

# The Impact of Financial, Psychological, and Social Motivation on Employee Performance Accountability in the Cooperative and SME Office of Klaten Regency

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## ABSTRACT

*The objective of this research is to examine the influence of financial, psychological, and social motivation on employee performance accountability within the Cooperative and SME Agency of Klaten Regency. The study encompasses a total employee population of 230 individuals, among whom 64 have less than 5 years of work experience. The research employs Multiple Linear Regression Analysis as its methodology. The results indicate a positive effect of financial motivation on performance accountability, with psychological factors also demonstrating a significant positive impact. Conversely, social factors do not show a significant influence on performance accountability. Therefore, further research is necessary in the areas of psychology and finance, focusing on aspects such as work culture, organisational culture, and the implementation of internal control policies, to enhance employee performance accountability. This study aims to provide deeper insights into the factors affecting performance accountability and to offer valuable recommendations for improving employee performance based on the research findings.*

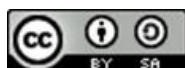
**Keywords:** financial motivation, performance accountability, psychological, social factors

## INTRODUCTION

A manager is a person who achieves objectives by delegating and allocating tasks to subordinates. The effectiveness of a manager is gauged by how well their employees perform these tasks. Employees may or may not fulfill their responsibilities effectively. If the tasks assigned are not completed satisfactorily, the manager must investigate the reasons behind this (Judge & Robbins, 2017). The potential causes could include the employee's lack of ability to perform the task, insufficient motivation, or a combination of both factors (Nuckcheddy, 2018).

Employees are expected to work not only to earn a living and support their families but also to help achieve the company's production goals (Monteduro & Allegrini, 2020). However, they should also contribute to the company's growth and competitiveness by ensuring transparent and accountable performance reporting. Leaders who focus on economic incentives assume that employees will work optimally if they receive adequate compensation, including money, vehicles, housing, and bonuses. In today's globalized world, this assumption is inadequate because compensation alone does not ensure optimal performance (Bucăța & Rizescu, 2017).

Effectively utilizing employees' capabilities involves aligning the diverse traits and characters of each employee towards the company's goals. Managers need to motivate employees to work towards these goals. A manager's ability to motivate, influence, direct,



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and communicate with employees determines the effectiveness of their leadership. Judge & Robbins (2017) define motivation as the willingness to exert maximum effort to achieve company goals, influenced by the ability of motivational programs and practices to satisfy individual needs. This highlights concepts related to motivation in the context of Quality of Work Life, which translates to the quality of work life in various articles and journals (Baik et al., 2019).

The ideal scenario for a company is to have employees with high motivation. There is a difference between employees who are motivated to work and those who work with high motivation. Employees with high motivation typically view work as a necessity to meet vital needs for themselves and their families, which is known as extrinsic motivation (Shaikh et al., 2018). Such employees are not driven to work to their fullest potential, which impacts their quality of work life. Therefore, organizations need employees who find satisfaction in their work and are highly motivated (Baik et al., 2019).

According to Mulyani et al. (2017), motivation significantly impacts employee performance, supported by enhanced organizational performance accountability. Motivated employees adhere to procedures, perform their duties and responsibilities optimally, and ultimately positively impact organizational growth, particularly in performance reporting. Rahayu (2018) suggests that psychological factors at work influence employee performance. Psychological stress related to work pressure and high work intensity can affect performance. Financial motivation plays a significant role in fostering optimal employee performance, thereby improving overall performance (Zainudin, 2021). Effendi & Kariono (2017) found that social conditions significantly influence work performance, as employees often work to fulfill family needs.

Radiyanto (2018) indicates that performance accountability is linked to employee job satisfaction. Job satisfaction is expected to improve service quality, as satisfied employees are more likely to perform their duties well and sincerely. Moreover, job satisfaction affects turnover, absenteeism, employee performance, union activities, tardiness, and available free time, all of which cumulatively indicate improved performance (Yao et al., 2020; Setiawan & Zai, 2022).

Drawing from this understanding and research experience, the author aims to explore the impact of motivational factors on employee performance accountability within an organization.

## **METHOD**

This empirical research examines the relationships between variables to determine the partial and simultaneous effects of independent variables on the dependent variable (Patten & Newhart, 2017). The study population comprises employees from the Cooperative and SME Agency in Klaten Regency, with the sample focusing on workers employed for less than five years.

To ensure the accuracy and consistency of the research instruments, both validity and reliability tests are conducted. The validity test measures the ability of the instruments to produce accurate results, with a research instrument deemed valid if it meets reliability measurement standards and achieves the expected results (Kang & Zhao, 2020; Ovan & Saputra, 2020). The reliability test ensures that the instruments consistently produce stable results over repeated applications (Ovan & Saputra, 2020).

The study employs Multiple Linear Regression Analysis as the statistical model to measure the influence of several independent variables on the dependent variable (Kang & Zhao, 2020). Additionally, this research conducts classical assumption tests, and data processing is performed using SPSS version 24. This methodology provides insights into

the factors affecting employee performance accountability within the Cooperative and SME Agency in Klaten Regency.

## RESULT AND DISCUSSION

### RESULT

#### Responden characteristics

This study investigates the impact of financial, psychological, and social motivation on employee performance accountability at the Cooperative and SME Agency in Klaten Regency. The sample includes 64 employees with less than 5 years of experience, out of a total population of 230. From the distributed questionnaires, 63 were returned and analysed.

The results reveal a diverse respondent profile. The majority of the respondents are female, comprising 62% of the sample, while males account for 38%. Age-wise, the sample includes a range of experience levels, with the largest group being employees aged 30 to 40 years (44%), followed by those aged 40 to 50 years (28%). Employees under 30 years old make up 22% of the sample, and those over 50 years old represent 6%. In terms of job rank, the majority of respondents hold ranks in the 3a-3d category (49%), followed by those in ranks 2a-2d (27%) and 4a-4d (24%). This distribution highlights a concentration of employees in the mid-range of both age and job rank categories.

#### Quality of data

The data quality for this study was assessed using both validity and reliability tests. Validity was determined through Pearson Correlation, with all indicators showing a significance value of 0.00, indicating that each measurement is valid and aligns with the intended research objectives. For reliability, Cronbach Alpha coefficients were used to evaluate the consistency of the data. The results revealed that the financial motivation factor had a Cronbach Alpha of 0.774, the psychological factor 0.757, the social factor 0.731, and performance accountability 0.841. All these values exceed the threshold of 0.70, confirming that the data is reliable and meets the required standards for further analysis.

**Table 1.** Quality of data

Variabel	Sign on Pearson correlation	Cronbach alpha's	Decision
Financial motivation	0.00	0,774	Valid and reliable
Psycological factors	0.00	0,757	Valid and reliable
Social Factors	0.00	0,731	Valid and reliable
Performance Accountability	0.00	0,841	Valid and reliable

*Sources: Data Prosesed (2023)*

#### T test

This research used multiple regression to examining relation between dependent variable and independent variable. The table below displays the results of the t-test, which assesses the individual impact of each independent variable on the dependent variable in this study.

**Table 2. Partial T- test Results**

<b>Variable</b>	<b>Unstandardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
Financial Motivation	0.311	4,511	0.00
Psychological Factor	0.299	5,131	0.00
Social Factor	-0.051	-1,124	0.264

Dependen Variable: performance Accountability  
Source: Processed Data (2023)

The analysis reveals that financial motivation significantly impacts performance accountability, as indicated by a significance value of 0.000, which is well below the 0.05 threshold. This suggests that financial motivation has a positive effect on performance accountability, supported by a positive regression coefficient of 0.311. Additionally, the psychological factor also shows a positive effect on performance accountability, with a significance value of 0.000, confirming its substantial impact. In contrast, the social factor does not have a significant effect on performance accountability, evidenced by a significance value of 0.264, which is above the 0.05 threshold. Consequently, the hypotheses that financial and psychological factors influence performance accountability are accepted, while the hypothesis that social factors affect performance accountability is rejected.

## **DISCUSSION**

### **Financial Motivation and Performance Accountability**

Financial motivation has a positive effect on performance accountability, as evidenced by a significance value of 0.000, which is below the 0.05 threshold. This finding corroborates the research by Effendi and Kariono (2017) and Mulyani et al. (2017), which indicates a relationship between financial motivation and performance accountability. In the context of the Industrial, Cooperative, and SME Office of Klaten Regency, financial motivation—measured by workload, position, appropriateness of allowances, sacrifices, and work motivation—affects performance accountability. This is assessed based on quality, quantity, timeliness, effectiveness, supervision, and autonomy. Effective financial motivation provided by the organisation is shown to enhance employee performance accountability. Employees at the Klaten Regency office, who perform their duties according to procedures and regulations, perceive that performance allowances, as stipulated by existing laws, improve their performance. Thus, better financial motivation leads to improved performance accountability.

### **Psychological Factors and Performance Accountability**

Psychological factors also significantly influence performance accountability, with a significance value of 0.000, which is below 0.05. This result aligns with Effendi and Kariono (2017), who assert that psychological factors affect performance capacity in terms of accountability. Psychological wellbeing can be fostered through various regulations, the absence of work pressure, comfort, equitable workload relative to income, and a positive organisational environment, all of which contribute to improved performance and accountability. Mandatory policies, programmes, target achievements, reporting, evaluation, internal control, and performance allowances provide

psychological motivation to work effectively, thereby enhancing performance accountability.

### **Social Factors and Performance Accountability**

Social factors, however, do not significantly impact performance accountability, as indicated by a significance value of 0.254, which is greater than 0.05. This finding contradicts Effendi and Kariono (2017), who suggest that social factors can influence performance accountability. The results suggest that social factors cannot be effectively integrated, as they pertain to personal realms and cannot be aligned with organisational environments. High professionalism levels among individuals mean that social pressures do not affect reporting and performance accountability. Additionally, supporting instruments such as stakeholders, BPKP, and other control mechanisms that enforce transparency and accountability in reporting are not influenced by social factors.

### **CONCLUSION**

The study investigated how financial, psychological, and social motivations affect employee performance accountability at the Cooperative and SME Office of Klaten Regency. With a sample of 63 employees surveyed via questionnaires, the research assessed data quality using Pearson correlation for validity and Cronbach Alpha for reliability, and employed multiple linear regression analysis to test hypotheses. The findings reveal that financial motivation has a positive impact on performance accountability, with effective financial incentives leading to improved accountability among employees. Psychological factors also contribute positively, as mandatory policies, programmes, and performance allowances enhance employees' psychological motivation and accountability. Conversely, social factors were found to have no significant effect, as they are more personal and less integrated with organisational environments. The study highlights the need for future research to focus on psychological and financial aspects, including work culture and internal control policies, to further improve performance accountability. It suggests that financial and psychological motivations are vital for achieving transparency and accountability. However, the research was limited to one office, with data derived only from questionnaires, and utilised multiple linear regression analysis, which may not fully capture the complexity of performance accountability. Future studies are encouraged to explore a broader range of variables, such as employee behaviour and more comprehensive analysis methods, to better understand and improve performance accountability in government agencies.

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