

Motivation Analysis of State Civil Apparatus Work at the Regional Revenue and Financial Management Agency in Soppeng Regency

Muh Yusuf*, Muh Akmal Ibrahim, Badu Ahmad
{m.yusufnurmang@gmail.com}

Hasanuddin University, Makassar, Indonesia

Abstract. This study aims to analyze the work motivation of low-level and high-ranking state civil servants at the Regional Finance and Revenue Management Agency of Soppeng Regency seen from Herzberg's two-factor theory using survey research methods with a quantitative approach. The method of collecting data is through a questionnaire containing structured statements addressed to respondents. The total population is 98 people with an error rate of 5% and the number of samples is 80 people, of which 48 are low groups and 32 high groups. The results showed that on the intrinsic factor, the low class put forward the recognition indicator while the high class put forward the achievement indicator. The results also show that on extrinsic factors, the low class prioritizes interpersonal relationships while the high class prioritizes indicators of working conditions.

Keywords: Work Motivation; Intrinsic; Extrinsic

1 Introduction

Organization [1] is a consciously coordinated social unit, with a relatively recognizable boundary, that works relatively continuously to achieve a common goal or set of goals. Social unit means that this unit consists of people or groups of people who associate with each other. The interaction pattern that people follow in an organization does not just arise, but has already been thought out in advance. Since the organization is a social unit, therefore, the interaction patterns of its members must be balanced and harmonized to minimize distractions, but also to ensure that the organization's tasks are completed. Human resources in an organization are naturally motivated to achieve an organizational objective, as Lee, Moreo, and Ross[2] suggest that human resources in organizations can be divided into different subgroups based on their attitudes to work and behavior as employees. In organizations, an organization, organizations because employee motivation differs from person to person and individuals respond differently to the same motivational stimulus in different situations. Workplace motivation as Kanfer [3] refers to the cognition, influence, and behavior that people direct toward job performance, i.e., the motivation to perform well at work. Work motivation refers to cognition, affect and behavior related to participation, that is, motivation to participate in work arrangements. The motivation to continue working refers to the intention to work. Rainey's [4] motivation is certainly not a passive concept. Public sector workers often make choices to provide services that benefit society. They are motivated by a strong desire to serve the common good and an impulse to promote the common good. Motivation consists of elements such as the ability to influence public affairs, the commitment to serve the common good, and the interest in achieving social justice [4]. This choice for charity is certainly not the only choice of officials. Most employees

are constantly making choices between work and family. Some prefer a more balanced life with fewer work-life conflicts, while others show a high degree of conflict, work engagement and organizational citizenship behavior, which takes additional time and effort.

According to Herzberg, motivators are factors that can lead to positive attitudes and satisfaction. Work context factors respond to individual needs to avoid unpleasant situations. These are the things in the job itself that satisfy individual needs or personal fulfillment. Because it is in this sense of approach that the term motivation is most often used, referring to work factors as motivational/intrinsic, as opposed to additional work factors, which are called hygienic/extrinsic [5]. Cowley [6] referred to motivators as things that lead to greater productivity and job satisfaction as satisfaction and lead to increased motivation and lead to less dissatisfaction. Wren extrinsic factor [6] acts in the same way as medical principles of health. Extrinsic works to remove hazards from the human environment. Not curative, but preventive. Therefore, they are important to achieve a certain level of satisfaction. According to Caiden & Wilson [7], bureaucratic organizations such as government tend to experience more bureaucratic pathologies, which refers to bureaucratic diseases and ailments such as inflexibility, mediocrity, and less than optimal, and according to Rainey & Steinbauer [7] public bureaucracy tends to be viewed negatively, and public officials are often blamed for their sub-optimal performance and insensitive responses to the diverse demands of citizens. This is related to the observation that the staff of the Regional Finance and Revenue Management Agency of Soppeng Regency are not the most efficient in carrying out their public service functions. It was verified that there were employees who came late to the office, arrived home early, verified that there were employees who were more concerned with personal matters, for example leaving the office for reasons of attending family events that might not be important, it was seen that employees were less able to achieve the goals set by the organization.

2 Literature Review

2.1 The Definition Motivation

Motivation comes from the Latin "movere" which means encouragement or driving force, motivation is given to humans, especially subordinates or followers. Motivation asks how to stimulate the enthusiasm of subordinates to work hard, provide skills and abilities to achieve organizational goals. Pinder's motivation [9] is a set of energetic forces that come from within and outside the individual, to initiate work-related behavior and determine its direction, intensity and duration. According to Gray [9], motivation is the result of a person's internal and external processes that lead to enthusiasm and persistence in carrying out certain activities. Siagian [9] states that motivation is the whole process of providing work motivation to subordinates in such a way that subordinates want to work seriously to achieve company goals efficiently and economically. Motivation is defined as a process that describes the intensity, direction, and persistence of individuals in an effort to achieve goals. According to Tosi, Mero and Rizzo [10] Motivation has a psychological and managerial meaning. The psychological meaning of motivation refers to a person's internal mental state associated with the initiation, direction, persistence, intensity, and cessation of behavior. The managerial meaning of motivation, on the other hand, refers to the activities of managers and leaders to influence others to produce the results desired or described by the organization or by managers according to the relationship between motivation, competence and performance.

2.2 Theory of Work Motivation

The study uses the two-factor theory proposed by Herzberg [11] which stems from a study of 200 accountants and engineers. From the results of this study, Herzberg concluded two or two factors as follows:

Intrinsic conditions, the absence of these conditions does not mean that there is a lack of motivation. But if these conditions or factors are present, it will form a strong motivation resulting in good job performance. Therefore, motivators or intrinsic conditions include achievement, confession, responsibility, progress, work itself, opportunity to grow.

There are a number of extrinsic activities (work context) which, in the absence of these factors or circumstances, lead to a lack of motivation in employees. These conditions are called hygiene factors because these conditions or factors are minimally necessary to maintain motivation. These factors are related to working conditions, including the following factors: salary, job security, working conditions, supervision, policies and procedures, interpersonal relations. The two-factor theory predicts that improvements in motivation will only occur if managers' actions are directed not only at the extrinsic conditions of the job, but also at the intrinsic conditions of the job itself.

3 Method

The method used by the author in this study is a survey method with a quantitative approach. Survey is a method that aims to collect a large number of variables regarding a number of employees through a questionnaire measuring instrument. The population used as respondents is all civil servants at the Regional Finance and Revenue Management Agency of Soppeng Regency as many as 98 employees. The sample is part of the number and characteristics possessed by the population. Krejcie and Morgan [12] have developed the formula into a ready-to-use table so that the sample required is 80 respondents, namely 48 low-class respondents and 32 high-class respondents who are State Civil Servants of the Soppeng Regency Financial and Revenue Management Agency.

The variables in this study used a Likert scale to measure attitudes, perceptions of the educated towards the problems to be studied. The answers to each instrument item in the form of words and numbers include:

Table 1.
Liker Measurement Scale

Response	Score
Strongly Agree	5
Agree	4
Hesitate	3
Disagree	2
Strongly Disagree	1

4 Result and Discussion

Based on comparative data analysis to find out the differences and at the same time compare the work motivation of the low class and high class at the Regional Revenue and Finance Management Agency of Soppeng Regency in carrying out their duties and functions, it can be seen in the table below.

Table 2.
Level of Work Motivation Intrinsic Factors

Indicator	Level of Motivation	
	Low Class	High Class
Achievement	2	1
Confession	1	5
Responsibility	4	2
Progress	5	4
The Work Itself	6	3
Opportunity to Grow	3	6

In the table above, it can be seen that the different levels of intrinsic work motivation are achievement, recognition, responsibility, progress, the work itself, and the opportunity to develop for low-level and high-ranking state civil servants at the Soppeng Regency Financial and Revenue Management Agency. The results of data analysis show that work motivation which ranks first for the low group is an indicator of recognition, and work motivation which ranks first for the high group is an indicator of achievement. This can be interpreted that the work motivation in doing work gets the highest value. This can be interpreted that the low class in carrying out the work prioritizes recognition from fellow employees, leaders, and supervisors so that the work can be done well. Meanwhile, the high class prioritizes achievement so that it can provide motivation for work that is completed well and satisfactorily.

Table 3.
Level of Work Motivation Extrinsic Factors

Indicator	Level of Motivation	
	Low Class	High Class
Salary	1	2
Job Security	2	3
Working Conditions	3	1
Supervision	5	5
Policies and Procedures	6	6
Interpersonal Relations	4	4

The table above shows the different levels of extrinsic work motivation, namely salary, job security, working conditions, supervision, policies and procedures, and interpersonal relations for low-ranking and high-ranking state civil servants at the Soppeng Regency Financial and Revenue Management Agency. The results of data analysis show that work motivation which ranks first for the low group is salary, and work motivation which ranks first for the high group is working conditions. This can be interpreted that the work motivation gets the highest value. This can be interpreted that for the low class, prioritizing the salary received every month can provide enthusiasm in carrying out every job. As for the high class, they prioritize working conditions in this case lighting, air conditioning, adequate work tools, and a comfortable workspace design when working.

Motivation [14] can be said as human behavior that always arises from the need to lead to a certain goal. Humans are social beings who have needs, feelings, thoughts, and motivations. Basically every human being in doing an activity based on motivation. Herzberg [15] suggests in the two-factor theory that there are two factors that motivate every employee in the workplace, namely intrinsic factors and extrinsic factors. Thomas [16] from an organizational perspective, intrinsic motivation reflects an employee who cares about his work, looks for better methods to get his job done, and is committed and passionate about excelling in his work. While extrinsic factors relate to feedback, affirmation of goal achievement and a sense of making a more valuable contribution.

4.1 Work Motivation of Low Class

Results of the research above show that the extrinsic factor of interpersonal relationships ranks first and gets the highest score. The results of this study are supported by McClelland's theory of *affiliation* because of the desire to be friendly, where he is more concerned with the interpersonal aspects of his work, so that according to the low class, well-established interpersonal relationships will give recognition to the intrinsic factor for employees in carrying out their responsibilities and fair staffing policies can provide opportunities to develop careers according to their expertise. However, this interpersonal relationship does not provide motivation for employee progress and achievement in carrying out each job, seen in the salary indicator which gets the last order and gets the lowest score and supervision which ranks fifth so that it is interpreted that salaries and supervision for the low class are less motivating to provide progress. To excel in every job. The results of this study are also supported by Maslow's theory of existence needs which says that organizational factors that can meet one's existence needs so that the spirit of work is a factor of salary and quality of supervision.

4.2 Work Motivation of High Class

The results of the research above show that those who rank first and get the highest score on extrinsic factors are working conditions, it can be understood that high groups prioritize good and adequate working conditions that can provide enthusiasm to work in carrying out their duties and responsibilities. According to their expertise so that they always focus on achievement and provide progress for each employee based on intrinsic factors. The results of this study are supported by McClelland's theory of achievement needs which is reflected in his desire to take on tasks for which he can be responsible, he determines reasonable goals by taking into account working conditions, job security, and staffing policies and procedures so as to prioritize achievement as feedback on his work. This study is also supported by Herzberg's two-factor theory because an increase in achievement can sometimes be met by giving employees an interesting task to do and good interpersonal relationships. However, working conditions for this high class do not provide motivation in developing the career of each employee. Reinforced by the supervisory salary indicator which ranks last and gets the lowest score so that it can be interpreted that supervision and salary on extrinsic factors do not provide more motivation to carry out each job.

5 Conclusion

Based on the research findings and discussion, it can be concluded that the work motivation of lower-class state officials prioritizes recognition indicators over intrinsic factors and extrinsic factors prioritizes salary indicators, c 'is because these two factors occupy the first place, and which do not provide motivation to work for the civil servants in intrinsic factor is the work

itself while the policies and procedures on the extrinsic factors, it is because both levels of motivation rank sixth or last.

Based on the research findings and discussion, the work motivation of senior government officials prioritizes success over intrinsic factors and over extrinsic factors prioritizes working conditions, that is because these two factors take the first place, while what makes the state of high class civil servants less motivated on intrinsic factors is an opportunity to develop indicators of policies and procedures on extrinsic factors it is because these two factors get the order.

References

- [1] S. P. Robbins, *Organization Theory, Structure, Design and Application*. Jakarta: Katalog Dalam Terbitan (KDT), 1994.
- [2] C. Lundberg, A. Gudmundson, and T. D. Andersson, "Herzberg's Two-Factor Theory of Work Motivation Tested Empirically on Seasonal Workers in Hospitality and Tourism," *Tour. Manag.*, vol. 30, no. 6, 2009.
- [3] K. Pak, "Human Resource Management and The Ability, Motivation and Opportunity to Continue Working: A Review of Quantitative Studies," *Hum. Resour. Manag. Rev.*, vol. 29, no. 3, 2018.
- [4] M. Buelens, "An Analysis of Differences In Work Motivation Between Public and Private Sector Organizations," *Public Adm. Rev.*, vol. 67, no. 1, 2007.
- [5] F. Herzberg, *The Motivation to Work*. New York: Routledge, 2017.
- [6] R. Olorunsola, "Motivating Library Staff: A Look at Frederick Herzberg's Motivating-Hygiene Theory," *Libr. Rev.*, vol. 41, no. 2, 1992.
- [7] Y. Hur, "Testing Herzberg's Two-Factor Theory of Motivation in The Public Sector: Is it Applicable to Public Managers?," *Public Organ. Rev.*, vol. 18, no. 3, 2017.
- [8] L. Hadju, "Pengaruh Reward Terhadap Motivasi Kerja Pegawai Pada Sekretariat Daerah Kabupaten Bone Bolango," Universitas Hasanuddin, 2009.
- [9] G. P. Latham, *Work Motivation (History, Theory, Research, and Practice, 2nd ed., vol. 59*. London: Sage Publications, 2017.
- [10] I. Sucipto, A. Gunawan, and D. H. Kusumah, "Work Motivation , Work Discipline , and Work Environment : Their Effects on Employee Performance at PT TRAD Indonesia," *East Asian J. Multidiscip. Res.*, vol. 1, no. 3, 2022.
- [11] E. B. Kuranchie-Mensah, "Employee Motivation and Work Performance : A Comparative Study of Mining Companies in Ghana," *J. Ind. Eng. Manag.*, 2015.
- [12] B. Tewal, *Perilaku Organisasi*. Bandung: CV. Patra Media Grafindo, 2017.
- [13] T. Sofian Effendi, *Metode Penelitian Survei, Revisi*. Jakarta: Penerbit LP3ES, 2017.
- [14] Sugiyono, *Metodologi Penelitian Administrasi*. Bandung: Alfabet, CV, 2017.
- [15] A. Handayani, A. E. Sarwono, and E. Suhartono, "Effect of Work Motivation on The Performance of State Civil Services with Organizational Citizenship Behaviors as an Intervening Variables," *Enrich. J. Manag.*, vol. 11, no. 1, 2020.
- [16] S. Hyun and H. Oh, "Ereexamination of Herzberg's Two-Factor Theory of Motivation in THE Korean Army foodservice Operations," *J. Foodserv. Bus. Res.*, vol. 14, no. 2, 2011.