EFFECTS OF ORGANIZING, WORK MOTIVATION, AND WORK ABILITY ON EMPLOYEE WORK ACHIEVEMENT AT THE OFFICE OF THE MINISTRY OF RELIGION, NORTH KONAWE REGENCY

Muhammad Yamin Saranani[1], Hasan Aedy[2], Mahmuddin A. Sabilalo[3]

Author Details
[1] *Magister of Management Program of STIE Enam Enam Kendari, Indonesia.*
[2] *Faculty of Economics and Business, Halu Oleo University, Indonesia.*
[3] *Magister of Management Program of STIE Enam Enam Kendari, Indonesia*

ABSTRACT

This study aims to determine and analyze the effect of organizing, work motivation, and work ability on work performed at the Office of the Ministry of Religion of North Konawe Regency. The population in this study amounted to 45 people. This study uses SPSS analysis. The results showed that (1) Organizing has a positive and significant effect on employee performance. (2) Work motivation has a positive and significant effect on employee performance. (3) Work ability has a positive and significant effect on employee performance. (4) Organization, work motivation, and work ability simultaneously affect employee performance.

Keywords: Organizing, Work Motivation, Work Ability, and Employee Work Achievement

INTRODUCTION

The quality of humans as labor is the basic capital in the development period. A quality workforce will produce optimal work results following its work target. Humans as workers or employees are the most important resource for the company because they have the talent, energy, and creativity that is needed by the organization to achieve its goals. Conversely, human resources also have various kinds of needs that they want to fulfill. The desire of employees to meet these needs can motivate someone to do something, including to do work or work.

Organizing is a process of determining, grouping, and managing various kinds of activities needed to achieve goals, placing people in these activities, providing the necessary tools, and establishing relative authority delegated to each individual who will carry out these activities. In doing so, the role of a leader is assessed will be very important. How does a leader understand, assess, and know the abilities and competencies of each of his subordinates, so that he will be able to place them under the competencies he has.

One of the important things that should be of concern to a leader in an organization or agency is the performance of his subordinates, due to poor employee performance will greatly affect the success of the agency in carrying out its functions. In knowing the answer whether organizing contributes to the influence on work performance of employees of the Office of the Ministry of Religion of North Konawe Regency.

Based on the results of temporary observations, the organization at the Office of the Ministry of Religion of North Konawe Regency is under the rules but not running well. This is due to the limited number of employees, namely 45 people. This number is decreasing because many have changed assignments and chosen to work close to domicile addresses that are outside the North Konawe district. In addition, some are entering retirement so the problem of multiple positions, tasks, and functions are not appropriate. Employee competence is also a serious problem, the recruitment of religious graduates who are placed in the administration section, education graduates who become chiefs, and teachers who hold concurrent positions as administrative staff need serious attention in the placement and recruitment of civil servants. (source: researcher's observations, January 2021).

Motivation is a factor that encourages a person to carry out a certain activity, therefore motivation is often interpreted as a driving factor for one's behavior. Motivation needs to be carried out by the organization, where all activities and tasks are based on high motivation then performance will also be high and vice versa. As Steers and Porter (2010) stated that work motivation is an effort that can generate a behavior, direct behavior, and maintain or maintain behavior that is appropriate to the work environment in the organization.

Meoenir (2012) revealed that every organizational leader needs to know about the nature of motivation and the factors that cause the work motivation of his subordinates so that his work performance increases. The right motivation will be able to advance and develop the organization so that it wants to act according to the will of the organization.

Employee motivation also has a significant role in employee performance. The condition of many employees of the Ministry of Religion of North Konawe Regency who live outside the district of North Konae such as in Konawe Regency and Kendari City has more or less affected the performance of employees in carrying out their duties. At first glance, it seems that there is a loophole for being careless in carrying out tasks, being bored because you are far from your family, the long distance from home to work, and the condition of the roads that are partly damaged so that the motivation of employees to work affects their performance.

Work ability is also a matter that has an impact thereby reducing the work performance of employees. The transition to the digital era forces all personnel to understand and adapt to change. This is a burden on employees over the age of 40 years. Regulatory changes also have an impact on employee performance. The emergence of new regulations has an impact on the way and system of employee work which also affects employee performance because it requires adjustments in certain matters, it also requires guidance and training and in practice, it still uses the previous regulatory model so that it influences employee performance evaluation.

LITERATURE REVIEW
Organizing Concept

According to Hasibuan (2011) organizing is a process of determining, grouping, and arranging various activities needed to achieve goals, placing people in each of these activities, providing the necessary tools, and establishing authority which is relatively delegated to each individual who will do this activity.

The definition of the organization according to Siagian, (2011) is a group of people who are formally and hierarchically bound and work together to achieve certain predetermined goals. The definition of organizing according to Silalahi (2011) that organizing is the process of organizing and allocating tasks, jobs, authorities, and roles including coordinating relationships between parts both vertically and horizontally in an organizational structure needed to achieve predetermined goals.

Furthermore, according to Terry, translated by Smith (2003), organizing is a basic activity of management carried out for and managing all the resources needed, including the human element, so that

work can be completed successfully. Siswanto (2013) argues that organizing is the division of work that is planned to be completed by work units, establishing effective inter-work relationships between them, and providing reasonable work environments and facilities so that they work efficiently.

Work Motivation Concept

Pamela and Oloko (2015) Motivation is the key to a successful organization to maintaining continuity of work within the organization in a strong way and help to survive. Motivation is providing the right guidance or direction, resources, and rewards to get them inspired and interested in working the way they want.

Chukwuma and Obiefuna (2014) Motivation is the process of arousing behavior, maintaining behavioral progress, and channeling specific action behaviors. Thus, motives (needs, desires) encourage employees to act.

Steers and Porter (in Miftahun and Sugiyanto 2010) state that work motivation is an effort that can generate a behavior, direct behavior, and maintain or maintain the behavior under the work environment within the organization. Work motivation is a basic human need and is an incentive that is expected to fulfill the desired basic needs so that if the need exists it will result in the success of an activity. Employees who have high work motivation will try to get their work done as well as possible.

According to Samsudin (2010: 281) the process of influencing or pushing from the outside against a person or workgroup so that they want to carry out something that has been determined. Meanwhile, Liang Gie in Samsudin states that motivation is the work done by managers in providing inspiration, enthusiasm, and encouragement to other people, in this case, employees, to take certain actions.

Employability Concept

According to Robbins (2006:15), work ability can be interpreted as the individual capacity to carry out various tasks in a particular job. Meanwhile, according to Blanchard and Hersey's theory in Kristiani's quote (2013: 19), Work ability is a condition that exists in workers who are truly efficient and effective in working according to their field of work.

According to Thoha (2011: 25), ability is one of the elements in maturity related to knowledge or skills that can be obtained from education, training, and experience. According to Robbins (2006:23), work ability is an individual's capacity to carry out various tasks in a particular job. Where individual abilities are essentially composed of two factors, namely: intellectual abilities and physical abilities. Where intellectual ability is the ability needed to carry out mental activities, for example, thinking, analyzing, and understanding. Good intellectual abilities possessed by employees are expected to improve organizational performance. Thus high intellectual ability will also indirectly affect the progress of the organization.

Work Achievement Concept

Hasibuan (2016: 32) says that work performance is a result of work achieved by a person in carrying out the tasks assigned to him which are based on skill, experience, and sincerity as well as time. Furthermore, Handoko (2007:47) says that work performance is a result of work achieved by the organization evaluating or assessing its employees.

Mangkunegara (2015: 89) work performance is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him, work results in quality and quantity achieved by employees in carrying out their duties under the responsibilities given to him that is what work performance means.

According to Sikula (2015: 21), work performance is a systematic evaluation of the work done by employees and is intended for development. Furthermore, Yoder (2015: 36) states that work performance is a formal procedure carried out within the organization to evaluate employees and the contributions and interests of employees.

According to PP 30 of 2019 concerning PNS Performance Assessment which repealed Government Regulation Number 46 of 2011 concerning Assessment of Civil Servant Work Achievement, current work

performance has been considered as PNS performance, where the definition of PNS Performance according to PP 30 of 2019 is the work achieved by every civil servant in the organization/unit under the SKP and work behavior.

Conceptual Framework

Based on the understanding and theories put forward in the literature review, a conceptual framework can be developed that will examine organizational variables (X1), work motivation (X2), work ability (X3), and work performance (Y). This study will examine and analyze the effect of organizing, work motivation, and work ability on the work performance of employees of the Office of the Ministry of Religion of North Konawe Regency. The thought flow framework in this study was built based on the problem and objectives.

Figure 1. Research Conceptual Framework
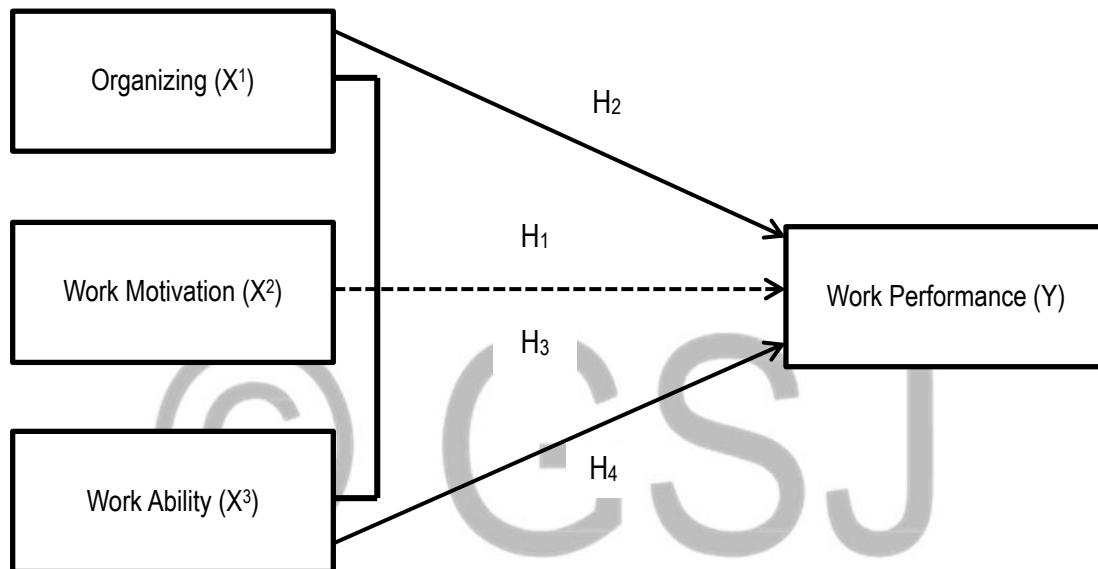
Information :

     ⟶   = Partial Effect
    - - - - - - ⇢   = Simultaneous Influence

Hypothesis

Based on the problem formulation and literature review that has been described previously, the hypotheses in this study are as follows:

1. Organizing, work motivation, and work ability simultaneously have a positive and significant effect on employee performance.
2. Organizing has a positive and significant effect on employee performance.
3. Work motivation has a positive and significant effect on employee performance.
4. Work ability has a positive and significant effect on employee performance.

RESEARCH METHODS
Types of Research

The type of research used in this research is associative causality, with a quantitative approach. The use of this design is related to the research objective, namely to obtain an overview of the influence of the organization, work performance, work motivation, and work ability both jointly and significantly on work

performance. Sudjarwo (2001: 68) explains that associative research is research that knows the magnitude of the influence of the independent variables on the dependent variable, pattern describes what is in the field, and attempts to describe the data, regardless of the data qualitative or quantitative. Meanwhile, Ndraha (in Sudjarwo, 2001: 45) says that analytic research starts with theory and ends with facts.

Research Population

A population is a group of people or objects that have similarities in several ways that form the main problem (Sugiyono, 2001). Meanwhile, Singarimbun and Effendi (1995), suggested that the population is the total number of units of analysis that will be estimated. The population is a collection of individuals with predetermined qualities and characteristics (Nazir, 1988:325).

The population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn (Sugiyono, 2006). The population in this study were all employees of the Office of the Ministry of Religion of North Konawe Regency, totaling 45 people in 2021.

Research Sample

The method of determining the sample in this study uses the census method, which is a sampling method where the sample size is the same as the population, namely 45 Civil Servants at the Office of the Ministry of Religion of North Konawe Regency. All populations are used as respondents because the population is small.

Data Types and Sources
Data Type

The data collected in this study are:
1. Qualitative data
Qualitative data according to Sugiyono (2015) is data in the form of words, schemes, and pictures. Qualitative data in this study are in the form of data on respondents' perceptions of the organization, work motivation, and work ability of civil servants.
2. Quantitative data
Quantitative data according to Sugiyono (2015) is data in the form of numbers or qualitative data that is calculated. Quantitative data in this study are data in the form of numbers such as age and years of service.

Data Source

Sources of data collected in this study are:
1. Primary data,
Primary data According to Suharsimi Arikunto (2013: 172) is data collected through the first party, usually through interviews, traces, and others. Primary data in this study namely data sourced from the Office of the Ministry of Religion of North Konawe Regency in the form of data from questionnaire distribution.
2. Secondary data
Secondary data according to Sugiyono (2012: 141) is a source of data obtained by reading, studying, and understanding through other media sourced from literature, books, and documents. Secondary data in this study namely data sourced from the Office of the Ministry of Religion of North Konawe Regency in the form of reports, organizational structure, staffing information, and job descriptions of employees.

Data Collection Technique
        The method used in collecting data in this study are:
1.   A questionnaire, which is a method of collecting data by using a list of questions asked to obtain the most basic information about matters relating to conditions that exist in the Office of the Ministry of Religion of North Konawe Regency under the views of employees, which are related to organization, work motivation and work ability on employee performance.
2.   Documentation, namely data collection by recording various supporting documents in the Office of the Ministry of Religion of North Konawe Regency to support primary data relevant to this research.

Data Analysis Method
Multiple Linear Regression Analysis
        Multiple linear regression analysis is a linear relationship between two or more independent variables $(X_1, X_2, …, X_n)$ with the dependent variable (Y). This analysis is to determine the direction of the relationship between the independent variables and the dependent variable whether each independent variable is positively or negatively related and to predict the value of the dependent variable if the value of the independent variable increases or decreases. (Dwi Priyatno: 2000)
        The multiple linear regression equation is as follows

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + + b_nX_n$$

Information
        Y = Dependent variable (predicted value)
        a = Constant (Y' value if $X_1, X_2……X_n = 0$)
        b = Regression coefficient (increasing or decreasing value)
        X = independent variable

RESEARCH RESULT AND DISCUSSION
Normality Test
        The Normality test aims to test whether, in the regression model, the dependent variable and independent variable both have a normal distribution or not. The way that can be taken to test the normality of the data is to use the Normal PP Plot Graph by looking at the spread of the data. If on the graph the distribution of the data follows a straight-line pattern, then the data is normal. If the test of normality table uses the Kolmogorov-Smirnov sig value > 0.05, then the data is normally distributed. The Normality Test in this study is as follows:

Table 1. Kolmogorov-Smirnov Normality Test Values

Kolmogorov-Smirnov test	Unstandardize Residual
Kolmogorov-Smirnov	0.063
Sig	0.128

Source: SPSS output data processed

        In table 1, the Kolomorov-Smirnov test shows that the residual data obtained follows a normal distribution, based on the output results it shows that the Kolmogorov-Smirnov value is significant at 0.063 > 0.05. Thus, the residual data is normally distributed and the regression model meets the assumption of normality.

Multicollinearity Test
        The multicollinearity test aims to test whether, in a regression model, a correlation is found between the independent variables.

Table 2. Multicollinearity Test Values

Model		Unstandardized Coefficients		Collinearity Statistics	
		B	std. Error	tolerance	VIF
1	(Constant)	19,540	3.159		
	TOTAL_X1	-.057	.149	.857	1.167
	TOTAL_X2	011	.207	.805	1,243
	TOTAL_X3	1,032	.136	.934	1,070

a. Dependent Variable: TOTAL_Y1

Source: SPSS output data processed

From the results of the multicollinearity test, it is known that the value of the variance inflation factor (VIF) for both variables is less than 10, so it can be assumed that there is no multicollinearity between the independent variables in the regression model.

Autocorrelation Test

This test is carried out to test a model of whether the confounding variables of each independent variable influence each other. The results of the autocorrelation test are as follows:

Table 3. Autocorrelation test values
Summary model b

Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Durbin-Watson
1	.775a	.601	.572	1037	1959

a.   Predictors: (Constant), TOTAL_X3, TOTAL_X1, TOTAL_X2
b.   Dependent Variable: TOTAL_Y1

Source: SPSS output data processed

From the test results using the Durbin-Watson test for the residual regression equation, the d-count is 1.959. As a general guideline, the Durbin–Watson range is 0 and 4. If the value of the Durbin–Watson statistical test is less than one or greater than three, then the residuals or errors of the multiple regression model are not independent or autocorrelation occurs. So based on the Durbin–Watson statistical test scores in this study were above one and below three (1.959) so there was no autocorrelation.

Multiple Linear Regression Analysis

Multiple regression analysis is used to predict the magnitude of the influence of organizational variables, work motivation, and work ability on work performance in the Office of the Ministry of Religion of North Konawe Regency. From the calculation results, the regression equation is obtained as follows:

$$\hat{Y} = 1.590 + 0.301\ X1 + 0.141\ X2 + 0.213\ X3$$

Table 4. Regression Estimation Output Results

Variable	Coefficient Estimates	Betas	t	Sig.	Information
Y	1,590				
X1	0.301	0.451	4,440	0.033	Positive and Significant Influence
X2	0.141	0.211	2,350	0.043	Positive and Significant Influence
X3	0.213	0.300	2,910	0.039	Positive and Significant Influence
F count	20,571				
Adjusted R2	0.844				

Source: SPSS output data processed

From the regression equation, it can be interpreted as follows:

1. The regression constant value is 1.590, indicating that in organizing, work motivation, and work ability with constant conditions or X = 0, the work performance of the employees of the Office of the Ministry of Religion of North Konawe Regency is 1.590.
2. X1 (organizing) the regression coefficient is 0.301, which has a positive influence on Y (work achievement). This means that if the organization gets better with the assumption that other variables are constant, then this can increase the work performance of employees of the Office of the Ministry of Religion of North Konawe Regency by 0.301.
3. X2 (Work Motivation) the regression coefficient is 0.141, which has a positive influence on Y (work achievement). This means that if work motivation is higher assuming other variables are constant, then this can increase the work performance of employees of the Office of the Ministry of Religion of North Konawe Regency by 0.141.
4. X3 (work ability) the regression coefficient is 0.213, which has a positive influence on Y (work achievement). This means that the ability to work is higher assuming other variables are constant, so this can increase the work performance of employees of the Office of the Ministry of Religion of North Konawe Regency by 0.213.

Coefficient of Determination

The coefficient of determination is used to calculate the contribution of the independent variable to the dependent variable, from the SPSS processing results the following results are obtained.

Table 5. Results of Adjusted R Square Values

Summary model b					
Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Durbin-Watson
1	.775a	.601	.572	1037	1959
a. Predictors: (Constant), TOTAL_X3, TOTAL_X1, TOTAL_X2					
b. Dependent Variable: TOTAL_Y1					

Source: SPSS output data processed

From the table above it is known that the magnitude of the contribution of organizing variables, work motivation, and work ability to employee performance at the Office of the Ministry of Religion of North Konawe Regency by looking at the results of Adjusted R Square or (Adjusted R) = 0.572 This means that the variables of organizing, work motivation, and work ability to explain changes in employee performance variables of 57.2% while the remaining 42.8% is explained by other factors outside the model.

Conclusion

Based on the results of the research and discussion that has been carried out regarding the effect of organizing, work motivation, and work ability on employee performance at the Office of the Ministry of Religion of North Konawe Regency, using multiple linear regression the conclusions are drawn as follows:

1. Organizing, work motivation, and work ability collectively affect the work performance of employees at the Office of the Ministry of Religion of North Konawe Regency.
2. The organization has a positive and significant effect on employee performance at the Office of the Ministry of Religion of North Konawe Regency.
3. Work motivation has a positive and significant effect on employee performance at the Office of the Ministry of Religion of North Konawe Regency.
4. Work ability has a positive and significant effect on employee performance at the Office of the Ministry of Religion of North Konawe Regency.

Suggestion

Based on the results of the research and discussion, several suggestions need to be considered, namely:

1. For Agencies
   a. Leaders need to propose to increase the number of competent employees and accept more employees who are domiciled in the North Konawe district so that employees can focus on their respective duties without having to bear excessive additional work and the official distance is closer to the employee's domicile address which can affect employee performance.
   b. Leaders at the Office of the Ministry of Religion of North Konawe Regency need to carry out routine employee development in the form of meetings with employees as a reminder of the direction of goals, as well as organizational policies.
   c. Leaders at the Office of the Ministry of Religion of North Konawe Regency need to propose to conduct training and training for employees so that conceptual skills and analysis of developing issues can be developed which affect employee performance.
   d. Leaders at the Office of the Ministry of Religion of North Konawe Regency need to provide additional time and costs to provide space for employees to do additional work which also affects employee performance.
2. For Researchers
   For future researchers, it is hoped that they can redevelop research using different variables. Among them are work discipline, work supervision, compensation, leadership, training, and work environment variables.

References

[1] Bintoro, and Daryanto. 2017. Employee Performance Assessment Management. Yogyakarta: Gava Media

[2] Blanchard, H, Paul, Hersey, and Kenneth. 2005. Organizational Management Behavior: Utilizing Human Resources, 4th Ed. Translation. Jakarta: Erlangga

[3] Chukwuma, EM, and Obiefuna, O. 2014. Effect of Motivation on Employee Productivity: A Study of Manufacturing Companies in Newi. Journal of Managerial Studies and Research2 (7).

[4] Damayanti, Praise. et al. 2013. "The Effect of Compensation and Work Motivation on Performance Employees of the Regional Drinking Water Company (PDAM) Suarakarta". Jupe UNS. Volume 2. Number 1. Pages 155-168

[5] Handoko. 2015. Human Resource Management, First Printing. London: Libraries Loyal

[6] Hasibuan, Malayu SP. 2011. Human Resource Management, Revised Edition. Jakarta: PT. Script Earth

[7]   Hasibuan, Malayu SP. 2019. Human Resource Management, Revised Edition. Jakarta: PT. Script Earth

[8]   J. Supranto. 1997. Statistics: Theory and Applications Volume 1 edition 7. Jakarta: Erlangga Jogiyanto.   2009. Management Information System. Yogyakarta: Andi Offset

[9]   DA Christian. Pradhanawati A, Wijayanto A. 2013. Effect of work ability and motivation work on employee performance: a study on operator employees of PT Indonesia Power Generator Business Unit Semarang). Business Administration 2(1):1–7.

[10] Mangkunegara, AA Anwar Prabu, 2017. Human Resource Management. Company. Bandung: Rosdakarya Youth

[11] Mangkunegara, Anwar Prabu. 2015. Corporate Human Resources, Second printing mercy. Bandung: Rosdakarya Youth

[12] Miftahun and Sugiyanto. (2010). The influence is of social support and leadership transformational towards organizational commitment with work motivation as a mediator. Journal of psychology volume 37, No. 1.94–109.

[13] Nawawi, H. Hadari, and HM Martini Hadari. 1994. Administration Science. Jakarta: Ghalia Indonesia

[14] Omollo, Pamela Akinyi and Oloko. 2015. Effect of Motivation on Employee Performance of Commercial Banks in Kenya: A Case Study of Kenya Commercial Banks in Migori   County. International Journal of Human Resource Studies, Vol. 5, No. 2. Pp. 87-103.

[15] Ranupandojo, H, and Suad Husnan. 2012. Personnel Management. Yogyakarta: BPFE

[16] Robbins, P. Stephen. 2006. Organizational Behavior. Issue Ten. Translated by: Drs. Benjamin Molan. Jakarta: Erlangga

[17] Robbins, Stephen P and Judge, Timothy A. 2013. Organizational Behavior Edition. 15. New Jersey: Pearson Education.

[18] Robert M. Kaplan and Dennis P. Saccuzzo, 1993. Psychological Testing principles, applications, and issues; Brooks/Cole Publishing Company, Pacific Grove, California, p: 126

[19] Samsudin, Sadili. 2010. Human Resource Management. Bandung: Faithful Library

[20] Sastrohadiwiryo. 2013. Indonesian Manpower Management, second edition. New York: Earth Script

[21] Sedarmayanti. 2010. Human Resources and Work Productivity. Bandung: CV. Mandarin Proceed

[22] Siagian, Sondang P. 2001. Human Resource Management. Jakarta: Earth Script

[23] Siagian, Sondang P. 2015. Human Resource Management. Jakarta: PT. Script Earth

[24] Sikula, Andrew F. 2015. Human Resource Management, Jakarta: PT. Indonesian Ghalia

[25] Sinamo, Jansen H. 2011. Eight Professional Work Ethics. Jakarta: Darma Mahardika Institute

[26] Siswanto, HB. 2013. Introduction to Management. Jakarta: Earth Script

[27] Smith, H and P. Fingar. 2003. Business Process Management (BPM): The Third Wave. Tampa, FL: Meghan-Kiffer Press.

[28] Sofyandi, Herman. 2013. Human Resource Management. Yogyakarta: Science Graha

[29] Sudjarwo. 2001. Social Research Methodology. Bandung: Mandar Maju

[30] Sugiyono. 2004. Research Methods. Bandung: Alphabet

[31] Sugiyono. 2009. Quantitative, Qualitative, and R & D Research Methods. Bandung: Alfabeta

[32] Suhardan, Dadang, et al. 2009. Education Management. Bandung: Alphabet

[33] Sunyoto, Danang. 2013. Human Resource Management. Jakarta: Center for Academics Publishing Service

[34] Sutrisno, Edy. 2014. Human Resource Management, Sixth Edition. Jakarta: Pranada Media Group

[35] Terry, George R and Leslie W Rue. 2014. Fundamentals of Management (Principles of Management) trans. GA Ticoalu. Jakarta: Earth Script

[36] Thoha, Miftah. 2011. Organizational Behavior: Basic Concepts and Applications. New York: Rajawali Grafindo Persada

[37] Ulber, Please. 2011. Principles of Management. Bandung: Refika Aditama

[38] Winardi. 2004. Organizational Behavior Management. Second printing. Jakarta: Kencana Prenada Media Group

[39] Hero. 2013. Leadership: Theory, Psychology, Organizational Behavior, Applications, and Research. Jakarta: PT. King of Grafindo Persada