



Descriptive analysis of the work motivation of state civil apparatus in the scope of government organization of Kupang City

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ABSTRACT

The purpose of this research is to understand and determine the category of work motivation characteristics of State Civil Apparatus within the scope of the Government Secretariat of the City of Kupang, East Nusa Tenggara. This research was conducted for 6 months, from January to July 2023 using a purposive stratified proportional sampling method to 370 civil apparatus of the Kupang City Government. The types of data used are primary data and secondary data obtained by distributing questionnaires, interviews, and documentation. The data analysis used a class range table from the Likert scale analysis technique. The results showed that the work motivation of the State Civil Apparatus within the scope of the Kupang City Government is still in the medium category or tends to be socially oriented and can be an obstacle in achieving the vision and mission of regional heads or government performance. The characteristics of needs in the motivation theory that need to be maintained are security, social, and self-esteem needs, while the needs for autonomy and self-actualization need serious attention to be maximized.

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INTRODUCTION

One of the factors that influence organizational success is work motivation in addition to leadership and employee performance. Meirina (2013) & Santoso (2013) state that employee performance indications are influenced by internal factors (ability or competence and work motivation in carrying out their profession), while external factors include leadership, environment, tools and so on. Riwukore et al. (2021) states that an employee can work professionally if he has high motivation, because in general he will carry out his duties enthusiastically and energetically because certain motives or goals are filled with the background to the action. Riwukore & Habaora (2021) states that this motive is a driving and driving factor as a force to work hard. Wijaya (2015) states that there is a positive relationship between motivation and achievement of work performance/achievement so

leaders, managers, and employees who have high motivation will achieve high performance, and vice versa those who perform low because they have low work motivation.

PERC or Political and Economic Risk Consultancy (1999) in Alie et al. (2022) reports that Indonesia is one of the countries with the worst performance scores in the world in the field of bureaucracy. Meanwhile, the Swiss Institute for Management of Development in its Competitive Book (2007) in Riwukore et al. (2022) reports that Indonesia is the worst country in terms of bureaucratic performance because it has low productivity. Likewise based on Economic Performance (Marnisah et al., 2022), Business Efficiency (Riwukore, Alie, & Hattu, 2022), and Government Efficiency (Muday et al., 2022). These facts are caused by uncompetitive Indonesian human resources, weak work culture, and low competence. According to Manalor et al. (2022) that the accumulation of all of this is due to the low work motivation of employees.

The Kupang City Government in regional development is oriented towards several main programs, including strengthening the economy, developing education and health, upholding law and human rights, increasing defense and security, developing political and bureaucratic culture, developing social aspects of society, and developing spatial planning. The existence of high and professional employee work motivation will accelerate the achievement of regional development goals. This is in accordance with what was stated by Riwukore et al. (2022) that employee motivation will improve work methods which have an impact on improving performance. Meanwhile, Alie et al. (2022) states that performance improvement is determined by ability based on motivation. Thus work motivation affects performance. Therefore, this research was conducted to prove it.

The etymology of the word motivation comes from the Latin word, namely *movere* (impulse or driving force). Work motivation is explained as a strong urge from a person to carry out an activity (Riwukore et al., 2017). Zamzam et al. (2018) stated that the activities carried out by a person as a driving force to do something are always associated with motivation. Danila & Riwukore (2019) state motivation as a condition that drives employees to achieve organizational goals. Susanto et al. (2021) explain that a person's motivation in trying is determined by economic, social, and hobby motives. Tsani F (2013) states that work motivation is driven by an attitude of achieving success, opportunities for growth, career development, and recognition from others. This is because of the hygiene of the motivation itself, which includes: employee status in the organization, work relations, supervision, organizational policies, administrative systems, working conditions, and reward systems.

The founders of the theory of work motivation in scientific development include Abraham H Maslow, Adelfer, Frederick Herzberg, and David McClland. According to Maslow, work motivation based on needs sequentially consists of survival needs, security, social, appreciation, and self-actualization (Aswathappa, 2002). Then Lawler (1986) and Mitchell (1976) modified it into security needs, social needs, self-esteem needs, autonomous (independent) needs, and self-actualization needs.

Herzberg melalui teori dua faktor, membagi motivasi berdasarkan kebutuhan psikologis, yaitu sebagai faktor pemuas (motivation factor) dan faktor pemelihara (maintenance factor). Sementara Alderfer melalui teori ERG yang mengadopsi teori motivasi dari Maslow membagi motivasi atas existence, relatedness, and growth. Sementara McClelland (1961) melalui teori motivasi berprestasi membagi motivasi atas tiga, yaitu need of achievement, need of power, dan need of affiliation.

Wijaya (2015) reports that work motivation has a significant effect on performance both partially and collectively. Riwukore (2010) reports that employee motivation has a significant effect on organizational commitment and employee performance. The results of this study are by what Armstrong (2014) stated that a person's motivation to work harder in improving performance is an effort to get a reward and to avoid punishment or dismissal from office. Santoso, (2013) reports that work motivation can contribute to improving teacher performance by 65.1% if the coefficient of determination is 65.1% and the rest is influenced by other factors. Abdillah (2011) in Santoso (2013) also reported that motivation determines performance ability up to the 68% level. The effect of

motivation was also stated by Santoso (2013) that the variable work motivation has a positive and significant effect on employee performance with t-count (5.851) > t-table (2.012). It is so important that work motivation can inflame self-enthusiasm to achieve goals and grow as a value of self-awareness. Andayani (2013) reports that the influence of motivation on employee performance is very strongly correlated with the final results of performance achievements, meaning that if motivation increases, employee performance increases or is better based on the regression analysis and the results of the correlation analysis on the relationship between motivation and employee performance.

Many studies related to work motivation have been carried out, but they are more oriented toward quantitative research, about the factors or predictors that influence it such as compensation and workload (Hermingsih & Purwanti, 2020), leadership (Sultan, 2021). While matters that are indicators of motivation itself have not been discussed in depth, especially from a qualitative aspect. In addition, there has not been much research on human resources related to Kupang City Government institutions.

RESEARCH METHOD

The research was conducted for 6 months, January-July 2023 at the Regional Secretariat of the Kupang City Government. The research population is all employees of the Kupang City Government, 4895 people. The research sample consisted of 370 people who were determined using Slovin's instructions using the purposive stratified proportional sampling method at a probability of 5% (Sugiyono, 2017). Based on the sampling technique, the research sample consisted of 8 employees from class I, 80 people from class II, 215 people from class III, and 67 people from class IV. The data used in this research consists of primary data and secondary data. Data collection techniques were carried out by means of interviews (questionnaires), observation, and documentation. The data were then analyzed descriptively based on the average Likert scale rating, as shown below.

$$\frac{5-1}{3} = 1,33 \tag{1}$$

The average value of 1 - 2.32 is low

The average value of 2.33 - 3.65 is moderate

The average value is 3.66 - 5.00 is high

The following are the limitations of the research variables, the theory of motivation uses Maslow (1943) instructions as follows.

Table. Work motivation variables and subvariables

| No. | Subvariable | Indicators |
|-----|--------------------------|---|
| 1. | Security needs | (a). Feel safe with the salary received every month (b). Feel safe with the position (long time working) until now |
| 2. | Social needs | (a). Useful in society (b). The working relationship with co-workers is going well |
| 3. | Self-esteem needs | (a). Get recognition and appreciation from colleagues (b). Receive recognition and appreciation from superiors |
| 4. | Autonomy needs | (a). Participate in expressing thoughts in determining the development strategic plan (b). Participate in expressing thoughts in determining methods and determining work procedures |
| 5. | Self-actualization needs | (a). Duties and responsibilities given in accordance with education and ability (b). Working in the organization make the ability to develop |

RESULTS AND DISCUSSIONS

Results

Security Needs

Table 2 is the results of research related to respondents' responses about security needs. As a result, the indicator related to "feel secure with the salary received every month" has an average value of 3.70 (high). The indicator of "feeling safe with the position (long working time) to date" has an average value of 3.79 (high). In general, the average value for the security needs sub-variable is 3.75 (high). The complete data is presented in the following table.

Table 2. Respondents' responses to security needs

| Variable | Sub-variable | Indicators | \sum Respondent | Scale | \sum Scale | % | Category |
|-------------|----------------|---|-------------------|-------|--------------|-------|-----------|
| Motivation | Security Needs | Feel safe with the salary received every month | 2 | 1 | 2 | 0.5 | 3.70/High |
| | | | 6 | 2 | 12 | 1.6 | |
| | | | 137 | 3 | 411 | 37.0 | |
| | | | 180 | 4 | 720 | 48.6 | |
| | | | 45 | 5 | 225 | 12.2 | |
| | | Total 1 | 370 | | 1370 | 100.0 | |
| | | Feel safe with the position (long time working) until now | 0 | 1 | 0 | 0.0 | |
| | | | 16 | 2 | 32 | 4.3 | |
| | | | 107 | 3 | 321 | 28.9 | |
| | | | 186 | 4 | 744 | 50.3 | |
| | | | 61 | 5 | 305 | 16.5 | |
| | | | Total 2 | 370 | | 1402 | |
| Total 1 + 2 | | | | | 3.75/High | | |

Source: Primer data

Social Needs

Based on the respondents' responses regarding the indicators of social needs, it was found that the "Useful in society" indicator had an average value of 3.96 (high). The indicator "The working relationship with co-workers is going well" with an average value of 3.84 (high). The average score for social needs is 3.90 (high). Data on employee perceptions related to social needs are presented in Table 3.

Table 3. Respondents' responses to social needs

| Variable | Sub-variable | Indicators | \sum Respondent | Scale | \sum Scale | % | Category |
|------------|--------------|-------------------|-------------------|-------|--------------|------|-----------|
| Motivation | Social Needs | Useful in society | 0 | 1 | 0 | 0 | 3.90/High |
| | | | 11 | 2 | 22 | 3.0 | |
| | | | 82 | 3 | 246 | 22.2 | |
| | | | 187 | 4 | 748 | 50.5 | |

| | | | | | |
|--|-----|---|------|-------|------------|
| | 90 | 5 | 450 | 24.3 | |
| Total 1 | 370 | | 1466 | 100.0 | 3.96/High |
| | 0 | 1 | 0 | 0 | |
| The working relationship with co-workers is going well | 15 | 2 | 30 | 4.1 | |
| | 87 | 3 | 261 | 23.5 | |
| | 211 | 4 | 844 | 57.0 | |
| | 57 | 5 | 285 | 15.4 | |
| Total 2 | 370 | | 1420 | 100.0 | 3.84/ High |
| Total 1 + 2 | | | | | 3.90/ High |

Source: Primer data

Self-Esteem Needs

Based on the average value of measuring respondents' perceptions of self-esteem needs, it shows that the "get recognition and appreciation from colleagues" indicator has an average value of 3.58 (moderate), while the "receive recognition and appreciation from superiors" indicator has an average value of 3.74 (high). In general, respondents' perceptions of self-esteem needs show an average value of 3.66 (high). Details can be seen in Table 4.

Table 4. Respondents' responses to self-esteem needs

| Variable | Sub-variable | Indicators | ∑ Respondent | Scale | ∑ Scale | % | Category |
|-------------|-------------------|---|--------------|-------|-----------|-------|---------------|
| Motivation | Self-Esteem Needs | | 0 | 1 | 0 | 0 | |
| | | Get recognition and appreciation from colleagues | 15 | 2 | 30 | 4.1 | |
| | | | 148 | 3 | 444 | 40.0 | |
| | | | 185 | 4 | 740 | 50.0 | |
| | | | 22 | 5 | 110 | 5.9 | |
| | | Total 1 | 370 | | 1324 | 100.0 | 3.58/Moderate |
| | | 4 | 1 | 4 | 1.1 | | |
| | | Receive recognition and appreciation from superiors | 8 | 2 | 16 | 2.2 | |
| | | | 131 | 3 | 393 | 35.4 | |
| | | | 163 | 4 | 652 | 44.1 | |
| | | | 64 | 5 | 320 | 17.3 | |
| Total 2 | 370 | | 1385 | 100.0 | 3.74/High | | |
| Total 1 + 2 | | | | | 3.66/High | | |

Source: Primer data

Autonomy Needs

Respondents' perceptions related to autonomy needs can be seen in Table 5. Based on the average value of the indicators, it shows that the indicator "participate in expressing thoughts in determining

Jefirstson R Riwu Kore, Descriptive analysis of the work motivation of state civil apparatus in the scope of government organization of Kupang City

the development strategic plan" has an average value of 3.26 (moderate), then the indicator "Participate in expressing thoughts in determining methods and determining work procedures" has an average value of 3.27 (moderate). The moderation of these two indicators causes low autonomy needs.

Table 5. Respondents' responses to autonomy needs

| Variable | Sub-variable | Indicators | \sum Respondent | Scale | \sum Scale | % | Category |
|-------------|----------------|---|-------------------|-------|---------------|-------|---------------|
| Motivation | Autonomy Needs | Participate in expressing thoughts in determining the development strategic plan | 16 | 1 | 16 | 4.3 | |
| | | | 52 | 2 | 104 | 14.1 | |
| | | | 136 | 3 | 408 | 36.8 | |
| | | | 151 | 4 | 604 | 40.8 | |
| | | | 15 | 5 | 75 | 4.1 | |
| | | Total 1 | 370 | | 1207 | 100.0 | 3.26/Moderate |
| | | Participate in expressing thoughts in determining methods and determining work procedures | 8 | 1 | 8 | 2.2 | |
| | | | 56 | 2 | 112 | 15.1 | |
| | | | 153 | 3 | 459 | 41.4 | |
| | | | 135 | 4 | 540 | 36.5 | |
| | | | 18 | 5 | 90 | 4.9 | |
| | | Total 2 | 370 | | 1209 | 100.0 | 3.27/Moderate |
| Total 1 + 2 | | | | | 3.26/Moderate | | |

Source: Primer data

Self-Actualization Needs

Data and information on self-actualization needs from this study are presented in Table 6. Based on the average value, the indicator for self-actualization needs can be explained that the "duties and responsibilities are given in accordance with education and abilities" indicator has an average value of 3.45 (moderate), while the indicator "working in the organization makes the ability to develop" has an average value of 3.55 (moderate). In general, the average value for the self-actualization needs variable is 3.50, which is moderate.

Table 6. Respondents' responses to self-actualization needs

| Variable | Sub-variable | Indicators | \sum Respondent | Scale | \sum Scale | % | Category |
|------------|--------------------------|--|-------------------|-------|--------------|-------|---------------|
| Motivation | Self-actualization Needs | Duties and responsibilities given in accordance with education and ability | 13 | 1 | 13 | 3.5 | |
| | | | 37 | 2 | 74 | 10.0 | |
| | | | 116 | 3 | 348 | 31.4 | |
| | | | 177 | 4 | 708 | 47.8 | |
| | | | 27 | 5 | 135 | 7.3 | |
| | | Total 1 | 370 | | 1278 | 100.0 | 3.45/Moderate |

| | | | | | |
|---|-----|---|------|-------|----------------|
| | 9 | 1 | 9 | 2.4 | |
| Working in the organization make the ability to develop | 14 | 2 | 28 | 3.8 | |
| | 152 | 3 | 456 | 41.1 | |
| | 154 | 4 | 616 | 41.6 | |
| | 41 | 5 | 205 | 11.1 | |
| Total 2 | 370 | | 1314 | 100.0 | 3.55/ Moderate |
| Total 1 + 2 | | | | | 3.50/ Moderate |

Source: Primer data

Work Motivation

The level of individual motivation in carrying out or achieving organizational goals is largely determined by the fulfillment of the characteristics of the needs, which according to Maslow's theory consist of security needs, social needs, self-esteem needs, autonomy needs, and self-actualization needs. Display of the characteristics of the needs that affect employee motivation are presented in Table 7.

The results showed that the characteristics of employee motivation were a score of 3.61 (moderate). The characteristics of work motivation that have been considered good are safety needs, social needs, and self-esteem needs, while the needs for autonomy and self-actualization needs are still in the moderate category. That is, the characteristic components that need to be developed and require serious attention are the characteristics of the need for autonomy and self-actualization.

Table 7. Respondents' responses to work motivation

| Variable | Subvariable | Score | Category |
|-----------------|--------------------------|-------|----------|
| Work Motivation | Security needs | 3.75 | High |
| | Social needs | 3.90 | High |
| | Self-esteem needs | 3.66 | High |
| | Autonomy needs | 3.26 | Moderate |
| | Self-actualization needs | 3.50 | Moderate |
| | Category | 3.61 | Moderate |

Source: Primer data

Discussion

In general, respondents' responses related to security needs indicate that employees feel secure with the income they earn each month and feel comfortable with the position they hold. This shows that the sense of security perceived by employees can be a motivation in carrying out organizational tasks. Yonanda et al. (2016) stated that security needs have an important role in the organization to produce a conducive working atmosphere so that organizational members are comfortable working to achieve organizational goals and objectives. The implication of meeting the security needs of employees is comfort at work so that employees are motivated to improve work performance. As stated by Wibowo et al. (2017) that employees can work enthusiastically and productively if there is a formal guarantee of their position and position, income, responsibility, and authority. Mustainah (2012) states that the need for security is the main thing in work motivation because of guaranteed working conditions and income. Security needs that are in the high category in this study can be a stimulus to increase employee motivation to be more productive at work.

The results of measuring the perception of social needs show that all indicators are in the high category. This illustrates the existence of harmonious attitudes and actions among employees and within groups because each individual is considered useful, and cooperates with each other in completing work. This situation explains that employees will be motivated to try to improve their performance. Firsani (2015) states that employees who feel useless and lack harmony among co-workers and superiors will reduce employee motivation to work productively. This situation is generally triggered by senior-junior distinctions, a work environment that is not conducive so that work results are not optimal even though they are instructed clearly, and so on. Putra & Herdiyanto (2016) state that social needs in the world of work are manifested by harmonious co-worker relationships and informal group relationships. This is in accordance with Utami & Waluyo (2017) that social needs are related to friendship, being liked and accepted by others, being cooperative, and avoiding conflict.

Self-esteem is oriented towards recognition and appreciation from employees and superiors. The results of this study indicate that attention from superiors is more influential than that of colleagues. Factors that may influence are differences in attitudes and thoughts that are oriented towards competition, political perspectives, and workload from superiors. The organizational culture that shapes the character of the organization is also very influential. It is necessary to improve the quality of organizational culture, especially recognition or appreciation among colleagues and superiors. This is as explained by Purnamasari (2015) that increased motivation from the aspect of self-esteem needs has a positive or high value if the organizational culture created is balanced, including discipline, openness, mutual respect, and cooperation. Yonanda et al. (2016) states that high self-esteem needs have a significant effect on increasing motivation to perform productively. In general, self-esteem needs show a high category value, meaning that employees are still satisfied with the self-esteem needs in the organization, and this does not affect motivation. This is as stated by Riwukore (2010) that job satisfaction is an indicator of a person's high work motivation, so that if employees gain self-esteem in the work environment then work motivation increases.

The moderate results of measuring the autonomy need indicator indicate that the increase in motivation from this need has not been properly considered. The implication, the obstacles to produce high employee motivation in achieving maximum work performance. Tekeng &alsa (2016) reported an increase in intrinsic motivation, seeing oneself as competent, and having self-esteem when autonomy needs are given high attention. According to Riwukore et al. (2022), the emphasis on autonomy needs aims to monitor individual control, direct, and regulate actions for obtaining information, developing skills, and self-improvement. That is, autonomy needs must be met to be able to regulate themselves. Kusdiyati et al. (2018) reported that granting autonomy is effective in increasing the sense of autonomy. Mamahit & Situmorang (2016) state that the need for autonomy refers to the need to feel control, act as an agent/cause, or have autonomy in interactions with the environment, or a perception of internal quality loci from the point of view of perceived causes. Martinez Cruz (2018) states that individuals have a basic psychological need to experience feelings of autonomy and feelings of control. Autonomy is related to the existence of individuals independently, when it is associated with decision-making, individuals can make their own decisions for themselves. Changes in organizational culture are a way that can be done by organizations to increase employee motivation from the aspect of autonomy needs.

The results of measuring the perception of the self-actualization needs indicator show a moderate category. That is, it needs to be improved because it is very much needed to increase work motivation. Syauta & Yuniasanti (2015) reported that self-actualization needs have an effective contribution of 36.2% to work motivation. Boeree (2013) states that high self-actualization needs are needed so that individuals can realize their potential and become something according to their abilities. Furthermore, Arninda & Safitri (2011) stated that individuals can be said to have high self-actualization needs if they obtain satisfaction within themselves, realize their potential, become creative, and are free to reach their potential peaks. The need for self-actualization can be called the

need for growth (Budiman, 2019), which is an intrinsic desire for personal development, including the intrinsic component of the characteristics of self-actualization. Wijaya (2015) states that the need for self-actualization is the highest hierarchy of needs because it is related to the process of developing a person's true potential to demonstrate abilities, skills, and self-potential. The research results show that the need for self-actualization is in the "moderate" category, and needs to be increased through empowerment such as fit and proper tests and promotions to increase employee motivation.

In general, employee motivation is in the "moderate" category because employees feel they are not included in the preparation of work plans and strategic activities within the organization (low participation). In addition, employees feel that they are not placed according to their expertise and education, which hinders them from working, and lacks recognition from co-workers. These factors ultimately shape the individual characteristics of employees who have "moderate" work motivation and can hinder the achievement of the organization's strategic goals. This "moderate" work motivation shows that employees are more oriented towards social status or matters relating to the strata of human life such as position, position, and so on.

The strategy that can be implemented to increase employee motivation is to increase the fulfillment of autonomy needs and self-actualization needs. These two needs are at the highest level in the hierarchy of motivation theory according to Maslow. Meirina (2013) states that organizations/institutions must increase employee motivation to get maximum results and meet set targets.

CONCLUSION

The results of the study show that the employee's work motivation is still in the "moderate" category or tends to be socially oriented. These results are influenced by the characteristics of the needs for autonomy and self-actualization needs which are in the "moderate" category, rather than the needs for security, social needs, and self-esteem needs which are in the "high" category. Employee work motivation which is considered relatively low can be an obstacle in achieving the regional head's vision and mission or government performance. The implications of this research indicate the need to increase and strengthen the work motivation of employees, especially those related to the need for autonomy and the need for self-actualization through several ways, including compensation, workload, attention from leaders, reward and punishment, and career development. How to increase employee motivation is a limitation of this research, so that in the future it can become new information for further research. The contribution obtained from this research is that there is information that explains scientifically that the existing work motivation in Kupang City Regional Government institutions still needs to be improved so that this research can become a recommendation for decision-making or policies to increase or strengthen the work motivation of employees.

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