

# The impact of motivation and training on civil servants' work performance

Zainal Yahya Idris <sup>1\*</sup>, Andi Mappatempo <sup>2</sup> Joko Purnomo <sup>3</sup>

<sup>1\*</sup> Politeknik Ilmu Pelayaran Makassar, Tentara Pelajar Street, Makassar, South Sulawesi, Indonesia

<sup>2</sup> Universitas Muhammadiyah Makassar, Sultan Alauddin Street, Makassar, South Sulawesi, Indonesia

<sup>3</sup> Politeknik Ilmu Pelayaran Makassar, Tentara Pelajar Street, Makassar, South Sulawesi, Indonesia

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### Authors Email \*:

[zainalyahya@pipmakassar.ac.id](mailto:zainalyahya@pipmakassar.ac.id)

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## ABSTRACT

*This study's objectives were: (1) to determine and analyze the influence of motivation on employee performance at the BPBD South Sulawesi Province Office. (2) to determine and analyze the variables that have a dominant effect on the BPBD south Sulawesi province Office employees' performance. This research was conducted at the BPBD office of South Sulawesi Province, with a population and sample of all employees totaling 42 people. The data analysis used was descriptive and multiple linear regression analysis. The study results prove that the performance of employees at the South Sulawesi Provincial BPBD Office is influenced by training. This means that the independent variables studied simultaneously affect improving performance; this shows that employees as human resources need opportunities to develop themselves through increased training to higher levels, impacting the South Sulawesi Provincial BPBD Office's work performanc*

## INTRODUCTION

The enactment of Law Number 32 of 2004 concerning Regional Government or Regional Autonomy has a logical consequence for the Regional Government, namely the demand for apparatus empowerment in providing more professional, responsive, and transparent community services. Given this fact, increasing human resources is a future need. Improving the quality of civil servants can be done through education and training. (Banfield, 2013; Stone, 2019) states that human resources are a unity between management and human resources. Management is an organization that develops all the potential possessed by humans in carrying out its activities. In contrast, human resources utilize all human capabilities into something useful and useful in achieving organizational goals.

Each organization will manage various types of resources to achieve organizational goals. Resources controlled by the organization include human resources, financial resources, physical (material) resources, and technological and system capabilities. The most important organizational asset that an organization must have and is very concerned about by management is the organization's human resources, as (Abdillah et al., 2020; Fattaah Mohamed et al., 2020; Spence & Keeping, 2011) stated that an organization's excellence is determined by the ability to organize human managerial potential into appropriate organizational resources. With the working mechanism that has been outlined in achieving organizational goals. Jiang et al., (2012) states that human resources are partners from nature that can be used by humans to meet their needs, called natural resources, while those who utilize and manage these natural resources that give rise to culture are called human resources. To get professional help, it is necessary to train its human resources. Education and training

programs as an effort to develop human resources are a cycle that must be carried out continuously because the organization must evolve to anticipate changes outside the organization (Haerani et al., 2020).

The education and training of an employee are prepared to have provisions so that they are ready to recognize and develop methods of thinking systematically to solve problems and make decisions quickly (Mukminin, Semmaila & Ramlawati, 2020). Employees' ability as human resources in an organization is essential for improving work performance in the organizational environment (Dowling & Pfeffer, 1975; Leithy, 2017). This shows that most employees find it challenging to enhance and improve their accounts due to the low level of motivation for work carried out by leaders of government organizations/agencies to encourage, stimulate and support employees to improve their performance. (Akob et al., 2020) Motivation is a desire within a person that causes the person to take action. This motivation is a process of trying to influence someone to want to do something (external stimulus); in other words, it is an external motivation for someone to do something according to what is desired. Employees who have high work motivation tend to work seriously and improve their ability to complete their work (Mappamiring et al., 2020). The problem of motivation is not an easy problem, both in understanding and applying it. It is not easy for various reasons and considerations that must be used as a reference. However, multiple causes and concerns must be used as a reference. However, with the right motivation, employees will be motivated to do their best in carrying out their duties because they are convinced that with the organization's success in achieving its goals and objectives, the organization's interests will also be preserved (Benabou & Tirole, 2003; Herzberg, 2017; Kanfer, 1990).

By nature, everyone is filled with needs at all times, and most of those needs are not strong enough to encourage someone to do something at any given time. The requirement will be a sufficient level of intensity. Meeting a market is always inspired by a motive to fulfill it. Or in other words, motivation is used to show a situation in a person that comes from a need (Borges et al., 2010; Opriş, 2015). An organization in carrying out performance improvement cannot be separated from its contribution to education and human resource development training. Human resources are an asset for an organization in the face of increasingly advanced and developing work dynamics. The importance of training and human resource development cannot be separated from applying human resource management as the key to the success of an organization in achieving its goals (Appiah, 2010; Jaworski et al., 2018). Based on these considerations, the organization's leadership decided to provide each employee opportunities to improve performance through education and training in each work unit in their field. Employee performance is significant in increasing the effectiveness and efficiency as much as possible.

Employee performance affects how much they contribute to the organization, including Quality and quantity, Output, Cooperative Attitude, Long-term time, and attendance at work. (Hulkko-Nyman et al., 2012; Kast & Rosenzweig, 1972), one of the determining factors in supporting an organization/company's success is the education and training program for organizational members. With the diversity of human resource capabilities, knowledge, skills, and addressing the task is even more difficult and challenging for human resource analysis in modern organizations. The training program is expected to motivate employees in carrying out their work to improve employee performance because one

of the goals of education and training is to improve the quality of work of organizational members (Mahmood et al., 2018). With employee performance that continues to increase, there is motivation to spur creation, which will automatically affect the version of the performance pattern of accelerating organizational/company goals (de Oliveira & Ferreira, 2009; Lavrinovicha et al., 2015). Whereas education and training activities significantly influence employee work performance, while (Arshadia, 2010; Farooqui & Nagendra, 2014) state that one of the factors affecting job performance is competence and work experience. In line with this, the two previous researchers. (Patten, 2005; Sabuhari et al., 2020) state that the elements stated that compensation also affects performance.

The main task of the Regional Disaster Management Agency (BPBD) office of South Sulawesi Province, which is to carry out government affairs in the field of disaster management based on the principle of regional autonomy, demands sufficient human resources and has broad knowledge and understanding, not only in their environment but also in general knowledge. Employees as human resources in an organization who work following their primary duties and functions to achieve organizational goals. Daily activities that are carried out require each employee to spend time, energy, thoughts, and various other forms of sacrifice to become thoughts and various other forms of sacrifice as a dedication to the organization and providing services to the community. Based on the phenomenon that there are still many employee performances in organizations/agencies whose performance still needs to be improved, the understanding that has been achieved is still often subject to criticism and complaints from employees for operational implementation that has not demonstrated good work performance. This shows that most employees find it challenging to improve their accounts due to the low level of motivation for work carried out by government organizations/agencies in providing policies to encourage, stimulate, and support employees to improve their performance.

The Regional Disaster Management Agency (BPBD), in achieving its goals, does not escape the various phenomena of employee motivation, which will also impact the work performance of both individuals and organizations. Based on the problem, employees' work performance is very much determined by the development and lack of attention to the welfare and competence of the employees so that the performance of employees, in general, has not made a maximum contribution. Problems and phenomena at the Regional Disaster Management Agency (BPBD) office of South Sulawesi Province where employee work performance has not yet highlighted the professionalism and expected work productivity. Results due to a lack of understanding of the work and work competencies possessed by employees. Employees in motivating to increase work productivity through formal and non-formal education or training as an instrument for developing government apparatus resources; this needs confirmation of a leader and organization in revitalizing HR development so that in the future they can provide better and more prominent performance productivity following targets and expectations set by previous organizations, in the future. The phenomena as mentioned above are a picture that can be seen and observed by the author's brief observations regarding the work performance of employees at the Regional Disaster Management Agency (BPBD) South Sulawesi Province, where internal environmental factors are in the form of lack of motivation, opportunities for self-development that are not The provision of low incentives is the reason for employees individually or collectively to not increase their work activities to

produce optimal work results. In connection with the above, motivation needs to be considered because it will bring employees to a positive attitude that will enhance work activities optimally to increase employees' work performance of the Regional Disaster Management Agency (BPBD) of South Sulawesi Province.

## RESEARCH METHOD

This study uses two approaches, namely descriptive research, and explanatory research. The independent variable in this study consisted of (X1) Motivation (X2) Training, while the dependent variable was job performance (Y). This research was conducted at the BPBD office of South Sulawesi Province. In contrast, this research's length lasted for three months, namely from June to August 2020. This study's data collection method used a questionnaire distributed to 42 people as the research sample; questionnaire measurements used a Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree). The analysis method uses multiple linear regression. The research analysis method used a descriptive qualitative approach with multiple linear regression analysis as a test analysis tool. Several stages in testing in this study are (e.g., classical assumption test, validity test, reliability test, F test, T-test, and hypothesis testing) Stages of testing, namely through several stages:

1. The interpretation of the average frequency distribution of respondents' answers (mean, standard error, standard deviation); the second is the outer-loading item where the loading factor > 0.60 (Indahingwati et al., 2019)
2. Determining validity and reliability (Cronbach-alpha, composite reliability, AVE) > 0.60.
3. Test the coefficient of determination (R<sup>2</sup>) as well as the partial test (F<sub>2</sub>); fifth, the Goodness fit of Model (GoF) test (Cronbach, 1988; R Mashur et al., 2019; Mashur et al., 2020).
4. The discriminant validity test, where the coefficient value > 0.60; the seventh is to test the hypothesis directly or indirectly.

## RESULTS AND DISCUSSION

### *Research Analysis*

Table 1 show that the sex of the most respondents is male at 66.66% and then 33.33% female. This can also indicate that the work carried out at the BPBD of South Sulawesi Province is mostly in the field, such as the deployment of a quick reaction team in reviewing disaster locations and deployment of disaster equipment such as installing tents, deploying support vehicles such as public kitchen trucks, water treatment, and others as well as during post-disaster times, where cooperation is needed to carry out post-disaster clean-up. This, of course, also requires support from female employees in taking care of administrative matters such as writing letters, permits so that the work done between male and female employees supports one another. the age of most respondents was in the age range 51 - 55 years of 35.71%, then the age range of 36-40 years was 19.05%, the age range of 46-50 years was 19.05%, the age range of 31-35 years was 14.29%, the age range 41-45 years as much as 7.14% and the

age range 26-30 years as much as 4.76%. This also illustrates that the number of employees approaching retirement age is more than the number of productive age employees, so that regeneration is needed to improve employee work performance. Based on the level of education, the most were (S-1), namely 57.15%, then postgraduate (S-2) was 23.80%, and high school was 19.05%. Based on the length of work, the longest working respondents were in the range of 21-25 years at 21.43%, then 16-20 years respectively, as many as 19.05%, 6-10 years at 16.67%, 11-15 years at 14.29%, 26- 30 years of 11.90%, 31-35 years of 9.52%, and 1-5 years of 7.14%.

**Tabel 1. Data Demography**

Variable	Measurement	n	%
Gender	Man	28	66.66
	Woman	14	33.33
Age / Years	26-30	2	4.76
	31-35	6	14.29
	36-40	8	19.05
	41-45	3	7.14
	46-50	8	19.05
	51-55	15	35.71
	Education Level	Magister	10
	Bachelor	24	57.15
	Senior High School	8	19.05
Work-length	1-5	3	7.14
	6-10	7	16.67
	11-15	6	14.29
	16-20	8	19.05
	21-25	9	21.43
	26-30	5	11.90
	31-35	4	9.52

An instrument is valid if it can measure what is desired and can reveal data from the variables being studied appropriately. The instrument's level of validity shows the extent to which the collected data does not deviate from the variables concerning the study description in question. To determine a question item from the questionnaire instrument is valid or not, r count was consulted with the R-x.y product-moment table, with a significant level of 5% and N as many as 42 respondents. The rxy table with N = 42 is 0.304. A measuring instrument is reliable if the tool in measuring a different symptom always measures the extent to which the measuring device is reliable and dependable, to measure reliability in an instrument using Cronbach's Alpha based on the average correlation of the measurement instrument data items. An instrument is said to be reliable if the Cronbach Alpha value is greater or equal to 0.6. The validity and reliability tests in Table 2, which were carried out on the instrument items used in the study, showed that all items of the research instrument were valid because they had met the criteria for testing the instrument's validity items used.

Multicollinearity is a linear relationship between independent variables. The multicollinearity test in this study will use the value of the variant inflation factor (VIF)

obtained and hypothesis testing. The criterion for multicollinearity is that if the VIF value is greater than 10, there is a multicollinearity problem. On the contrary, if the VIF value is below 10, the regression model does not contain multicollinearity. Table 3 can be concluded that the regression model in this study does not include symptoms (problems) of multicollinearity because the variant value of the Inflation Factor (VIF) is below the criteria limit for the existence of multicollinearity problems, namely 10. Thus, these data can provide different information for each independent variable.

**Table 2. Validity and Reliability Test**

Variables	Instrument	r-calculated	Cronbach Alpha	Result
Work Motivation	X1.1	0,501	0.739	Valid and Reliable
	X1.2	0,444		
	X1.3	0,507		
	X1.4	0,520		
	X1.5	0,574		
	X1.6	0,430		
Training	X2.1	0,496	0.753	Valid and Reliable
	X2.2	0,666		
	X2.3	0,575		
	X2.4	0,446		
	X2.5	0,470		
	X2.6	0,605		
Work performance	Y1.1	0,599	0.743	Valid and Reliable
	Y1.2	0,499		
	Y1.3	0,496		
	Y1.4	0,489		
	Y1.5	0,528		
	Y1.6	0,434		

**Tabel 3. Normality Test**

No	Variables	VIF	Decision
1	Work Motivation	2,022	There is no Multicollinearity
2	Training	2,022	There is no Multicollinearity

**Table 4. Recapitulation of Results of Multiple Linear Regression analysis**

Variabel	B	t	Sig-level	Info
Constant	0,809	1,938		
Work Motivation (X1)	0,305	2,359	0,023	Significant
Training (X2)	0,542	3,744	0,001	Significant
$\alpha$	:	5 %		
t-estimated	:	2,023		
R	:	0,791		
R <sup>2</sup>	:	0,625		
Adjusted R <sup>2</sup>	:	0,606		
F-calculated	:	32,499		
Sig. F	:	0,000		
F-calculated	:	3,238		

Based on table 4, it can be obtained a multiple linear regression model as follows:

$$Y = 0,809 + 0,305X_1 + 0,542X_2 + e$$

1. The constant value of 0.809 indicates that if the independent variable is continuous or equal to zero, the work performance will increase by 0.809.
2. The regression coefficient b1 is 0.305; this shows that increasing the motivation variable by 1 unit will increase work performance by 0.305 units.
3. The regression coefficient b2 is 0.542; this shows that increasing the training variable by 1 unit will improve work performance by 0.542 units.
4. The value of the multiple correlation coefficient (R) is 0.791; this shows that the magnitude of the relationship between the motivation and training variables and work performance is 0.791 or classified as healthy.

The value of the coefficient of determination (R<sup>2</sup>) is 0.625; this shows that the influence of motivation and training on job performance of 0,625 or (62.5%) and the balance of 0.375 or 37.5% is influenced factors or other variables not included in the research model. The results of multiple linear regression analysis shown in the table above show the calculated F value of 32.499 with the Sig. F = 0,000. The calculated F value is greater than the F-estimated value of 3.238 and the Sig. F is less than the value of  $\alpha = 5\%$ . It can be concluded that the null hypothesis is rejected and the alternative hypothesis is accepted, which means that motivation and training simultaneously affect job performance at the BPBD Office of South Sulawesi Province. Based on the table above, it can be explained as follows:

1. The results of the regression analysis of the Motivation variable on work performed at the BPBD Office of South Sulawesi Province show that the t value of 2.359 is greater than the t-estimated value of 2.023, and the importance of sig.t = 0.023 is smaller than the value of  $\alpha = 5\%$ . This shows that motivation significantly influences work performance at the BPBD Office of South Sulawesi Province.
2. The training variable regression analysis results on work performed at the BPBD Office of South Sulawesi Province show that the t value of 3.744 is greater than the t-estimated value of 2.023, and its value sig.t = 0.001 is smaller than the value of  $\alpha = 5\%$ . This shows that training influences work performance at the BPBD Office of South Sulawesi Province.

Based on the above analysis and if proven by the second hypothesis, which is partially tested, the alternative hypothesis states that the motivation and training variables partially affect work performance at the BPBD Office of South Sulawesi Province, can be accepted. In the third hypothesis, based on the value of the regression coefficient ( $\alpha$ ) between the Motivation and Training variables, the variable that has a dominant influence on work performance at the BPBD Office of South Sulawesi Province is the Training variable where the regression coefficient value ( $\alpha$ ) is the greatest, which is 0.542. The smallest significance value is 0.001. It can be concluded that the training variable is the variable that has the most dominant influence on work performance at the BPBD Office of South Sulawesi Province. Based on this analysis and if it is proven by the third hypothesis, which states that the training variable is the

variable that has the most dominant influence on work performance at the BPBD Office of South Sulawesi Province, it is supported by empirical evidence.

### *Discussion*

Discussion on research related to the influence of motivation and training on work performed at the BPBD Office of South Sulawesi Province refers to the research results and proving the hypothesis and the theoretical justification that underlies it. The discussion regarding the field's facts as evidenced by quantitative analysis and concrete forms of the independent variables studied consisted of training, motivation, and work performance-dependent variables. The results showed that the training and motivation variables, both simultaneously (jointly) and partially (individually), had a significant effect on employees' work performance at the BPBD Office of South Sulawesi Province. Among the two independent variables, the most dominant has a substantial impact on the training variable. Furthermore, a discussion of the influence of training and motivation variables on employee work performance at the South Sulawesi Provincial BPBD Office will be described as follows:

#### *The Influence of Motivation on Employee Performance of BPBD South Sulawesi Province.*

Motivation is a stimulus to motivate the improvement of employees' work performance of the South Sulawesi Provincial BPBD Office. The partial test results show that the motivation variable has a positive and significant effect on employee work performance at the BPBD Office of South Sulawesi Province. This shows the unidirectional relationship between motivation and employee work performance, meaning that the employee's work performance will also increase if the better motivation. Based on the results of data analysis, it can be concluded that motivation influences employee performance in this study. The significant value obtained from the research results is 0.023, the significant level; the value obtained is below the predetermined significant value, namely 0.05. The resulting positive value means that motivation has a positive relationship with employee work performance. Motivation has a contra contributes and fall of employee work performance by 0.305 (regression coefficient value) or 30.5%, which is the t-calculated most dominant factor influencing employee work performance after training at the BPBD office of South Sulawesi Province. Therefore, work motivation cannot be ignored as an element of human resources performance and work achievement at the BPBD Office of South Sulawesi Province. The relationship with previous research results (e.g., McFerran et al., 2010; Schunk et al., 2008) study suggests that motivation is very influential on leadership, training and motivation. Motivation and leadership performance motivation at the BPBD office of South Sulawesi Province can be seen from the extent to which superiors or leaders pay attention to motivation sources that can increase their subordinates' morale. The ineffective provision of motivation/encouragement to work and the lack of rewards for employee performance or the low awareness of employees regarding their status as PNS will significantly determine their empowerment towards a more optimal direction. However, on the other hand, it can also happen that an employee who has high work motivation due to internal encouragement is unable to improve his performance because it is not supported by other elements of human resources such as knowledge or skills. This study has proven that motivation has a positive and significant effect on employee work performance at the BPBD Office of South Sulawesi Province, which means that the better the

motivation, the better the employee's work performance. This study also proves the research conducted by (Grigaliunas & Herzberg, 1971; Wahyudi, Semmaila & Arifin, 2020) that motivation significantly affects employee performance.

#### *Effect of Training on Employee Performance of BPBD South Sulawesi Province Employees.*

Training is a technical provision that will improve employees' skills and skills and will have a tremendous effect on improving the work performance of employees at the BPBD Office of South Sulawesi Province. To enhance employees' technical work capacity in providing services to the community, it is necessary to match the level of skills obtained through training attended by employees with the primary duties and functions of employees, especially technical knowledge in providing services to the community. Technical abilities or skills through this training are needed because even though they have sufficient formal education, they cannot yet fully overcome technical problems related to service to the community. Based on the results of data analysis, it can be concluded that training influences employee performance. The significant value obtained from the research results is 0.001; the significant value obtained is below the predetermined significant value, namely 0.05. The resulting positive value means that training has a positive relationship with employee work performance. If the activity has increased, the level of employee work performance will also increase. Likewise, if the exercise decreases, the employee's work performance will also decrease. The level of activity has contributed to the rise and fall of employee work performance by 0.542 (regression coefficient value) or 54.2%, which is the most dominant factor influencing the improvement of BPBD office employees' work performance in South Sulawesi Province. This study's results are relevant to the results of research conducted by (Daniëls et al., 2019) with the title *The Effect of Education, Training and Human Resources Development on work performance at PT. Asuransi Binagriya upakara Makassar*, the study results show that training activities have a significant influence on employee work performance. This is in line with (e.g., E. Salas et al., 1995; Eduardo Salas et al., 2008) state that the concept of a training system is an effort to improve, develop and form employees through training efforts in the form of tiered training, course training, functional training, and operational training, which are widely applied by an organization to improve workability. Employees in facing their activities, which are sought to enhance their performance.

## **CONCLUSIONS**

Based on the analysis and discussion of this research, the following conclusions can be drawn: 1. Motivation and team training simultaneously affect work performance in the South Sulawesi Provincial BPBD Office. It can be said that well-implemented motivation and training can increase the effectiveness of the South Sulawesi Provincial BPBD Office's organizational work performance. 2). The results showed that both simultaneously and partially, the motivation and training variables positively and significantly affected employees' work performance at the BPBD Office of South Sulawesi Province. The F-calculated value of the whole variable is greater than the F-table. Each variable's t-calculated value is greater than the t-estimated or the probability (sig) value of each variable smaller. 3). Two independent variables used in determining the level of employee work performance: The training variable has a dominant influence in improving employee performance at the BPBD Office of South

Sulawesi Province. Because it has the highest beta or standardized coefficient number compared to other variables studied. Leaders must disseminate information to employees on the importance of establishing cooperation among colleagues to increase motivation in achieving agency goals, especially the vision and mission of the Provincial BPBD office. South Sulawesi. Leaders are expected to emphasize more firm sanctions for employees to be more fully responsible for their work. Good discipline is created in the agency environment, especially BPBD of South Sulawesi Province. Employees should be assigned according to their fields and disciplines to carry out their assigned tasks and responsibilities as well as possible. It is hoped that the head of the BPBD office of South Sulawesi Province will maintain the training variable to maintain work productivity and work performance and increase and provide opportunities for employees to take part in training in improving the technical skills of employees of the South Sulawesi Provincial BPBD Office.

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