The Relationship Between Work Motivation and Employee Performance in Women with Dual Roles

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ABSTRACT

Keywords: Work Motivation; Employee Performance; Dual Role Women; Quantitative Research; Dual Role

This research aims to determine the relationship between work motivation and the performance of female employees who play a dual role in Sleman Regency's local government agencies. This dual role phenomenon is challenging for women, as they must fulfil their obligations as housewives and workers, potentially affecting their motivation and performance. This study used a quantitative approach with a correlational method. The research subjects were married female employees aged between 20-57 years who work in government agencies in Sleman Regency. The sampling technique used was purposive sampling with specific criteria. Data were collected using a Likert scale measuring work motivation and employee performance. The data analysis using SPSS 25 showed a significant positive relationship between work motivation and the performance of female employees in dual roles $(r = 0.480, p = 0.000)$. This finding indicates that the higher the work motivation, the higher the performance displayed by female employees, even though they also have responsibilities at home. This research contributes to understanding how work motivation can influence women's performance in the face of dual role demands and provides recommendations for policies that support women's well-being in the workplace.

Introduction

The role of women in the workforce has undergone significant changes in recent years. In Indonesia, women's participation in the labor market is increasing, which is marked by the increasing number of women contributing as employees in various sectors. According to the Central Statistics Agency (BPS) report in (2020), the proportion of working women in Indonesia reached 38.53%. Further data from the Yogyakarta Regional Civil Service Agency shows that out of 48,122 civil servants, there are 5,605 female employees in Sleman Regency. This increase in the number of working women shows that women now not only play a role in the domestic sphere but are also active in the public and professional world.

This dual role phenomenon is a challenge for many women. Amid demands to carry out responsibilities as housewives and workers, women often face conflicts between obligations at home and work. Rumampuk (2020) states that women are expected to be versatile, which requires them to carry out various activities simultaneously. In this context, multitasking is a common term where women not only do household chores such

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as washing, cooking, and taking care of children but also carry out professional duties at work. This often tests the limits of women's ability to manage their time and priorities, potentially affecting their psychological and physical well-being.

Employee performance is one of the essential aspects that can affect the achievement of organizational goals. Bukit et al. (2020) define performance as the results achieved by individuals or groups during a specific period, measured against predetermined standards. Employees who can perform their duties well despite the challenges faced show significant achievements that contribute to organizational success. According to Bernardin and Russel (1993), one aspect of performance is the quantity of results produced, which is essential for organizational sustainability and productivity. Research conducted by Susanti (2022) shows that work motivation positively influences employee performance, where motivated individuals tend to make better contributions to the company, indicating that the relationship between motivation and performance is very close.

Work motivation is the main driving factor that directs individual behavior in achieving goals. Azwar in Hermawati et al. (2021) explain that motivation is an encouragement that makes individuals excited about doing activities. Edy Sutrisnoin Sudjatmoko and Rusilowati (2022) added that motivation is often interpreted as a behavioral driving factor, which is very important for employees to continue contributing to the company. In the context of women with multiple roles, good motivational support can help them deal with the pressure of complex responsibilities. According to Gagné (2015), work motivation is the drive or desire that drives individuals to perform work-related actions. It includes aspects such as engagement, commitment, and work-related goals and is influenced by internal and external factors that can vary across different cultural contexts and work environments. Gagné also emphasized that work motivation is multidimensional, encompassing different types of motivation, from intrinsic to extrinsic, all of which play a role in influencing individual work behavior. Dewi and Wibawa (2024) noted that high motivation is closely related to optimal performance, and Sitopu et al. (2021) found that work motivation significantly affects employee performance.

However, women's challenges in balancing these dual roles cannot be ignored. Demands to fulfill obligations as mothers and workers often create pressures that interfere with their work motivation. Rosiana (2007) states that many working women feel trapped between these two roles, making it difficult to find a balance. Oral interviews conducted by researchers with women in dual roles show that many experience difficulties maintaining a balance between work and household responsibilities. This impacts low work motivation and less-than-optimal performance, so there needs to be a strategy to increase their motivation and performance.

Therefore, the author needed to investigate how work motivation can contribute to women's performance in multiple roles. This research aims to provide deeper insights into the challenges faced by women and the strategies that can be implemented to improve their motivation and performance in an increasingly complex work context. This research

is also expected to contribute to developing policies that support women's well-being in the workplace. Based on this background, the author is interested in conducting this research titled "The Relationship Between Work Motivation and Performance of Dual Role Female Employees".

Based on the above background, the researcher formulates the question, "Is there a relationship between work motivation and employee performance in dual-role women?" The research Objective is to determine whether there is a relationship between work motivation and employee performance in women with dual roles.

Research Methods

The subjects of this study were female employees with dual roles in local government agencies in Sleman Regency. This type of research is quantitative research using a correlational approach. Azwar (2017) Correlational quantitative research is to understand how solid and directional the relationship is between the variables studied. Creswell (2018) states that quantitative correlational research uses statistical methods to measure the magnitude of the influence between two or more variables. The scale used is a *Likert* scale. According to Sugiyono (2019), the Likert scale measures the attitudes, opinions, and perceptions of a person or group of people about social phenomena. The instruments used are Work Performance from the theory of Bernardin and Russel (1993) and Work Motivation from the theory of Gagne (2015). This research analysis uses correlational quantitative data analysis using the SPSS 25 tool.

Results and Discussion

Samples are taken from a population considered (representative) by the criteria for the research object being made. The respondent sampling technique in this study used the *Purposive Sampling* technique, namely sampling techniques with specific considerations. The sampling technique used is using *nonprobability sampling* with the following conditions:

a. Female Employees
b. Married
c. Age between 20- 57 years old
d. Employees of government agencies in sleman

Table 1. Normality Test

The normality test determines whether the study's data follows a normal distribution. If the data is normally distributed, then statistical analysis that assumes normality (such as parametric tests) can be used correctly.

Variables	Sig (p)	Description
Residual Data	0,000	Data is not normally distributed.

Source: Data processed, 2024

The normality test results showed that the data were not normally distributed ($p = 0.000$), so the Mann-Whitney non-parametric test was used to analyze the relationship between work motivation and employee performance in women with dual roles. The Mann-Whitney test results show a significance value of 0.000, which indicates a significant relationship between work motivation and employee performance in women with dual roles.

Table 2. Linearity Test

Purpose Linearity testing is used to determine whether there is a linear relationship between the two variables used or not. A non-linear relationship is indicated by a significance level of less than 0.05 (Deviation from Linearity), while a linear relationship is characterized by a significance level of more than 0.05. The linearity test in this study is as follows:

Variables	Linearity		Deviation Linearity	from	Description
	F	Sig(p)	F	Sig (p)	
WPS*EK	4.017	0.048	0.788	0.756	Linear

Source: Data processed, 2024

Based on the table above, the linearity test results show that the value is significant. The deviation from the linearity line is 0.756. Because the significant value is greater than 0.05, it can be concluded that there is a linear relationship between work motivation variables and employee performance.

Table 3. Hypothesis Test

Hypothesis testing assesses whether the sample data provides sufficient evidence to accept or reject the initial hypothesis (null hypothesis). Through this test, researchers can conclude the population based on sample data analysis while considering a certain margin of error tolerance to avoid erroneous conclusions.

Variables	Correlation Coefficient	Sig (p)	Description
KK*MK	0.480	0,000	Very Significant

Source: Data processed, 2024

The table above shows the significance value in the *Sig*. The column is 0.000, which is very significant so that the hypothesis can be accepted. This means that there is a correlation between work motivation and employee performance.

This study shows a significant positive relationship between work motivation and the performance of female employees with dual roles in state-owned institutions. This finding indicates that the higher the work motivation of female employees, the higher their performance, even though they also have responsibilities at home. These results support Herzberg's (1959) two-factor theory of motivation, which states that motivational

factors, such as rewards and recognition, can increase job satisfaction and productivity. The results of this study are also in line with previous research by Saraswati and Pratama (2020), who found that work motivation can help female employees manage their dual roles. In the study, women who work in the government sector tend to have high work motivation due to support from the work environment and appreciation from superiors. This support allows them to manage the demands of work and home more effectively, which positively impacts their performance. Although the results of this study support the hypothesis, some limitations must be considered. This study focused on employees in state-owned institutions with work cultures and regulations different from those in the private sector. This limitation may affect the generalizability of the results, as employees in the private or informal sector may face different challenges in performing dual roles. In addition, this study was conducted over a short period, so changes in motivation and performance dynamics of female employees have not been thoroughly described.

Conclusion

This study's results indicate a significant positive relationship between work motivation and the performance of female employees who have dual roles in government agencies. The research shows that the higher the work motivation, the higher the performance displayed by female employees, even though they also carry out responsibilities in the household.

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