

Employee Work Motivation at the Pasangkayu Regency Education, Youth and Sports Office

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Abstract

This research is to determine the work motivation of employees at the Pasangkayu Regency Education, Youth and Sports Office. The type of research used is descriptive qualitative. Data types use primary data and secondary data. The theory used, McClelland's Work Motivation theory, consists of the need for achievement, the need for power and the need for affiliation. Data collection techniques are carried out through observation, interviews, and documentation. The informant withdrawal technique uses purpose. The data analysis used is the Miles, Huberman, and Saldana model, namely data collection, data presentation, data condensation and drawing conclusions. Based on the results of research conducted related to employee work motivation at the Pasangkayu Regency Education, Youth and Sports Service, the researcher concluded that employee work motivation in the aspect of the need for achievement has relatively not been implemented, because there are still many undisciplined employees who deliberately arrive late and leave quickly before time, thus affecting his work. Apart from that, the provision of rewards and sanctions is relatively inconsistent. Another factor that causes low employee achievement motivation is inadequate facilities because they have been used for a long time which makes employees less enthusiastic about working. In the aspect of the need for power, researchers see that cooperation between employees is still relatively uncooperative because employee participation is still low. Apart from that, employee career development tends to be selective, because it is still dominated by political elements. In the aspect of affiliation needs, researchers see that the communication carried out by employees is relatively good. This can be proven that when there are activities in the office, employees can work together and build collaboration between employees even though they are in different fields.

Keywords: Need for achievement, need for power, need for affiliation

Introduction

The existence of motivation is a very important aspect in determining the behavior of officials at the Pasangkayu Regency Education, Youth and Sports Service, including work behavior. Everything an apparatus does is inseparable from various motives and attitudes that encourage the apparatus to carry out a series of actions called activities. From this understanding, it also means that all motivation theories start from the main principle that "humans (someone) only carry out activities that are enjoyable for them to do". This principle does not rule out the condition that under circumstances of necessity a person may do something that he does not like. In reality, activities that are driven by something that is not liked, in the form of activities that are forced to be carried out, tend to be ineffective and inefficient.

Motivation is something that is very important for the life of an organization, because this is a modern approach in the process of achieving overall goals. Therefore, it is a serious challenge faced primarily by organizational leaders, especially when related to conditions that need to be anticipated, such as increasingly high work volumes, increasingly complex human interactions, demands for higher quality human resources so that every element of leadership is required to further develop techniques and ways to mobilize subordinates so they can work optimally.



There are many kinds of motivation, such as providing adequate and fair compensation, giving awards and so on. This is intended so that whatever the apparatus needs can be met, so that it is hoped that the apparatus can work well and feel happy with all the tasks they carry out. Once the apparatus feels happy with their work, the apparatus will respect each other's rights and obligations of fellow apparatus so that a conducive working atmosphere is created, in the end the apparatus will seriously give their best abilities in carrying out their duties and responsibilities, and this means that work discipline will be demonstrated by apparatus, because they are motivated to carry out their duties in the organization.

For this reason, in an organization it is very important to provide motivation so that officers can carry out their duties well so that they are able to provide professional service to customers, not only to customers but also to provide satisfaction for themselves and the environment within the organization. Thus, increasing employee work motivation must always be carried out in order to achieve the target of excellent service for the community, namely the creation of services provided by government officials that comply with standards, and can create a positive image for the Pasangkayu Regency Education, Youth and Sports Service.

Based on the results of observations made by researchers at the Pasangkayu Regency Education, Youth and Sports Service regarding work motivation, the apparatus is faced with obstacles that arise, namely the low understanding of the functions of some employees in supporting the implementation of existing tasks, therefore, each apparatus must always have the best understanding of what their functions are so as not to indicate that the performance of the apparatus has not been achieved optimally. Another problem is that the need for performance by the apparatus is still very low, because they tend to procrastinate on the work they are assigned. There are even some officials who deliberately do not come to the office for no apparent reason. Apart from that, it is often found that officials are less enthusiastic about their work, which has an impact on their work, the lack of creativity and innovation among employees means that work is neglected and sometimes not completed on time. Another problem is that there is still a lack of role from superiors to improve and supervise the performance of apparatus/employees. It can be seen that there are still many employees who ignore the tasks they carry out, causing these tasks to be neglected and some employees are even placed in positions that do not match their expertise. The self-actualization needs of employees also appear to have not been accommodated, as well as giving awards to employees.

Motivation Concept

In essence, motivation is about how to encourage subordinates' enthusiasm for work, so that they are willing to work hard by giving all their abilities and skills to realize organizational goals, as well as directing the power and all potential of subordinates, so that they are willing to work together productively in order to achieve and realize the goals. predetermined goals. Jusmaliani (2011:180), says that motivation is simply a factor that encourage someone to behave in a certain way towards the goals they want to achieve. Motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals.

Rivai and Sagala, (2013:837), define motivation as a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. These attitudes and values are something invisible that provide the strength that encourages individuals to behave in achieving goals. This encouragement consists of two components, namely the direction of work behavior (work to achieve goals) and the strength of behavior (how strong the individual's effort is at work). In the Big Indonesian Dictionary, motivation is an urge that arises in a person consciously or unconsciously to carry out an action with a specific goal. The term



motivation comes from the Latin word *movere*, which means "to move". Motivation is the result of a number of processes, which are internal or external to an individual, which causes enthusiasm and persistence in carrying out certain activities (Winardi, 2002: 1-2).

Berelson and Gary A. Stainer in Siswanto (2009:109), define motivation as all those inner striving conditions variously described as desires, needs, drivers, and the like. Motivation can be interpreted as a mental state and human mental attitude that provides energy, encourages activities (moves), and directs or channels behavior towards achieving needs that provide satisfaction or reduce imbalance. Reksohadiprojo (1997:257), said that this motivation can take the form of internal motivation and external motivation. Internal motivation is an urge that arises within a person because of the demands that exist within a person. Meanwhile, external motivation is encouragement that arises within a person which is influenced by external factors controlled by the manager, namely including work structure, work environment, etc.

Hariandja (2002:321), that: "motivation is the factors that direct and encourage a person's behavior or desire to carry out an activity which is expressed in the form of hard or weak effort". Thus, it can be understood that every human being with various needs will never be satisfied in fulfilling their needs. Therefore, the motivation process will continue as long as humans have needs that must be met. Basically, the process of motivation shows that there is a dynamic that occurs due to the existence of basic needs and to fulfill them there is an urge to behave.

Motivation Theories

David McClelland's Needs Theory in Mangkunegara (2001:97-98), is as follows:

- a) The need for achievement (needs for achievement), namely the need for achievement which reflects the drive for responsibility for problem solving. An officer who has a high need for participation tends to dare to take risks. The need for achievement is the need to do work better than before, always wanting to achieve higher achievements.
- b) The need for power, namely the need for power, reflects the drive to achieve authority and to have influence over others.
- c) Needs for affiliation, namely the need for social relations, which is an urge to interact with other people or be with other people, not wanting to do something that is detrimental to other people.

Everyone can have these three types of needs; the only difference is the intensity. A person may have a need for achievement that is dominant compared to others, while in another person the need for power may be dominant. Which needs are dominant in a person can be influenced by the value system that develops in their society. For example, a society that highly values achievement can influence members of its society to have a dominant need for achievement. For example, Indonesia, which highly values family values, can influence the need for affiliation to be higher than the need for achievement.

Hope-Vroom theory in Nawawi (2000:356). Expectancy theory by Viktor Vroom which states that the force that motivates a person to work diligently in carrying out his work depends on the reciprocal relationship of what is desired and needed from the results of that work. Most of them believe that the company will satisfy their desires as a reward for their efforts. If the expected belief is great enough to obtain satisfaction, then he will work hard too and vice versa. Viktor Vroom's theory of hope is based on hope, value, and connection, namely:

1. Expectancy, namely an opportunity given will occur because of behavior.
2. Value (volume), namely the result of a certain assessment has a certain value (power or motivational value) for the individual concerned.



3. Linkage (instrumentality) is the achievement of an individual, that the results of the first level will be linked to the results of the second level.

The hierarchy of needs theory according to Abraham Maslow in Fahmi (2014: 145), the five types of needs inherent in every human being which tend to be innate are as follows:

1. Physiological needs Physiological needs are the most basic needs that must be met by an individual. For example, the need for food, drink, housing, sex, rest to maintain health, treatment if sick.
2. Safety and security needs Safety and security needs are needs that are obtained after the first need is met. For example, individuals want a sense of security, comfortable working conditions, job security and health insurance.
3. Social needs social needs are these needs which include good relationships with others, such as having a sense of love, affection towards friends, family and the work environment.
4. Esteem needs Esteem needs are these needs which include the desire to gain self-esteem. At this stage a person has a strong desire to show his achievements to other people so that other people appreciate the achievements he has had.
5. Self-actualization needs Self-actualization needs are at this stage a person wants the desire for self-actualization to be fulfilled, that is, he wants to use the potential he has and actualize it in the form of self-development. For example, in his work he applies it in different forms and is highly creative so that the resulting works are truly worthy of appreciation.

In principle, Maslow's theory of levels of needs assumes that a person will try to fulfill basic or low-level needs first (physiological) before trying to fulfill higher levels, and so on until they reach the highest level of needs, namely self-actualization.

Robbins and Judge (2009:230) say that the theory focuses on three needs, achievement and relationships. These things are defined as follows:

1. The need for achievement is the drive to exceed standards, strive hard to succeed.
2. The need for power is the need to make other individuals behave in such a way that they will not behave otherwise.
3. Relationship needs (need for affiliation) is the desire to establish friendly and intimate interpersonal relationships.

The Two Factor Theory from Frederick Herzberg in Nawawi (2001:354), explains that: This theory pioneered by Frederick Herzberg is a theory that is directly related to job satisfaction. According to this theory, there are two factors that influence a person's working conditions. The first condition is the motivator factor or satisfaction factor. According to Herzberg, motivator factors are factors that encourage a person to excel which originate from within the person concerned (intrinsic) which include:

1. Job satisfaction itself (the work itself).
2. Achievements achieved.
3. Opportunities for progress (advancement).
4. Recognition of other people (recognition).
5. Possibility of career development (possibility of growth).
6. Responsibility (responsible).

The second factor is the maintenance factor or hygiene factor, which is a factor related to fulfilling the need to maintain the existence of the apparatus. This factor is the most basic need for the lives of officers, because this maintenance factor is a factor that causes a large level of dissatisfaction if it is not fulfilled as it should be. This factor is qualified into extrinsic factors which include, among others:

1. Compensation/incentives



2. Working conditions
3. Feeling safe and secure.
4. Supervision.
5. Relationships between humans.
6. Status and Policy of the institution/organization.

Based on the description mentioned above, it seems clear that efforts to increase work motivation can be made by incorporating motivating elements into a job, such as making the job challenging, giving workers great responsibility.

Method

The type of research used is descriptive qualitative. Masyhuri and Zainuddin (2009:13), say that qualitative research is research that solves problems using empirical data. Meanwhile, according to Nazir (2003:54), descriptive research itself is the search for facts with correct interpretation. The aim of this research is to create a systematic, factual and accurate description, picture or painting of the facts, properties and relationships between the phenomena being investigated."

Data types use primary data and secondary data. Data collection techniques are carried out through observation, interviews, and documentation. The informant withdrawal technique uses purpose. The data analysis used is the Miles, Huberman, and Saldana model (2014: 12-14), namely data collection, data presentation, data condensation and drawing conclusions.

Employee Work Motivation at the Pasangkayu Regency Education, Youth and Sports Office

Motivation as a concept is something that has a very important role in achieving organizational goals. It is said to be important because in completing tasks, leaders distribute work to subordinates to do it well. There are employees who are able to carry out the tasks given by the leadership well, but there are also those who are just lazy. This is caused by the knowledge and work motivation possessed by employees. Employees who have high knowledge and work motivation will complete any work they are given well. Employees who, even though they have adequate knowledge, have low work motivation will cause their work productivity to be low.

In general, the purpose of motivation is to move or inspire someone so that they have the desire and willingness to do something so that they can get results or achieve certain goals (Ngalim Purwanto, 2006: 73). Motivation is an important part of a government institution. Officials will work seriously if they have high motivation. As expressed by (Siagian 1997:134). Motivation is the driving force that causes an organization member to be willing and willing to carry out various activities for which they are responsible and fulfill their obligations. This description explains that motivation is what drives the apparatus in achieving the goals of an organization, especially the Pasangkayu Regency Education, Youth and Sports Service, so that with motivation the apparatus will have high performance to carry out various kinds of workloads and functions as planning apparatus.

The motivation process needs to be applied first to organizational goals, because organizational goals are a very important essence for every organization and its apparatus. After implementing clear organizational goals, the apparatus is motivated towards those goals. Work motivation is defined as the driving force or enthusiasm possessed by individuals to be able to carry out their work well. Work motivation is basically given to officials so that they are willing to work hard in providing all their abilities and skills to achieve organizational goals.



Mc Clelland (Mangkunegara, 2001:97-98) there are 3 human needs to be motivated at work, namely the need for achievement, the need for affiliation, and the need for power. These three needs are very important elements in a person's work motivation at work. This opinion became the author's basis for conducting research at the Pasangkayu Regency Education, Youth and Sports Office. Therefore, from the results of research that has been carried out by researchers, the needs of each apparatus in carrying out their duties are different, this can be seen below.

Need for Achievement

The need for achievement is a drive for achievement. Mc Clelland (Winardi, 2001:81-82), explains that the need for achievement is a person's desire to do something better than before. Thus, motivation can be seen as a driving factor that strengthens, moves the apparatus towards achieving organizational goals. It can be said that motivation arises within the employee or through stimulation from outside the employee. In an organization, employee work motivation will increase if the role of a leader is to provide stimulation and encouragement so that employees are more motivated to produce satisfactory output and continue to strive to further improve their work results.

Work motivation in this agency cannot be separated from work discipline which is always motivated by leaders and leaders who always express appreciation for their apparatus. By achieving professional performance and supported by adequate human resources, this performance can be achieved optimally. Motivated behavior tends to increase when leaders provide personnel with sufficient materials and equipment to complete the work and provide effective guidance.

Based on the results of the research that has been carried out, it can be concluded that in this aspect of the need for achievement there is enthusiasm or motivation to improve one's performance to provide information about sports achievements well in accordance with the work for which one is responsible. Apparatus at the Pasangkayu Regency Education, Youth and Sports Office have good motivation to meet their achievement needs. However, the implementation of achieving this achievement is hampered by the lack of office facilities and is also constrained by the building they occupy and also the lack of feedback given on the results of their work. So in this aspect of achievement needs, in my opinion it is still in the unfulfilled category because of these things.

The Need for Power

The need for power is the need to control and influence other people. In the aspect of the need for power, looking at the work motivation of officials at the Pasangkayu Regency Education, Youth and Sports Service, it can be seen from how the officials build cooperation in carrying out their duties. An agency organization is founded because it has certain goals that it wants and must achieve. In achieving its goals, every organization is influenced by organizational behavior. One of the most common activities carried out in organizations is employee motivation and performance, namely how he does everything related to a job or role in the organization.

Work motivation will greatly influence the performance of the apparatus. If an employee works in a company every day and has good work motivation, this will certainly have a positive impact on employee loyalty and productivity and of course the employee will also have good performance because work motivation itself has a positive impact on the performance of the employee. According to Malayu (2015:23) "Motivation is about how to encourage subordinates' passion for work, so that they are willing to work hard by providing all their abilities and skills to realize organizational goals.



In terms of the need for power, it is not fundamental, but in terms of making an impact on society, that is what is most important for them regarding service. Because basically every position occupied by officials has a task that must be carried out together and they must encourage each other to achieve organizational goals well. Meanwhile, their drive to become leaders is more motivated to improve the quality of work rather than power. They are more motivated to become exemplary and accomplished officers rather than power, so that the conclusion is that the need for power has been answered or fulfilled.

Based on the researcher's observations, the career paths of employees in the Department of Education, Youth and Sports still prioritize political aspects, there are several employees who get certain positions or positions because they have relationships with power, so getting these positions is not difficult because of people's games. in.

The Need for Affiliates

One factor that can encourage increased human resource performance is efforts to increase work motivation that is more adequate, such as fulfilling external needs. Economic needs and the need for achievement that receive recognition from society. Having the certainty of being able to receive wages or salaries regularly means that there is a guarantee of "economic security" for those who are dependent on them, as well as for career development as a necessity to be able to actualize their abilities and potential. What is meant by the need for affiliation is the need to establish social relationships, which is an encouragement to interact with other people. Don't want to do something that could harm other people.

Based on the results of research conducted, communication between employees of the same level can be said to be relatively open with discussions related to office activities, but what is somewhat stagnant here is that communication with the leadership is still at a deadlock because there is still a feeling of reluctance and embarrassment towards the leadership when things arise. what you want to convey. Therefore, it is also important for a leader to maintain two-way communication, both employees who have positions and officials who do not have positions. In carrying out all tasks related to the implementation of office activities, it can create awareness among departments to work together. Likewise, motivation can be seen as a change in energy within a person which is marked by the emergence of a feeling and is preceded by a response to a goal. Motivation is a basic impulse that is able to move or a person's desire to be able to devote all their energy because of a goal. According to Mangkunegara (2009:61) motivation is a condition or energy to be able to control the self-control of apparatus that is more focused or focused on being able to achieve the company's organizational goals.

Apart from that, the author also sees that the aspect of affiliation needs has been relatively implemented, although not completely, if we refer to theory where the views of experts say that the communication that is built should not be hampered because it will affect the quality of the communication itself. This can be seen from the establishment of communication between fellow officers which will basically provide benefits in achieving work targets. In this aspect it can also be seen how the attitude of the apparatus is in handling problems, so it can be concluded that this aspect of affiliation has been relatively fulfilled. The existence of employees is a very important aspect for the realization of established organizational plans. The role of human resources will become increasingly important when we are in an area of globalization which is full of challenges. Considering this, it has become a necessity for organizations to pay attention to human resource management. Because failure in managing human resources in an organization will bring losses to the organization, namely not achieving the goals that have been set and vice



versa. No matter how much modern technology is used, or how much funding is prepared, without professional human resources, everything will no longer be meaningful.

Conclusion

Based on the results of research conducted related to employee work motivation at the Pasangkayu Regency Education, Youth and Sports Service, the researcher concluded that employee work motivation in the aspect of the need for achievement has relatively not been implemented, because there are still many undisciplined employees who deliberately arrive late and leave quickly before time, thus affecting his work. Apart from that, the provision of rewards and sanctions is relatively inconsistent. Another factor that causes low employee achievement motivation is inadequate facilities because they have been used for a long time which makes employees less enthusiastic about working.

In the aspect of the need for power, researchers see that cooperation between employees is still relatively uncooperative because employee participation is still low. Apart from that, employee career development tends to be stagnant because it is still dominated by political interests. In the aspect of affiliation needs, researchers see that the communication carried out by employees is relatively good. This can be proven that when there are activities in the office, employees can work together and build collaboration between employees even though they are in different fields. We always interact through communication between staff because this can help us complete our respective jobs. So, interaction is very important, by interacting we can communicate.

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