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RESEARCH ARTICLE

THE EFFECT OF WORKING MOTIVATION OF GOVERNMENT APPARATUS AS PARTICIPANTS OF EDUCATION AND LEADERSHIP LEVEL II AT THE EAST JAVA PROVINCE AGENCY, IN ORDER TO INCREASE PERFORMANCE OF LOCAL GOVERNMENT ORGANIZATIONS.

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Abstract

Male involvement in family planning is one of the strategies that were embraced in the International Conference on Population and Development meeting held in Cairo 1994 to help reduce the increasing population. The purpose of this study is to analyze the work motivation and performance of officials of echelon II officials as participants of Level II Leadership Training. And to analyze the influence of work motivation on the performance of echelon II officials in the organization where work at the time attend the second level leadership training at the East Java Provincial Training and Training Agency. The scope of this research is human resource management and employee performance, using work motivation variable and employee performance from the leader of echelon II officials as participants of leadership training of second level in Provincial Government Training Board of East Java. The population in this study is the leader of echelon officials as participants of level II leadership training, which amounted to 30 people. The research time was done after the participants ended the In class learning activities after the change project design seminar. The timing in this study is considered important, because at that time the participants are prepared to carry out Off class activities, ie leadership change laboratory for 2 months. Where for 2 months the echelon II official returned to the task place to carry out innovative activities designed as the design of change projects in order to solve the strategic issues, in an effort to improve organizational performance. In this study using total sampling technique is the technique of determining the sample when all members of the population used as a sample.

The result showed that $t_{count} = 6.206 > t_{table} = 2.011$ then null hypothesis (Ho) rejected and alternative hypothesis (Ha) accepted mean work motivation variable (X) have significant effect to performance of officer of echelon II officials as participants of *Diklatpim* II. From the result of determination coefficient (R²) above, then the influence magnitude is 0,503 or 50,3%. This means that the performance of employees of officials of echelon II officials as participants of *Diklatpim* II 50.3% is influenced by work motivation factors. The remaining 49.7% is influenced by other factors

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that have not been taken into account in this study, such as discipline, compensation, education, work skills and so forth Africa and elsewhere in the world. This study will investigate the common methods of family planning used currently; knowledge practice and attitude of men toward the use of the family planning methods, and the factors that hinder or encourage men to get involved family planning and hence determine family size. The main aim of this study is to determine the factors affecting male involvement in family planning in Sichilayi sub location. There is a relationship between knowledge level of family planning and uptake by men in Sichirai sub-location. This study adopted the cross sectional research design. Snowball non-probability sampling technique was used in this study. Few respondents from Sichirayi sub-location were identified in Kakamega town, and then they were requested to provide information that will help the data collectors identify more respondents within the town.

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Introduction:-

To establish a qualified civil servant (PNS), the government has issued policies aimed at increasing the competence, one of which is Education and Training. Based on PP RI No. 11 year 2017, it is mentioned that the purpose of the training is to improve the knowledge, skills and attitude to be able to perform professional duties based on the personality and ethics of civil servants according to the needs of the institution, to strengthen the attitude and the spirit of service-oriented devotion, empowerment and community empowerment, creating the same vision and dynamics of mindset. Basic consideration of the formation of Law No. 5 of 2014, among others, to realize the civil apparatus of the State as part of bureaucratic reform, where ASN as a profession that has the obligation to manage and develop itself and shall be responsible for its performance and apply the principle of merit in the implementation of civil State apparatus management. The management of the State civil apparatus is directed based on the comparison between the competencies and qualifications required by the position with the competencies and qualifications possessed by the candidate in recruitment. While related to this research, the focus is the work motivation of echelon II officials as participants of *Diklatpim II* and its influence on ASN's performance as a senior high-ranking official, is to focus on how far the echelon II's work motivation as well as the participants of *Diklatpim II* on improving organizational performance. Led him after compiling and discussing it at a project design seminar and preparing to implement a leadership laboratory within the framework of implementing the innovations has designed by themselves.

It is expected that by conducting research on work motivation of State apparatus as well as echelon II level officials as participants of *Diklatpim II* and its influence on the improvement of the organization's performance, it will be answered also how far *Diklatpim II* new pattern implemented according to Perka LAN RI No. 18 of 2015 affect the improvement the performance of the training participants, implicitly implied that the implementation of *Diklatpim II* new pattern is a performance indicator for senior management positions to solve the strategic issues that developed in the organization through an innovation designed by the participants and implemented during off class in the leadership lab.

Literature:-

Understanding about the Human Resource Management

Human resource management is an approach to human management (Sulistiyani and Rosidah, 2003: 10). The human management approach is based on human value in relation to the organization.

Armstrong says that the approach of human management is based on four basic principles:

1. Human resources are the most important possessions the organization has, while effective management is the key to organizational success.
2. This success is most likely to be achieved if the rules or policies and procedures relating to people of the company are interconnected, contributing to the achievement of objectives and strategic planning.
3. Organizational culture and values, organizational moods and managerial behaviors are derived from the culture, thus giving great influence to the best outcomes.

4. Human management, associated with integration is making all members of the organization involved and working together to achieve common goals (Amstrong in Sulistiyani and Rosidah, 2003: 10-11)

Understanding Working Motivations:-

Motivation or incentive to work is essential to the survival of the organization. Without the motivation of the employees or workers to work together for the interests of the company then the goals set will not be achieved. Conversely, if there is great motivation from employees, then it is a guarantee for the success of the company in achieving its objectives. Therefore, managers should always provide a high level of work motivation or motivation to employees to carry out their duties.

According to Handoko (2003: 251) motivation is an activity that leads, distributes, and maintains human behavior. Motivation is an important subject for managers to influence employees to work maximally. Managers need to understand people who behave in a certain way in order to influence it to work as desired.

According to Gitosudarmo (2001: 171) motivation is a factor that encourages a person to perform a particular act or desire, therefore motivation is often interpreted also as a factor driving a person's behavior. Giving encouragement as one form of motivation, it is important to increase employee enthusiasm so as to achieve the desired results by management.

Understanding Employee Performance:-

According to Cushway (2002: 1998), performance is judging how a person has worked against a predetermined target. Rivai (2004: 309) suggests performance is a tangible behavior that is displayed every person as a work performance generated by employees in accordance with its role in the company. Mathis and Jackson (2001: 78), stated that performance is basically what employees do or do not do.

Hasibuan (2005: 34) suggests performance (work performance) is a result of work achieved by a person in carrying out tasks assigned to him based on skills, experience and sincerity and time. Understanding according to Rivai and Basri (2005: 16), performance or performance is the work that can be achieved by a person or group of people within a company in accordance with the authority and responsibility of each in an effort to achieve the objectives of the company legally, contrary to morals and ethics. According to Robbins in Asri (2010: 98) performance is the number of efforts that individuals spend on their work. While Bernandin and Russell in Asri (2010: 98), performance is a record that results from the function of a particular job or activity over a period of time.

Performance means an act, a performance or a general appearance of a skill. Mangkunegara (2011: 97), said that the term performance comes from the word "job performance" or "actual performance" is the actual performance or achievement achieved by a person in performing tasks in accordance with the responsibilities given to him.

Previous Research:-

Nurgiati's research (2012) shows that motivation has an effect on employee performance, so the company leader must always approach the employee by giving motivation internally and externally. Internal motivation includes the level of personal maturity, level of education, wishes and needs. External motivation is the power that exists outside the individual as well as the manager's controlling factors as well as wages / salaries, pleasant work environment, corporate policy and jobs that contain things like rewards for achievement, status and responsibility. External motivation is a factor that encourages members of the organization to work more actively to achieve organizational goals that come from outside members of the organization. The motivation that emerges from the participants of *Diklatpim* II that will implement the leadership laboratorium, after the design of the disseminated changes is to be the object of research as one of the variables (independent) and the dependent variable is performance, is the effort / performance in order to solve the problems (strategic issues) through innovative activities summarized in the leadership lab.

Framework and Hypothesis:-

The framework in this study describes the research model that will be conducted, which in this study consists of two variables, namely work motivation as independent variables and employee performance, which is echelon II officials as participants *Diklatpim* II and as a dependent variable. Drawing The research model for 2 variables can be seen in the picture below:

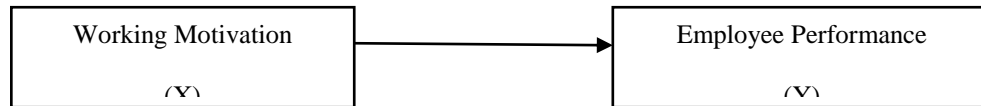


Figure 1:-Framework

Based on the study of theory, previous research and conceptual framework in the above explanation, and also by considering the implementation of *Diklatpim* II in accordance with the existing curriculum structure in Perka LAN RI number 18 of 2015, the research hypothesis is the work motivation effect on the performance of officials of echelon II officials as participants of Level II Leadership Training at East Java Provincial Training and Training Agency. And the motivation itself if described in an operational manner is the impetus to work better than an echelon II official as a participant in the second level training in implementing innovation designed as a change project. While performance, is the achievement of better performance results from an echelon II official as a participant of *Diklatpim* II which is seen during the implementation of the implementation of the change project (laboratory of change).

Methodology:-**Operational Definition of Variables**

This study consists of two variables, namely work motivation and employee performance as dependent variable.

Independent Variables (X):-

Motivation of work is the factors that exist within a person who move, directing his behavior to meet certain goals (Gitosudarmo and Sudita, 1997).

Work motivation was measured using Maslow's theory (Handoko, 2003: 261), as follows:

Physiological needed, with indicators:-

1. Received additional incentives after attending the *Diklatpim* (training)
2. *Diklatpim* participatory motivate employees in promotions

Sense of security, showing by the indicators:-

1. Position promotion after *Diklatpim*
2. Feel comfortable after fulfillment of the rank requirement

Social needed, showing by the indicators:-

1. Gaining the sability inside the structural systems
2. Gaining stability inside the working environment
3. Gaining stability with the partners

Sense of Achievement, showing by this indicators:-

1. Getting rewards affter attending the *Diklatpim* (Training)
2. Support by the leader to attend the *Diklatpim*
3. Recognition of employee's work after attended the *Diklatpim* (Training)

Sense of Actualization, Showing by the Indicators:-

1. Acting and implementing after attended the *Diklatpim*
2. Increasing the productivity after attending the *Diklatpim*

Dependent Variable (Y):-

Employee performance is a tangible behavior that everyone displays as work performance generated by employees in accordance with their role in the organization (Rivai, 2004: 309). Employee performance indicators are measured based on Sunyoto's opinion (2013: 22), employee performance can be measured through:

1. Scheduling in time
2. Gaining the Organizational Target
3. Become Tough and Spirits Persons
4. Showing representative attitude among the organizational working structure

Scope and Research Unit:-

The scope of this research is the human resource management and performance of ASN employees in the implementation of *Diklatpim* II force 10 year 2018, using the variables of work motivation and employee performance of echelon II officials as participants of the new *Diklatpim* II pattern.

Population, Sample and Sampling Technique:-

The population in this study is the leader of echelon II officials as participants of *Diklatpim* II in East Java Provincial Training and Training Board. Where the number of participants *Diklatpim* II recorded as many as 30 people. Technical sampling in the research conducted at the implementation of *Diklatpim* II in East Java Provincial Training and Training Agency. In this study the entire population becomes a sample of research. In this study using the total sampling technique is the technique of determining the sample when all members of the population used as a sample (Sugiyono, 2007: 98).

Data Collection Technique:-

Data collection techniques is a systematic procedure to obtain data used in this study, the techniques used in this study are questionnaires and documentation

1. Primary data in the form of questionnaires and interviews. Questionnaire is a way of collecting data by giving a list of questions to the respondent to be filled. The distribution of questionnaires was conducted to echelon II officials as participants of *Diklatpim* II. The research questionnaire was given directly and closed to echelon II officials as participants of *Diklatpim* II. The interview was conducted on the second echelon of the participants of *Diklatpim* II (Mentor) after the seminar.
2. Secondary data, ie Documentation. Documentation, ie data obtained from the results of documents relating to this study, for example: data on the number of employees, reference books, reference to the journals that support with this research.

Results And Discussion:-**Description of Respondents**

Here the characteristics of respondents in this study.

Table 1:-Characteristic of Respondents

Gender	Amount (n)	Percentage (%)
Male	21	70
Female	9	30
Total Amount	30	100
Age		77,5
Between 40 - 50 Years Old	23	77,5
More than 50 Years Old	7	22,5
Total Amount	30	100
Educational Background		35
S1 (Bachelor)	11	35
S2 (Master)	19	65
Total	30	100

Based on Table 1 shows that respondents of this study who are echelon IV officials of Malang Regency Government are dominated by men as many as 21 people or 70%. Judging from the age of the respondents indicated that the most is the age between 40-50 years, ie as many as 23 people or 77.5%. Judging from the level of education, it shows that respondents in this study have the highest level of undergraduate education, as many as 19 people or 65%.

Validity and Reliability Test:-

From the result of the validity test, it can be seen that the correlation of question items to the work motivation variable has r_{count} bigger than the r_{table} (significance at the 0.05 level) for $n = 38$ is a valid question item in explaining the work motivation variable and all valid, can be used as a research instrument.

From the result of the validity test, it can be seen that the correlation of the question items to the employee performance variable has r_{count} bigger than r_{table} (significance at the 0.05 level) for $n = 38$ is a valid question item in explaining the work motivation variable and all valid, can be used as a research instrument

From the reliability test results can be seen that all questions about work motivation and employee performance has a value of Cronbach's Alpha respectively obtained 0.929; and 0.735 because the coefficient of Cronbach's Alpha > 0.60 critical value according to Nunnally in Ghozali (2009) can be said to be reliable, then the three questionnaires provide an illustration that all items reliable or reliable so it can be used as a research instrument.

Simple Linear Regression:-

This analysis is conducted to determine the significance of the influence of work motivation on the performance of officials of echelon officials IV of Malang Regency Government. The results obtained from the research and after going through the stages of data processing obtained results, which then can be implemented in the form of analysis as follows:

Table 2:-Coefficients^a Of Simple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.033	1.527		3.951	.000
Working motivations ASN (government civil servants)	.210	.034	.709	6.206	.000

Dependent Variable: Employee Performance:-

The regression equation is:

$$Y = 6,033 + 0,210 X + e$$

Based on the above table, it is known that the constant (a) is 6,033 which means that if the variable of work motivation is constant / no change, the officials of echelon IV officials of Malang Regency Government still have a positive performance of 6,033 performance units.

Regression coefficient of work motivation variable 0,210 means if the variable of work motivation increase, hence performance of officer of officer of echelon IV Malang Regency Government will also increase 0,210 one unit.

t-Test:-

This t test aims to test whether the work motivation variable (X) is able to influence the dependent variables of employee performance.

Testing steps:

From the calculation obtained $t_{\text{count}} = 6.206 > t_{\text{table}} = 2.011$ then the null hypothesis (Ho) rejected and alternative hypothesis (Ha) is accepted mean work motivation variable (X) have a significant effect on the performance of officials of echelon officials IV Malang Regency Government.

COEFFICIENT OF DETERMINATION (R^2)

This analysis technique is conducted to find out how much influence the work motivation on the performance of officials of echelon officials IV of Malang Regency Government.

Table 3:-Coefficient of Determination (R^2)

Model	R	Model Summary		Std. Error of the Estimate
		R Square	Adjusted R Square	
1	.709 ^a	.503	.490	1.28214

Predictors: (Constant), ASN (government civil servants) Working motivations.

From the result of determination coefficient (R^2) above, then the influence magnitude is 0,503 or 50,3%. This means that the performance of employees of officials of echelon IV officials of Malang Regency Government is 50.3% influenced by work motivation factor. The remaining 49.7% is influenced by other factors that have not been taken into account in this study, such as discipline, compensation, education, work skills and so forth.

Discussion:-

Based on the results of questionnaires distribution, it is known that the work motivation of ASN officials of echelon II as a participant of *Diklatpim* II is classified as having an average of 3.80 which means that the echelon II officials as the participants of the training have good working motivation. From 12 indicators of work motivation, it is known that the highest work motivation with a mean of 3.90, that is related to the need to actualize themselves, with inidikator the implementation of innovation activities that have been designed and the expected results in the innovation activities strongly support the basic tasks and functions of the organization of the device work. In addition, the highly rated motivation is also related to the motivation for receiving the award as reward given by the direct superior (mentor) and also the direct supervisor of the lanin and influencing the performance of Employee performance objective (SKP) in order to realize the vision and mission of the institution together. together with all components of the regional apparatus organization.

For work motivation that is still considered low has an average score of 3.57 associated with the lack of relevance of performance improvement of echelon II officials as training participants, with the certainty of the sense of security to remain in the echelon II position currently held. In the sense that echelon II officials with high work motivation to perform well during the implementation of innovation after following *Diklatpim*.II is still possible to be transferred to other regional apparatus organizations.

For the performance of ASN officials echelon II officials as participants of *Diklatpim* II in general have a good performance with an average rating of 3.89. This indicates that ASN echelon II officials of the participants of *Diklatpim* II during the implementation of the leadership laboratory for the implementation of innovations that have been designed and then implemented, the participants experienced a change in attitude and behavior in work more positive and high performance.

For employee performance indicators that have the highest score of 3.95 associated with work toughness. After attending *Diklatpim*, echelon II officials as training participants have high morale in implementing work program during *Diklatpim*. This shows that the implementation of *Diklatpim* II by the Provincial Training and Training Board of East Java, has been able to change and motivate the participants to make changes in their place of work.

For performance indicators assessed as lacking or having the lowest score of 3.75 associated with improving performance related to developing innovation related to outcome level (outcome) of innovation designed to increase the participants of *Diklatpim* II, in its implementation much of it is time to settle clear and measurable innovations. But in general, echelon II officials as participants of the training have been able to demonstrate as a leader of change that can make employees begin to change the mindset of working a lot into quality work.

For statistical analysis, it is known that the effect of work motivation variable on employee performance of echelon II officials as participants of *Diklatpim* shows regression coefficient value of 0.210 with tcount of 6.206 and significance of 0.000; this means that the variable of work motivation has a significant influence with the positive direction on the performance of officials of echelon II officials as participants of the training. This means that the better the work motivation of employee officials of echelon II officials as participants *Diklatpim* then employee performance is also higher, on the contrary the lower the work motivation is owned by echelon II officials as participants of the training, the performance of employees is also lower.

The results of this study support the research of Nurgiati (2012) showed that the motivation affects the performance of employees, so that the company leadership must always approach the employees with a way to provide motivation internally and externally. Internal motivation includes the level of personal maturity, level of education, wishes and needs. External motivation is the power that exists outside the individual as well as the manager's controlling factors as well as wages / salaries, pleasant work environment, corporate policy and jobs that contain things like rewards for achievement, status and responsibility. External motivation is a factor that encourages members of the organization to work more actively to achieve organizational goals that come from outside members of the organization.

Based on the above descriptive and statistical analysis, it can be concluded that the work motivation and performance of ASN officials of echelon II officials as participants of *Diklatpim* II, at the stage of leadership laboratory is good and strongly encourages the growth of good work motivation to produce high performance in high organization he leads.

Conclusion:-

Based on the results of data analysis, it can be concluded

1. That the variable of work motivation has a significant influence with positive direction toward performance of officer of echelon II officials as participants of *Diklatpim*. This means that the better the work motivation that echelon II officials have as the participants of *Diklatpim* II, the performance of employees is also higher.
2. That the good and high working motivation of echelon II officials as participants of *Diklatpim* II is strongly influenced by the success of the echelon II officials in diagnosing the changing needs of the organization they lead and the ability to set the solution offered, it is the basis of the quality of innovation that will applied to the stages of the leadership lab.
3. That the success (successfull) of the participants to design the change project (innovative) as a solution to improve the performance of the OPD he leads, is highly dependent on the quality of the implementation of *Diklatpim* II, especially concerning the quality of the competence of the trainees either as a tutor or as a coach for the preparation of change projects.
4. Fulfillment of infrastructure facilities in the implementation of effective and efficient *Diklatpim* II needs to be evaluated and monitored so that the development of the needs of training participants can be well anticipated by the training organizers.

Suggestion:-

Suggestions that can be given authors related to the results of this research is required continuously efforts to develop 4 major components in the implementation of *Diklatpim* II. Are:

1. Efforts to improve the quality of Human Resources Widyaaiswara, Resources as testers in the seminar on change projects. It is necessary to remember that in this research, it is found that the important factor that led to work motivation of echelon II officials as participants of *Diklatpim* II is the quality of innovation designed by the participants of *Diklatpim* and is believed to be an innovation that can improve the performance of the organization he leads.
2. Development of Curriculum *Diklatpim* II as the main component in the implementation of *Diklatpim* II. The curriculum structure contained in Perka LAN RI Number 18 of 2015, still refers to PP 101 About Civil Servant Education. Whereas with the enactment of Law Number 5 Year 2014 on ASN and PP Number 11 Year 2017 on ASN Management and with the issuance of Perka LAN RI Number 8 on the Development of Civil State Apparatus Competence, the development of non-classical ASN Competencies should also be developed materials - materials that are implementation-based innovation related to the development of Digitalization era 4.0 which is now widely discussed as an alternative instrument to improve service to the community.
3. The need to consider the efforts of the breakthrough of the East Java Provincial Training and Training Agency to always realize the fulfillment of the facilities and the infrastructure of the authenticity, both related to the implementation of learning (multi media based on Information Technology), as well as those related to the supporting facilities of authenticity (library, dormitory participants). Means of sports and other facilities that serve as supporting the implementation of training).
4. Human Resources as operational implementer of *Diklatpim* II needs to do structural effort related to optimization of implementation of management of MOT, operational capability in administration of financial management of training program and others concerning the smoothness of learning process.

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