

# **Analysis of Motivation and Work Programs on the Performance of State Civil Servants through Teamwork**

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## **Abstract**

This study aims to determine and analyze motivation and work programs on State Civil Servants' performance through teamwork at the Tamalate District office, Jenepono Regency. This research was conducted in Tamalate District, Jenepono Regency. This study took all populations to be a sample, namely 137 State Civil Servants in the Tamalate District environment. The approach used in this research is statistical, using path analysis techniques. The results showed that motivation directly affected State Civil Servants' performance, work programs impacted State Civil Servants' performance, motivation impacted teamwork, work programs impacted teamwork, and teamwork affected State Civil Servants' performance. Meanwhile, the indirect influence of motivation affects State Civil Servants' performance through teamwork, and work programs affect the performance of State Civil Servants through teamwork.

**Keywords:** Motivation, Work Program, Teamwork, Performance

## **1. Introduction**

The development of the current government bureaucracy demands the State Civil Apparatus (ASN) that becomes a role model and example in the community to change the administration's mindset. The State Civil Apparatus paradigm has always been "served" has undergone a significant change to "Serve." Providing the best service to the community is the embodiment of the function of the State Civil Apparatus inherent in implementing the performance of the apparatus itself. In the sense that the State Civil Apparatus is required at the best service, it must carry out its other functions effectively and efficiently. In general, the State Civil Apparatus functions currently exist 3 (three), namely as public servants, as unifying and adhesive of the nation, and as implementers of policies.

Implementing services to the community is one of the answers to the public's demands for an effective and efficient government bureaucracy, undoubtedly supported by various facilities and public services accuracy. Ease and accuracy in the service following the community's needs, hinting that the apparatus's performance can be accounted for because the community feels its requirements have been following the touch of service provided by the apparatus. Thus, with

the best service and according to the community's needs, it will reflect that each apparatus's performance in an organization has been running well that has an impact on the organization.

Each organization has a goal that each of them will achieve. Of course, the achievement of these goals will not be realized if personnel's performance is only routine and standard. In government, the measure of the success of the apparatus is performance. Performance can be realized if the apparatus can show professionalism and competence in organizing the government. Apparatus is expected to continuously improve professionalism and capacity in managing services to the community. The development of competence and capability of apparatus is necessary to support the community's implementation of services. Apparatus should not be stuck just doing routines but requires creativity and innovative performance improvement activities to align with what is expected by the community. Apparatus is running and stylish in uniform with all the inherent attributes without the organization's performance. That can encourage the State Civil Apparatus' spirit if it has professionalism and capacity in conducting work activities. Following Government Regulation (PP) of the Republic of Indonesia (RI) no. 17/2020, Concerning Amendments to PP no. 11/2017 concerning Civil Servant Management.

It is known that there is still no good public service in the Tamalate district in general. The community's needs have not been met with the services performed so far, long service time, attitudes and skills of employees who are not suitable, facilities/facilities that have not been optimal. On the other hand, some ASNs have not been disciplined in the office, such as frequent late and unsatisfactory service patterns. Inadequate service leads to a lack of public trust in the government. On the other hand, it comes from a personal mentality in carrying out tasks, but on the other hand, the public sees an ASN that is not maximal, so the government is sometimes blamed. This is, of course, contrary to the government's regulations related to PP No.30 of 2019, which alludes to the Performance of Civil Servants. This is what was observed by researchers in conducting studies on the performance of ASN in the Tamalate district. The need for improvement is also expected to build solid cooperation and synergy between ASN within the Tamalate district and design a maximum work program following the community's needs, primarily serving the community.

Low quality of service, causing the emergence of negative/lousy image for each place of service (agency/organization). If it happens, automatically intensely, the community communicates/talks about the existing conditions. If the State of the service is good, the asking to come to a reasonable conclusion, but if otherwise, then society's judgment will be wrong.

As for the need to maximize ASN in Tamalate District, Jeneponto regencies are 1. Inadequate facilities when carrying out service tasks 2. Service and standard suboptimal service, 3. Lack of discipline at work, 4. sanctions are unclear for those who often violate, 5. The efficiency of duty is far from hopeful, 6. The comfort of the work environment is lacking. The six points become the assumption of the community when they want to get excellent service. Therefore, it takes motivation for ASN power and creativity to appear on the surface. Productive performance, innovation, and creativity in providing services will be maximal. Motivation is a driving supplement of all lines, both superiors, and executive employees. In this case, motivation is not only in material form but also moral support such as praise and appreciation.

Little attention is very meaningful for a leader's subordinates, so the leader must motivate assistants. Lawasi and Triatmanto (2017) said that employees need space to actualize themselves and get recognition (Lionardo et al., 2020; Yusuf et al., 2019). A leader will encourage employees' power and performance to improve the quality of service adequately from a simple distinction. In addition to motivation, it takes collaboration/teamwork to show togetherness and facilitate every activity. Based on the description presented related to the quality of services provided to the community in Tamalate Subdistrict, which is still relatively low, the author is interested in researching motivation and work programs on ASN Performance through teamwork in Tamalate District Jeneponto.

## **2. Literature Review**

### **2.1. Definition of ASN**

State Apparatus can be seen in KBBI as the State's completeness, covering the implementation, staffing, and institutional fields responsible for carrying out government wheels anytime and anywhere. The management aspect is known as the employee profession that aims to implement "Public Civil Service. In general, it is found as civil servants.



Source: <https://balitkabi.litbang.pertanian.go.id/berita/mengenal-manajemen-talenta-asn-nasional/>

## 2.2. Motivation

Sunyoto (2015) stated that motivation is a force derived from a person's desire to satisfy his needs. Motivation is the morning needs of leaders, and employees serve as drivers to face every difficulty and challenging insight. Along with understanding motives, (Siagian, 2012; Mu'adi et al., 2020; Nawawi et al., 2020) believes that motivation is the motivation for a person to contribute as much as possible for the organization's success to achieve its goals. The above opinion is almost in line with winardi's statement (2016), although this opinion focuses more on achieving organizational goals and meeting individual needs. Winardi stated, "motivation is a willingness to carry out high efforts to achieve organizational goals with the ability to meet the individual's needs.

Program is a succession of organizations that start from good planning, preparation, and design. The work program is designed to be implemented jointly following the goals that want to be accomplished. The completion has been planned on time, and the achievement requirements following our ability are referred to as performance. Cooperation is the synergy of the strength of several people in achieving one desired goal. Cooperation will unite the power of ideas that will lead to success.

## 2.3. Research Hypothesis

1. Motivation has a positive and significant effect on the performance of ASN Tamalate District in Jeneponto Regency
2. The work program has a positive and significant effect on ASN performance in Tamalate District in Jeneponto Regency
3. Motivation has a positive and significant effect on teamwork in Tamalate District in Jeneponto Regency
4. The work program has a positive and significant effect on teamwork in Tamalate District in Jeneponto Regency
5. Teamwork has a positive and significant impact on ASN Performance in Tamalate District in Jeneponto Regency
6. Motivation has a positive and significant effect on ASN Performance through teamwork in Tamalate District in Jeneponto Regency
7. The work program has a positive and significant effect on ASN Performance through teamwork at the Tamalate District office in Jeneponto regency.

## 3. Method

In this study, there are two categories of data: qualitative data and quantitative data: 1) Qualitative data, that is, data in words, sentences, schemes, and images, such as literature and theories linked to the author's research. The qualitative data in this study constitute a general description of the research object. 2) Quantitative data is information expressed in numerical scale or numbers, such as qualitative data scored (scoring) based on questionnaire responses. List of questions, the data collection method that it will use in this study is to use personally administered questionnaires. Data were collected using a closed questionnaire, a questionnaire used to obtain data on work facilities, incentives, and job satisfaction to improve employee performance. The questionnaire used in this study is direct and closed, meaning that the questionnaire is directly given to the respondent, and the respondent can choose one of the available alternative answers. The questions in the list of questions are made using a Likert scale using five-choice variables; each level is scored from the lowest level with a score of 1 to the highest level with a score of 5.

In this study, the authors used the design of research survey research that is quantitative. Researchers use a quantitative approach by testing a theory by detailing a specific hypothesis, then collecting data to support or refute those hypotheses. The approach taken in this study is a quantitative analysis approach based on statistical information but then describes the results in the discussion of this study.

## 4. Results

### 4.1. Influence of Motivation ASN Performance

The results of this study show that the State Civil Apparatus's better motivation, the performance of the State Civil Apparatus will also be higher. Likewise, the more motivation owned by the State Civil Apparatus, the State Civil Apparatus's performance will also be lower.

**Table 1. Results of Motivation and Work Program on Cooperation Tim**

| Coefficients <sup>a</sup> |                 |                             |            |                           |       |      |
|---------------------------|-----------------|-----------------------------|------------|---------------------------|-------|------|
| Model                     |                 | Unstandardized Coefficients |            | Standardized Coefficients |       |      |
|                           |                 | B                           | Std. Error | Beta                      | t     | Sig. |
| 1                         | (Constant)      | 3.459                       | 1.155      |                           | 1.990 | .053 |
|                           | Motivation (x1) | .579                        | .145       | .451                      | 5.947 | .000 |
|                           | Work (x2)       | .536                        | .208       | .175                      | 5.455 | .001 |

a. Dependent Variable: Cooperation (Y1)

This research is in line with the study conducted by Rasmal (2015). It is stating that motivation is support to a person to take action to achieve a specific goal. The discovery of organizational quality shifts requires serious attention to the shutter of education, work experience, consumption patterns, working time, age, culture, etc. Employee performance is influenced by work motivation. (Winardi; 2016; Nuraini et al., 2019; Umanailo, 2020, 2019) stated that one way to arouse employees' passion or motivation is by analyzing the needs of employees by adjusting the intensity.

Within the Tamalate district's scope, the realization of employees' motivation by the leadership in terms of salary indicators is undoubtedly following government rules on providing salaries and benefits for ASN. This can motivate ASN, as evidenced by respondents who feel fasting against the compensation given to them. As for the condition of the place of work, employees feel happy. But there are still some respondents who feel uncomfortable and advise that the need to improve the facilities and infrastructure supporting their work such as devices or computer units that need addition, printers so that in service to the community is not hampered by the lack of supporting facilities.

Based on the results of the research obtained, work programs have a significant effect on the state civil apparatus's performance. This can be seen from the results of the analysis of the path of this study. This means that the better the planned work program, the State Civil Apparatus' performance can also be good.

Within the scope of Tamalate District, the establishment of a work plan was following the organization's vision and mission. Careful planning will make guidelines/measures of implementation performance for improvement in Tamalate district to be used as a basis in the creation of performance contracts that officials must realize as the implementation of duties and responsibilities.

The next indicator that the strategy implemented is following the work program set is an arrow with the respondent's answer 90.5 is an indicator that has the most significant percentage of strongly agreed that is 37.2. This indicates that the respondent agrees if the strategy is implemented following the work program set. If the planned work program aligns with the established procedure, it will allow employees to perform well.



Source: <https://balitkabi.litbang.pertanian.go.id/berita/mengenal-manajemen-talenta-asn-nasional/>

For the indicator with the fourth-highest value, it is namely the budget following the work program. The results prove that as many as 78.51 respondents agreed. It can finance all activities to be carried out so that there are no constraints in terms of funding in the implementation process. Therefore, the planning process is the center of attention to all local governments on developing development activities. Simultaneously, the indicator with the average answer of respondents who agree and strongly agree is an indicator of work program following the activities carried out. The responses obtained by 78.1 respondents evidence this. Accumulated answers agreed and strongly agreed with respondents. This gives the impression that the employee strongly agrees that the planned work program is appropriate in implementing its activities in the field.

The influence of motivation on cooperation Team in this study has a significant effect. It can be seen from the results of path analysis in Table 4.12. The table shows that motivation significantly affects cooperation, Tim. The results of this study showed that both motivations owned by ASN, then cooperation Team can increase. Motivation has a significant impact on the team's performance. The motivational influence is seen simultaneously on the team's performance based on physiological needs, security needs, social needs, reward needs, and the need for self-actualization to achieve the organization's targets and objectives.

#### 4.2. Effect of Work Program on Cooperation Tim

Based on the study results obtained effects that the work program significantly affects teamwork. This can be seen from the analysis of the path of this research. It shows the work program significantly affects teamwork. This study shows that the better the planned Work Program, the more teamwork will increase. The effectiveness of work programs created by an organization is joint work and commitment related to teamwork. Work programs that have been prepared carefully, including elements of human resources that will be involved, will make the work program run well. It is essential to determine the implementation team in running the work program. When choosing the implementation team, must take into account the exact personnel of existing members of the organization. The program was created to articulate the steps necessary to achieve proven goals and measurable results to become actual actions for the organization.

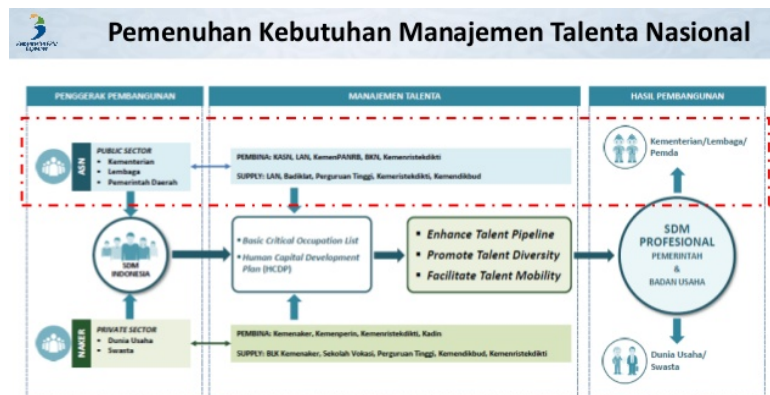
Table 2. Results of the Work Program and Team Work

| Coefficients <sup>a</sup> |                             |            |                           |      |       |      |
|---------------------------|-----------------------------|------------|---------------------------|------|-------|------|
| Model                     | Unstandardized Coefficients |            | Standardized Coefficients | t    | Sig.  |      |
|                           | B                           | Std. Error | Beta                      |      |       |      |
| 1                         | (Constant)                  | 5.842      | 1.114                     |      | 2.650 | .062 |
|                           | Activity (x1)               | .504       | .205                      | .674 | 2.424 | .000 |
|                           | Performance (x2)            | .445       | .270                      | .162 | 2.122 | .001 |

a. Dependent Variable: Financial (Y1)

Empirically, it can be explained that the creation of work programs within the scope of Tamalate District has had a centralized reference. Following the instructions for creating work programs PP No. 10 the year 2010 on preparing work plans and budgets of state ministries/institutions. The results proved that the indicators raised in the measurement of variables in this study obtained excellent answers. In other words, dominant respondents answered agreed and strongly agreed to all hands. This provides evidence that the State's civil apparatus understands well that the work program created following the objectives to be achieved a work program that is designed to be a development of analysis related to efforts to improve the effectiveness, efficiency, and productivity of the organization and employee performance.

The influence of this cooperation shows that the better the teamwork in working, the State Civil Apparatus' performance is improved. The results prove that the indicator "employees always contribute in every implementation of the agency's work program" is an indicator with the percentage of respondents who agreed to answer by 71.5 and strongly agreed 16.8. This proves that employees always carry out the obligations charged to them. The activities carried out by the Civil Apparatus of the State materialized in the form of cooperation. For indicators with a second average value, employees trying to exert their abilities to the maximum extent possible for each task and responsibility given to them, for the answer of respondents who agreed is 40.9. The answer strongly agreed 52.6 proves that the country's civil apparatus always strives to carry out all work programs/activities to be fully employed in each task carried out. With the support of a solid work team at each activity, the group consists of employees who have different skills to cooperate with the leadership. In this case, it is usually a solid interdependence to achieve a goal or complete a task entrusted to him.



Source: <https://www.slideshare.net/maizarrdj/management-talenta-asn-nasional>

Empirical facts in the field explain that respondents agree to the factors that shape teamwork, namely responsibility, contribution, and deployment capabilities in carrying out the work. The respondent's answers that they agree that the work is done will be excellent results. In other words, the performance they produce from teamwork will be higher with each individual's contribution who has the ability and responsibility to the work.

## 5. Discussion

Service indicators for an apparatus must be made a standard that contains at least, namely easy service and not the length of the procedure, according to the queue, short service time and adjust the community's needs, and following the prevailing laws and regulations. Services provided wherever possible can facilitate and alleviate the needs of the community. This is very appropriate as stated by Lukman (2006) that "service is an effort to help, provide, take care and prepare what is needed by others either in the form of goods or services done properly following service standards. The community's resulting service can be enjoyed through the process and attitude of friendly and good apparatus work so that the community will be satisfied with the service. If this happens, it will foster trust and loyalty from the community to be able to deal again with the bureaucracy". Apparatus is very aware of the importance of service. Still, the apparatus has not been able to apply good services following existing regulations and according to the community's needs.

Tamalate district is one of the sub-districts located in the Jenepono Regency with Nine villages situated in coastal areas and 3 (three) high altitude areas that vary in height sea level, with a distance to the capital of the district about one to ten kilometers. To the district's capital, about seven to twenty kilometers, as for the furthest distance in the village Bonto Sunggu, about twenty kilometers from the Jenepono regency's money. In contrast, the closest distance to the town is Manjangloe, about seven kilometers. As an implementation of government participation, Tamalate District has 137 ASN consisting of 95 men and 42 women in several agencies under the coordination of the Sub-District, namely the District Office, Ministry of Education, Public Health Centre (PHC), Office of Religious Affairs, BKKBN, Agriculture, Plantation, Livestock, forestry, statistics. The number increases when in the previous year's appeal this is due to employees' acceptance, be it general admission or acceptance from honorees to civil servants. Tamalate district is one of the government bureaucracies that directly contact the community, which is still not supported by the community's infrastructure of services. This is one of the factors of lack of motivation of the state civil apparatus, thus impacting the spirit of teamwork in optimizing the implementation of tasks and functions and improving performance.

Besides the room that is not comfortable because it still does not have air conditioning, this can reduce working comfort. The motivation of work caused by career levels in the organization is still about fifteen percent of respondents who have not agreed from that side. For organizational procedures that suit their work, only five percent have not approved the number is small compared to the civil apparatus of the State that agrees with it. This is evidenced by the standard rules of operational procedures for each activity owned by the agency. Then for the last indicator of interpersonal relationships, co-workers, bosses, and good subordinates, there are still about 20 respondents who have not agreed to this.

Within Tamalate Subdistrict's scope, the agency provides equal opportunities for all employees to develop their careers in this particular position. This is evident from the answers of respondents who answered agree and strongly agreed in the estimated 86.1 percent means that employees agree that to be able to occupy a position and career at the level following the procedures set by the organization, given the opportunity to employees who meet specific requirements without any element of subjectivity.

Following the variable indicator, "Have a good interpersonal relationship, co-workers, superiors, and subordinates." Teamwork, solid is expected to complement each other's processes to achieve the organization's goals maximally. Harmony between angora and members, leaders, and members will show maximum performance, contribute generously, and show the best results to the efforts carried out. Empirically, it can be seen that the motivation of work within Tamalate district still needs to get support as explained earlier that good interpersonal relationships, colleagues, superiors, and subordinates are required to build good teamwork as well.

## 6. Conclusion

Based on the results of the analysis and discussion that has been presented, it can be concluded as follows:

1. Motivation affects the performance of employees. It can be indicated that the higher the motivation, the higher the performance of employees in the Tamalate subdistrict.
2. Work Program affects Employee Performance / ASN. It can be indicated that the better the planned work program, the better employee performance / ASN will be in the Tamalate subdistrict.
3. Motivation affects teamwork. This shows that the better motivation owned by employees / ASN, the teamwork will also be higher in the Tamalate subdistrict.
4. Work Program affects teamwork. This shows that the better the planned work program, the higher the teamwork in Tamalate sub-district.
5. Teamwork affects the Performance of Pegawai / ASN. It is indicated that the better the team's cooperation in working, the higher ASN performance in the Tamalate sub-district.
6. Motivation affects the performance of ASN through teamwork. This means the State Civil Apparatus will perform well and have high motivation and supported by solid teamwork also in Tamalate subdistrict
7. Work Program affects the performance of ASN through teamwork. It can be seen that a good work program can improve the performance of ASN if supported by good teamwork in the Tamalate sub-district.

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