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## Study of Motivation, Training and Development on Employee Job Performance In The Directorate General of Budget of The Ministry of Finance

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**Abstract:** The news of the State Civil Apparatus is the main spotlight to do the job as well as possible and is expected to be an example in general and the position of the State Civil Apparatus has an important role to determine national development, physical or non-physical, to realize its success it must be obtained employees who have high responsibility, consistent, professional and visionary. To equip employees to achieve the above, it is necessary to have development and training held by the ministry so that employees have high motivation to work. Motivation is a person's drive to optimize work performance. Training and development is defined as an activity to optimize current or future work performance. Work performance is the result of a person's work to achieve quality, timeliness and ability. The purpose of this study is to determine the effect of motivation, training and development on employee work performance at the Directorate General of Budgeting, Ministry of Finance. The population of this study is employees of the Directorate General of Budgeting of the Ministry of Finance, totaling 121 people. The total sample respondents of this study were 93 employees. Questionnaires and interviews are data collection techniques in this study. Data processing and analysis used descriptive methods and multiple linear regression analysis. The results of the study state that partially the variables of motivation, training and development have a positive and significant effect on employee work performance at the Directorate General of Budgeting of the Ministry of Finance and the results shown in multiple linear regression state that the variables of motivation, training and development have a positive effect on employee work performance at the Directorate General of Budgeting of the Ministry of Finance.

**Keyword:** Motivation, Training and Development, Work Performance.

## INTRODUCTION

Information circulating in the midst of the general public about the work of the State Civil Apparatus (ASN) is still a discussion that the State Civil Apparatus is not fully able to optimize existing working hours. This is indicated by inappropriate time, doing activities outside of working hours, even carrying out things that are not their workload, improper return and leave schedules caused by employees who do not have the attitude, responsibility, initiative and critical thinking. This results in the tasks carried out by employees will be neglected, incomplete and result in problems that have an impact on their commitment as State servants. Based on this, the involvement of the ASN role has a fundamental and important role, especially with their attitudes and behavior. According to Boyne & Gould Williams (2003: 150), the attitude of the State Civil Apparatus who directly participates in planning will have a very fundamental role in achieving the work performance of institutions in the public sector in addition to other technical variables. If the planning process stage of quality human resource management has a fundamental task in achieving the set goals, then the next regulatory management process is a form of planning, administration and evaluation must be assisted by quality apparatus.

The position of the role of the State Civil Apparatus has a considerable role to achieve the success of national development such as employees are always consistent, clean, responsible, visinoer and professional to organize development, one to support these things, the government must hold training and development to improve work performance today and in the future. In addition to training and development, it is important for employees to have motivation at work in order to maximize the work that is the responsibility of employees, providing this motivation so that members of the organization are able to direct their abilities in the form of expertise, ability, energy and time to carry out various activities that are their responsibility.

Seeing the problems that occur in ASN's work performance, the Directorate General of Budget of the Ministry of Finance is trying to spur proper and optimal management of the State Budget in order to realize efforts to provide a fair and sustainable development infrastructure. One solution that can be done is to ensure that the human resources have a competitive spirit so that they can help the organization to grow. In addition, another thing that is no less important is to have leaders who are suitable This strategic goal can be reviewed from the Main Work Performance Indicators (KPI) of the number of leaders who have met the threshold of competency. The table below is the achievement of the KPI:

**Table 1. Percentage of Competitive ASN Quality Strategic Target**

No	Tahun	Indikator Kerja Utama	Sasaran (%)	Realisasi (%)	Perubahan (%)
1	2013	Presentasi jumlah pegawai kompetitif	86.99	97.6	10.1
2	2014	Presentase pemimpin yang mencapai ambang kompetensi leadership	96.00	97.10	0.10

Source: secondary data of DJA staffing section 2015

Reviewing the data displayed, it can be concluded that there was an increase in strategic achievement targets worth as much as 10% in 2013 and the increase in achievement reached 10.5%. Then, in 2014, the target was determined which showed greater results in the previous year at 97.00%, the increase that occurred was only 0.10%. This shows that there was an improvement in key work performance indicators.

Training and development program efforts are made to employees aimed at improving the development of achievements each year, the increase can be reviewed through Table 2 in training organized by the organization:

**Table 2 Types of HR Training and Development Participated by Employees of the Directorate General of Budget, Ministry of Finance**

No	Kegiatan	Program	Output	Unit Kerja Penanggung Jawab
1	Pelatihan	BPPK Pusdiklat AP Pusdiklat KU PPSDM	121 Karyawan	Subbagian pengembangan pegawai
2	Pelatihan	Non BPPK Seminar Motivasi oleh Mario Teguh Ceramah Capacity Building (Pelatihan Teater)	121 karyawan	Subbagian pengembangan pegawai

Source: secondary data of DJA staffing section 2015

It can be concluded from the information collected through the data above that the organization seeks training and development programs for employees for one year which aims to develop the competitive spirit of human resources so as to accelerate achieving institutional goals. The training and development program is not devoted to the skills sector but also to increasing knowledge and insight and attitudes. From the results of observations and interviews, it shows that there is a reluctance and lack of enthusiasm shown by employees in participating in the training and development provided, most employees do not want to follow the training and development program carefully, the dullness of their critical thinking and so they cannot find efforts to think ahead. If employees can participate in training and development optimally, this can increase the percentage increase in work performance indicators even though the achievement target decreases. Work performance can be interpreted as a crucial thing in increasing employee productivity, to improve work performance, one of which is through training and development and motivation.

**Formulation of the problem**

Based on the description of the background of the problems described above, it was concluded that there were still work accidents at PT Jasa Marga (Persero) Tbk in the Jabodetabek area, so it was necessary to evaluate and measure the implementation of the SMK3. Whereas to control the risk of hazards of work accidents in order to identify and analyze potential hazards or work accidents that occur and provide recommendations for improvements with the Hazard and Operability (HAZOP) method.

**Scope of problem**

- 1 Accident data used in this study accident data in 2015 to 2017.
- 2 Do not discuss the cost problem.
- 3 The observed environment is at the Jabodetabek toll gate area at PT Jasa Marga (Persero) Tbk.

**LITERATURE REVIEW**

**Motivation**

Motivation is the dominant factor for the success of an organization where in motivation there is the implementation of managerial programs to achieve preferred goals. Wibowo's view (2016: 322) suggests that motivation is a support for a series of human behavior processes to achieve goals, while Hasibuan's view (2010: 95) suggests that

motivation is to entrust the driving force that gives birth to the work enthusiasm of an employee in order to create good, effective and integrated cooperation with all processes in order to achieve satisfaction. Meanwhile, the view of Prof. DR. Soekidjo Notoatmodjo (2009: 115) reveals that motivation is an interaction between a person and the conditions related to his life because within a person there is a need and desire for objects outside the person concerned. Motivation has types including: (1) positive motivation, where this motivation takes the form of giving gifts in the form of goods, money or certificates, with the aim that after employees get this positive motivation, they can improve their work performance more optimally than before and will always provide the best for the company. (2) negative motivation, where this motivation is in the form of punishment for employees who are underachieving and have low work performance, with the aim that the leader gives this negative motivation employees can be deterrent and do not have low work performance.

In motivation there are also goals that must be achieved by employees such as increasing employee morale and work enjoyment, increasing employee work productivity, maintaining the stability of the company's employees, increasing employee discipline, streamlining employee conditions, creating good working relationships, increasing loyalty, creativity with employee contributions and increasing employee pleasure levels.

### **Training and Development**

According to Henry Simamora (2007: 469) argues that training can be interpreted as an activity that is structured in order to increase various skills, experience and attitude alterations as well as training is able to create a related environment, where employees can gain learning skills and understanding as specific according to the work they carry. It can be concluded that every organization or company will always try to improve the work performance of its employees and better by obtaining new knowledge and insights through training held by the company or related agencies where the employee works.

According to (Handoko, 2001: 104) development is the process of improving human resources so that they can have a wider range of expertise as an effort to improve and improve work performance, insight, expertise, attitudes and personality as an action that can be utilized as a preparation for employees to hold mandates and workloads in the future. Based on the explanation (Sastrohadiwiryo, 2005: 199) the training program implemented in an institution is a necessity to be able to improve the insight, tolerance or attitude of the workforce so that they can better adapt to their work environment. The development aims to improve the quality and ability of employees as an effort to carry out work tasks and functions optimally. It becomes a means to develop the skills of employees, which is intended as every effort of management to skill every human resource so that in carrying out their tasks they can be more efficient and productive.<sup>1</sup> According to Hasan, (in Jusmaliani 2011: 100) to advance the quality of human resources there are three indicators that must be considered, namely: (1) Personality indicators: Personality indicators concern the ability to maintain integrity, including attitude, behavior, ethics, and morality. (2) Productivity indicators: This indicator concerns what people produce in terms of more quantity and better quality. (3) Creativity indicator: This indicator concerns a person's ability to think and be creative, creating something useful for himself and society.

### **Employee work performance**

Mangkunegara's view (2009: 67) reveals that work performance is the result of work that is seen from the quality and quantity achieved by a person together with carrying out his duties in harmony with the responsibilities entrusted to him. Thus, employee work performance has a very crucial thing for companies where companies need to improve work performance in order to achieve goals. Buchari Zainun (2011: 189) reveals that there are 6

implications of triggering a high lack of work performance with an organization, including: (1) the existence of a harmonious bond between leaders and subordinates who daily deal directly with the workers under them. (2) the workers' satisfaction with their duties and work because they achieve the tasks they are interested in as a whole (3) there is a friendly working situation and climate with other members with the organization. (4) it has benefits when achieving organizational goals carried out jointly.

## METHODS

Based on the classification of research types, this research is categorized as quantitative research that includes survey methods on selected samples. Data collection techniques use interviews and observations that use questions arranged in a questionnaire or questionnaire as the main instrument in data collection efforts using Likert scale measurements. The sample in this study were employees at the Directorate General of Budgeting of the Ministry of Finance using non-probability sampling with the Convenience Sampling method which amounted to 93 respondents. The location of this research is at the Directorate of Budget II-Directorate General of Finance RI. The multiple linear regression analysis model used in this study uses the SPSS version 16 application program.

## RESULT AND DISCUSSION

### Characteristics of Research Subjects

#### Description of Respondents Based on Gender

**Table 3 Gender of Respondents**

	<b>Frekuensi</b>	<b>Persen Validitas</b>	<b>Persen Kumulatif</b>
Pria	71	76.3	76.3
Wanita	22	23.7	100
Total	93	100	

Source: Processed primary data

The first result obtained is by grouping respondents based on gender which shows that the respondents studied are mostly male with a percentage of 76.3%, totaling 71 employees and the remaining female respondents are 23.7%, totaling 22 employees.

#### Description of Respondents by Age.

**Table 4 Age of Respondents**

<b>Umur (Tahun)</b>	<b>Frekuensi</b>	<b>Persentase</b>	<b>Persen Kevalidan</b>	<b>Persen Kumulatif</b>
20-29	26	28	28	28
30-39	31	33.3	33.3	61.3
40-49	30	32.3	32.3	93.6
≥50	6	6.4	6.4	100.0
Total	100	100.0	100	

Source: Processed primary data

Further grouping based on age from vulnerable ages 20-29 years with a percentage of 28%, ages 30-39 years 33.3%, ages 40-49 years 32.3% and ages over 50 years 6.4%. So it can be concluded that the characteristics of respondents based on age are most dominating from the age of 30-39 years with a percentage of 33.3%, namely with a total of 31 employees.

### Description of Respondents Based on Last Education

**Table 5 Last Education of Respondents**

	Frekuensi	Persentase	Persen Validitas	Persen Kumulatif
SMA/SMK	2	2.2	2.2	2.2
D3	6	6.5	6.5	8.7
S1	67	72	72	80.7
S2	18	19.3	19.3	100.0
Total	93	100.0	100.0	

Source: Processed primary data

The next grouping is based on the last education which is dominated by the last education of S1 graduates with a percentage of 72%, S2 graduates 19.3%, D3 graduates 6.5%, SMA / SMK graduates 2.2%. So it can be concluded that based on the description of the last education, respondents are dominated by S1 graduates with a percentage of 72%, totaling 67 employees.

### Description of Respondents Based on Length of Work

**Table 6 Respondents' length of work**

	Frekuensi	Persentase	Persen Kevalidan	Persen Kumulatif
≤ 5	13	14	14	14
6-9	9	9.7	9.7	23.7
10-19	51	54.8	54.8	78.5
20-29	14	15	15	93.5
>30	6	6.5	6.5	100.0
TOTAL	93	100.0	100.0	

Source: Processed primary data

The next grouping based on the length of work is dominated by the length of work in the range of 10-19 years with a percentage of 54.8%, 20-29 years 15%, less than 5 years 14%, 6-9 years 9.7%, more than 30 years 6.5%. It can be concluded that the State Civil Apparatus of the Directorate General of Budgeting of the Ministry of Finance has the most employees of the male gender aged 30-39 years with an educational background of S1 graduates and their length of work from the vulnerable time of 10-19 years.

### Multiple Linear Regression Model

The results shown in the Multiple Linear Regression can be seen in table 7 below:

**Table 7. Multiple Linear Regression Model**

Unstandardized 1Coefficients			Standardized 1Coefficients		
Model	B	Std. 1Error	Beta	T	Sig.
1 (Constant)	9.508	3.872		2.455	.016
TMT	.355	.143	.246	2.484	.015
TPP	.325	.075	.429	4.339	.000

Source: Processed primary data

Based on the data processing above, the equation is obtained, namely:

$$Y = 9.508 + 0.355X1 + 0.325X2$$

From the above definition, a constant value of 9.508 is obtained, which means that the X1 variable and the X2 variable are worth 0, so that the Y variable is worth 9.508, the



regression coefficient value of the X1 variable has a positive value, namely 0.355, which means that the X1 variable increases the better, the Y variable will also increase by a total of 0.355 units with the assumption that the other independent variables are constant value. The regression coefficient number for variable X2 has a positive number, namely 0.325, which means that if the X2 variable increases the better, the total Y variable will also increase by 0.325 units with the assumption that the other independent variables are constant. From the results of the data above, it can be concluded that this study accepts the hypothesis that states X1 and X2 in multiple ways play a relevant influence on the Y variable.

**Coefficient of Determination**

The coefficient of determination ( $R^2$ ) is a coefficient that displays the level of percent owned by independent or independent variables, the higher the coefficient of determination the better the value of the independent variable to be able to run the dependent variable. Can be seen in the table below:

**Table 8 Test Coefficient of Determination ( $R^2$ )**

Model	R	R 1Square	Adjusted 1R 1Square	Std. 1Error 1of 1the 1Estimate
1	.595a	.354	.339	3.552

Based on the table above, it shows that the R Square value is 0.354, which means that the replacement variables of motivation and training and development have an influence on employee work performance, namely 35.4% and then the other 64.6% will get influence from other variables.

**Hypothesis Testing (t Test)**

The test carried out on the significance of changes in regression coefficients is needed to review the existence of the influence of each independent variable (X) on the dependent variable (Y). The test is carried out separately or partially using the t test which aims to obtain separate test results on the independent variable on the dependent variable. This test is conducted to determine the relationship between the influence of motivation (X1) training and development (X2) on employee work performance (Y) can be seen in table 7 above. From the table, it can be seen that motivation (X1) training and development (X2) has a p-value (sig) of 0.015 (X1) and 0.000 (X2) which means that these results show numbers that are less than 0.05. Therefore, the results of this study indicate success in accepting the first hypothesis and concluding that motivation (X1) training and development (X2) separately influence employee work performance (Y).

**Discussion**

After doing the calculation, the t value for motivation and training and development is greater than the t table and the direction of the coefficient so that this obtains a positive result. Reviewing these results, it can be concluded that the variables of motivation and training and development have a positive influence on employee work performance. Furthermore, the sig value of motivation and training and development variables shows results smaller than the level of significance used. So it can be seen that the effect of motivation and training and development on employee work performance is significant.

Motivation is the dominant factor for the success of an organization where in motivation there is the implementation of managerial programs to achieve preferred goals. Wibowo's view (2016: 322) suggests that motivation is a support for a series of human behavior processes to achieve goals. According to Henry Simamora (2007: 469) suggests that training can be interpreted as an activity that is structured in order to increase various

skills, experience and attitude alterations as well as training is able to create a related environment, where employees can gain learning skills and understanding as specific to the work they carry out. According to (Hasibuan, 2000: 8) The existence of efforts to develop human resources is something that can be used to improve technical skills, analysis of theoretical, conceptual, and moral employees in accordance with the needs of the job or position through education and training. The view of Mangkunegara (2009: 67) reveals that work performance is the result of work that is seen from the quality and quantity achieved by a person together with carrying out his duties in harmony with the responsibilities entrusted to him. This provides knowledge that the training and development motivation carried out by the Directorate General of Budgeting of the Ministry of Finance is able to influence the work performance of these employees. This means that the more training and development motivation made by the Directorate General of Budgeting of the Ministry of Finance. it will be able to improve the work performance of employees at the Directorate General of Budgeting of the Ministry of Finance.

## CONCLUSION

After conducting various tests and conducting discussions as answered above, it can be concluded that the state of the respondents' assessment of the variables that have been selected, the following conclusions can be drawn.

1. Partial test results show that motivation to participate in training and development programs independently has a significant effect on the work performance of employees of the Directorate General of Budgeting, Ministry of Finance.
2. The results shown in the correlation coefficient provide information in the form of training and development motivation variables having a positive relationship degree.
3. Based on the value of the coefficient of determination from the results of data processing, it can be concluded that the value of R Square shows that training and development motivation has an influence on the work performance of employees of the Directorate General of Budgeting of the Ministry of Finance.

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