path coefficients indicate that Motivation significantly influences both ASN Performance and Achievement Allowances, while Innovation does not show a significant effect. Achievement Allowances also have a significant positive impact on ASN Performance, highlighting the mediating role of allowances in improving employee outcomes.



|                            | R-square | R-square adjusted | Q-square (=1-SSE/SSO) | R-square adjusted (estimated) | Q-square (estimated) |
|----------------------------|----------|-------------------|-----------------------|-------------------------------|----------------------|
| ASN PERFORMANCE (Y)        | 0.674    | 0.669             | 0.566                 | 0.679                         | 0.567                |
| ACHIEVEMENT ALLOWANCES (Z) | 0.633    | 0.628             | 0.546                 | 0.634                         | 0.546                |

Figure 5. R Square

Based on Table 5, the R-square and adjusted R-square values indicate that both ASN Performance (Y) and Achievement Allowances (Z) have moderate explanatory power, while the Q-square values suggest that the model has good predictive relevance.

## 4.2 Discussion

It is proven that innovation has no positive and insignificant effect with a probability value of  $0.517 \geq 0.05$  on ASN Performance at *Bappedalitbang*, Mojokerto City. Motivation has a positive and significant effect on ASN Performance at *Bappedalitbang*, Mojokerto City, with a probability value of  $0.000 \leq 0.05$ . Innovation has no positive and insignificant effect with a probability value of  $0.089 \geq 0.05$  on ASN Achievement Allowance at *Bappedalitbang*, in Mojokerto City. Motivation has a positive and significant effect, with a probability value of  $0.000 \leq 0.05$ , on ASN Achievement Allowance at the Development Planning Research and Development Agency of Mojokerto City. It is proven that Achievement Allowance has a positive and significant effect with a probability value of  $0.000 \leq 0.05$  on ASN Performance at the Development Planning Research and Development Agency of the Mojokerto City. Innovation has no positive and insignificant effect with a probability value of  $0.177 \geq 0.05$  on ASN Performance through achievement allowances at *Bappedalitbang*, Mojokerto City. Motivation has a positive and significant effect, with a probability value of  $0.017 \leq 0.05$ , on ASN Performance through Achievement Allowances at *Bappedalitbang*, Mojokerto City. The seventh hypothesis is that work discipline affects ASN employee performance through ASN employee job satisfaction at Dr. Wahidin Sudiro Husodo Hospital, Mojokerto City. Assumption testing was carried out using path model analysis (path analysis), based on the assumption model testing states that Work Discipline with a sobel test value of 1.79477369 then a significance probability value (P-value) of  $0.03 \leq 0.05$ .

## 5. Conclusions

Based on the results of research and testing of path analysis, Innovation has no positive and insignificant effect with a probability value of  $0.517 \geq 0.05$  on ASN Performance at *Bappedalitbang*, Mojokerto City. Based on the results of research and testing of path analysis, it is proven that Motivation has a positive and significant effect with a probability value of  $0.000 \leq 0.05$  on ASN Performance at *Bappedalitbang*, Mojokerto City. Based on the results of the research and testing of path analysis, it is proven that Innovation has no positive and insignificant effect with a probability value of  $0.089 \geq 0.05$  on ASN Achievement Allowances at *Bappedalitbang*, Mojokerto City. Based on the results of research and testing of path analysis, it is proven that Motivation has a positive and significant effect with a probability value of  $0.000 \leq 0.05$  on ASN Achievement Allowances at the Development Planning Agency, Research and

Development of Mojokerto City. Based on the results of the research and testing of the path analysis, it is proven that the Achievement Allowance has a positive and significant effect with a probability value of  $0.000 \leq 0.05$  on ASN Performance at the Development Planning Research and Development Agency of Mojokerto City. Based on the results of the research and testing of the path analysis, it is proven that Innovation does not have a positive and insignificant effect with a probability value of  $0.177 \geq 0.05$  on ASN Performance through Achievement Allowances at *Bappedalitbang*, Mojokerto City. The results of the research and testing of the path analysis prove that Motivation has a positive and significant effect, with a probability value of  $0.017 \leq 0.05$ , on ASN Performance through Achievement Allowances at *Bappedalitbang*, Mojokerto City.

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## Author Contributions

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WKH conceptualized the study, supervised data collection, and drafted the manuscript. SOP performed data analysis, prepared tables and figures, and contributed to manuscript editing. Both authors reviewed and approved the final manuscript.

## Conflicts of Interest

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The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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