

THE INFLUENCE OF FUNCTIONAL POSITIONS, TRAINING AND WORK MOTIVATION ON THE WORK PRODUCTIVITY OF MANDAILING NATAL REGENCY GOVERNMENT EMPLOYEES

Syarifuddin Lubis^{1*}, Sjahril Effendy², Hasrudy Tanjung³

^{1,2,3}Universitas Muhammadiyah Sumatera Utara

Jl. Kapten Mukhtar Basri No. 3 Medan

*Email: fu_lubis03@yahoo.co.id

ABSTRACT

This research is included in quantitative research, where the research data is in the form of numbers and analyzed using statistics. The method used in this research is the survey method. Survey research is research that takes samples from a population and uses questionnaires as the main data collection tool. The data collection technique in this research used a questionnaire. The data analysis technique in this research uses Multiple Linear Regression, Classical Assumption Test, t Test and F Test, and Coefficient of Determination. Partially, functional positions have a significant effect on work productivity, training has a significant effect on work productivity, work motivation has a significant effect on employee work productivity at the Mandailing Natal Regency Government. Simultaneously, functional positions, training and work motivation have a significant effect on employee work productivity in the Mandailing Natal Regency Government.

Keywords: Functional Position, Motivation, Training, Work Productivity.

INTRODUCTION

An organization that has a large number of workers who have different backgrounds will influence efforts to achieve organizational goals. Having different backgrounds will result in different needs and desires. Meanwhile, people carry out work activities because of encouragement caused by the person's needs and desires. The strategy used to implement the national development planning program refers to Law Number 25 of 2004 concerning the National Development Planning System. Article 2 paragraph 4 of this Law states that the National Development Planning System aims firstly, to coordinate development actors; second, creating integration, synchronization and synergy between regions, between spaces, between times, and between government functions and between the center and regions; third, ensuring the linkage and consistency between planning, budgeting, implementation and supervision; fourth, optimizing community participation; and fifth, ensuring the use of resources efficiently, effectively, fairly and sustainably. Work productivity according to (Priscilia, Kojo, and Dotulong 2017) is a comparison between output and input, where the output must have added value and better workmanship techniques. Meanwhile, according to (Magfiroh, Wahyuni, and Kurniawan 2017) productivity is the relationship between inputs

Proceeding 2nd Medan International Economics and Business

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

and outputs of a productive system. Work productivity is a result of the work requirements that must be met by each employee.

From the objectives above, it can be explained that in carrying out development management, the role of Human Resources (HR) is very important and cannot be ignored. One of the strategic issues that has received attention is the simplification of bureaucratic structures and institutions. One of the mandatory quick wins is an acceleration program in the form of activity initiatives that must be implemented. Elimination of positions as part of bureaucratic simplification is one of the priorities set out in "Presidential Regulation Number 18 of 2020 concerning the 2020-2024 National Medium Term Development Plan. Bureaucratic simplification includes 2 (two) things, namely simplifying the bureaucracy to 2 (two) echelon levels and transferring structural positions to functional positions. The purpose of position transfer is to move the employee's focus from administrative positions or better known as structural positions to functional positions. The abolition is expected to reduce unnecessary costs and as an effort to simplify government bureaucracy. The aim of simplifying bureaucracy is to increase government effectiveness and to speed up decision making as an effort to increase employee productivity. Simplifying the bureaucracy, one of which is carried out by transferring structural positions to functional positions, will change the organizational structure and shift the function of Human Resources (HR) management.

It is feared that this transfer of positions will change the way of thinking of Civil Servants (PNS), who often only seek positions without carrying out their duties optimally. General perception and the fact that civil servants who hold certain positions bring social respect and appreciation (Daniarsyah, 2020). In general, functional positions tend to be less popular than structural positions because of the difference in the amount of compensation and benefits received. As confirmed by the research results of Rahkam, et al., (2020) and Irfan, Muhlis (2013) stated that the income received by echelon III structural employees is more than employees in certain equivalent functional positions (Muhlis, 2013). Apart from that, civil servants are more tempted to occupy structural positions compared to functional positions because of the different welfare factors. This is emphasized in Rakhmawanto (2016) that in the government bureaucracy structural positions are considered more attractive because they have a lot of positive impacts on their positions such as official residences, means of transportation, aides and so on and vice versa, functional positions are sometimes not paid attention to in career development and welfare (Rakhmawanto, 2021). Functional position groups often just become a "waste basket" which means accepting employees who cannot develop in structural positions. The transfer of structural to functional positions also has the potential to give rise to counter-productive work behavior which can be seen from indicators of employee failure in carrying out work processes in functional positions (Puspita, 2022). Effective and directed use of labor is the key to increasing employee productivity, so an organizational policy is needed to drive the organization so that it is willing to work more productively in accordance with the plans that have been set. One effort that organizations or agencies can make to increase employee work productivity is by conducting training. Training is a planned effort to increase employee knowledge, skills and abilities. By implementing appropriate training, public service institutions are expected to be able to improve employee work effectiveness in achieving predetermined work results. The training carried out can be aimed at both existing

Proceeding 2nd Medan International Economics and Business

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

and new employees. Old employees need to learn and be trained with the aim of improving poor performance, learning new knowledge and technology and skills as well as adapting to organizational developments and new organizational policies. By providing training in an agency or organization, it is possible to increase work productivity, which is also because employees have sufficient capital or ability to achieve the goals of the agency or organization. Training provides various benefits, both to agencies or organizations and to the employees themselves. For employees, training provides benefits such as additional knowledge, work skills, increased work performance and so on. Meanwhile, agencies or organizations also get more benefits, such as maintaining the stability of institutions and employees. The training implemented by the Mandailing Natal Regency Government office is intended to prepare experts and skilled personnel to absorb and take over technology both for office needs and for the needs of society in general. As well as preparing education for office employees in carrying out operational activities in pursuing careers in various fields according to their skills, it is hoped that through good training they will be able to increase work productivity, especially in carrying out public services. This requirement is the employee's willingness to work with enthusiasm and responsibility. An employee who meets the work requirements is an employee who is deemed to have the ability, physical health, intelligence and certain education and has acquired the skills to carry out the tasks in question and fulfills satisfactory requirements in terms of quality and quantity. Thus, a motivator is needed for employees, namely in the form of fulfilling physical and non-physical needs. By fulfilling these needs, employees will be willing to work and carry out their duties well. Motivation starts from fulfilling good physical and non-physical needs and can also support the success of an organization in achieving its goals. Motivation is the willingness to expend a high level of effort towards organizational goals, which is conditioned by the ability of that effort to fulfill an individual need according to (Nasrudin, 2019). Because these two factors will create a high level of work productivity, thus supporting the success of the organization. On the other hand, if the level of work productivity decreases, it will hinder the organization from achieving its goals. The results of research conducted by Sofyan (2021) say that work motivation influences productivity

Every organization always wants the productivity of each employee to increase. To achieve this, organizations must provide motivation and provide good work ethics to all their employees so that they can achieve work performance and increase productivity. Apart from that, the added work experience possessed by the employees will provide a great connection in efforts to achieve high levels of productivity. Every organization always wants the productivity of each employee to increase. To achieve this, organizations must provide good motivation to all their employees so they can achieve work performance and increase productivity. With the addition of a work ethic possessed by employees, it will provide a great relationship in efforts to achieve productivity levels. The results of research conducted by Sugiarti et., al. (2020) shows that work motivation has an influence on productivity. Therefore, functional positions, training and work motivation for employees are very important and can encourage employee work productivity. Based on the description above, researchers with all their limitations try to analyze "The Influence of Functional Positions, Training and Work Motivation on the Work Productivity of Government Employees Mandailing Natal Regency”.

METHOD

This research uses descriptive research type. According to Sugiyono (2019:29) descriptive research is a method that functions to describe or provide an overview of the object being studied through data or samples that have been collected as they are, without carrying out analysis and making general conclusions. More specifically, the descriptive method used in this research is the case study method. According to Nazir (2019:66) the purpose of a case study is to provide a detailed description of the background, characteristics and unique characteristics of the case, or the status of the individual, which then from the typical characteristics above will be made into a general things. Depending on the purpose, the scope of the study can cover the entire cycle of an individual, group, or institution with an emphasis on certain case factors or include all the factors of a particular case, or all factors and phenomena.

DISCUSSION**The Influence of Functional Positions on Work Productivity**

The resulting calculated t value for the functional position variable is 2.683 with a sig of 0.002. Sig analysis results. 0.002 is smaller than 0.05, meaning that individually the functional position variable has a significant effect on the work productivity of Mandailing Natal Regency Government employees. The purpose of this test is to determine the influence of individual independent variables in explaining variations in the dependent variable. Functional positions according to presidential decree no. 87 Yr. 1999 and PP no. 16 Yr. 1994 Concerning Functional Position is a position that indicates the duties, responsibilities, authority and rights of a Civil Servant in an organizational unit whose performance of duties is based on certain expertise and/or skills and is independent. According to Government Regulation Number 100 of 2000 concerning the Appointment of Civil Servants in Structural Positions: "what is meant by Structural Position is a position that indicates the duties, responsibilities, authority and rights of a Civil Servant in order to lead a state organizational unit. The results of this research in line with Kurniawan's research (2021) with the research title "The Influence of the Functional Position of Librarians on the Work Productivity of Librarians at the Regional Library Agency of Yogyakarta Special Province".

The Effect of Training on Work Productivity

The resulting calculated t value for the training variable is 2.103 with a sig of 0.001. Sig analysis results. 0.001 is smaller than 0.05, meaning that individually the training variable has a significant effect on the work productivity of Mandailing Natal Regency Government employees. The purpose of this test is to determine the influence of individual independent variables in explaining variations in the dependent variable. The results of this research are in line with Boangmanalu's research (2021), "The Effect of Employee Training on Work Productivity in the Office of Cooperatives, SMEs and Trade in Pematangsiantar City", the results of his research state that there is a strong influence of training on work productivity in the Office of Cooperatives, SMEs and Trade. . This is shown based on research results, $R_{xy} = 0.720$. This value is greater than the r table value, namely 0.237 or $0.720 > 0.237$. These results are evidence that there is an influence of employee training on work productivity at the Pematangsiantar City Cooperatives, SMEs and Trade Office. The

hypothesis also shows that "employee training has an effect on work productivity, in the sense that the more frequently training is carried out, the stronger work productivity will be" is accepted. So H_a is accepted and H_o is rejected.

The Influence of Work Motivation on Work Productivity

The resulting calculated t value for the work motivation variable is 2,292 with a sig of 0.004. Sig analysis results. 0.004 is smaller than 0.05, meaning that individually the work motivation variable has a significant effect on the work productivity of Mandailing Natal Regency Government employees. The purpose of this test is to determine the influence of individual independent variables in explaining variations in the dependent variable. These results are in line with research by Nurhayati (2021), with the research title "The Influence of Work Motivation and Training on Employee Work Productivity in the Regional Library and Archives Service of West Java Province", which states that based on the results of research in the field, the description of the level of work motivation is in the category "High" on average, there is a positive and significant influence of work motivation on work productivity at the Regional Library and Archives Service of West Java Province. So, work motivation is really needed to support employee performance while they are still working. According to Saleh and Utomo, (2021), Yuliannisa et al., (2021), Febriyanti et al., (2022) said that work motivation has a positive and significant effect on work productivity. Meanwhile, in research by Nasem et al., (2021); Nangoy et al., (2020); Rampisela et al., (2020) said that work motivation has a significant negative effect on work productivity. Thus, the hypothesis of this research is that motivation has a positive effect on work productivity in Semarang City Government Employees.

The Influence of Functional Position, Training and Work Motivation on Work Productivity

Based on the table above, the calculated F value is 13,715 with F sig. 0.003 where F sig. 0.003 is smaller than 0.05 then H_o is rejected. It can be interpreted that simultaneously functional position (X1), training (X2), work motivation (X3) have a significant influence on employee work productivity (Y) in the Mandailing Natal Regency Government. This test aims to determine the extent to which the independent variables used are able to explain the dependent variable. In this research, functional positions (X1), training (X2), work motivation (X3) are simultaneously related to the dependent variable, namely employee work productivity (Y) in the Mandailing Natal Regency Government.

CONCLUSION

Functional positions have a significant effect on employee work productivity in the Mandailing Natal Regency Government. Training has a significant effect on employee work productivity at the Mandailing Natal Regency Government. Work motivation has a significant effect on employee work productivity in the Mandailing Natal Regency Government. Functional positions, training and work motivation have a significant effect on employee work productivity in the Mandailing Natal Regency Government.

Proceeding 2nd Medan International Economics and Business

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

REFERENCES

- Agustini, Fauzia (2019). *Manajemen Sumber Daya Manusia Lanjutan* (Edisi 2). Medan. Penerbit Madenatera.
- As'ad, Moh (2019). *Seri Ilmu Sumber Daya Manusia: Psikologi Industri* (Edisi Keempat). Yogyakarta. Penerbit Liberty.
- Fransisca, E., & Widjaja, I. (2019). Pengaruh Leverage, Likuiditas, Pertumbuhan Penjualan dan Ukuran Perusahaan Terhadap Profitabilitas Perusahaan Manufaktur. *Jurnal Manajerial Dan Kewirausahaan*, 1(2), 199-206.
- Handoko T. Hani (2019). *Manajemen Personalialia dan Sumber Daya Manusia* (Edisi keempat). Yogyakarta. Peberbit BPFE.
- Hartiti, T (2019). Efektivitas Model Kepemimpinan Transformasional Terhadap Peningkatan Softskill Perawat Pelaksana, *Jurnal Disertasi Doktorat Keperawatan Universitas Indonesia*.
- Hasibuan, S. P (2019). *Manajemen Sumber Daya Manusia*, Cetakan kesembilan. Jakarta. Penerbit PT Bumi Aksara.
- Iskandar, S., & Sembada, G. G. (2019). Pengaruh Beban Kerja, Motivasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai Bank BJB Cabang Padalarang. *Jurnal Ekonomi, Bisnis & Entrepreneurship*, 6(1), 26-38.
- Kartini Kartono (2019). *Pemimpin dan Kepemimpinan* (Edisi Pertama). Jakarta. Penerbit Raja Grafindo Persada.
- Kasmir (2019). *Manajemen Sumber Daya Manusia* (Cetakan Pertama). Jakarta. Penerbit Rajawali Pers.
- Koesomowidjojo, Suci R. Mar'ih (2019). *Panduan Praktis Menyusun Analisis Beban Kerja* (Edisi Kelima). Jakarta. Penerbit Raih Asa Sukses.
- Luthans, F. (2019). *Perilaku Organisasi 10th* (Edisi Indonesia). Yogyakarta. Penerbit ANDI.
- Mangkunegara, A.A Anwar Prabu (2017). *Evaluasi Kinerja SDM* (Edisi Kelima). Bandung. Penerbit PT. Remaja Rosda Karya.
- Mangkuprawira, S. & Hubeis, A.V (2019). *Manajemen Mutu Sumber Daya Manusia*. Edisi Ketiga. Bogor: Penerbit Ghalia Indonesia.
- Mathis Robert, Jackson John (2019). *Manajemen Sumber Daya Manusia* (Edisi Kedua). Jakarta. Penerbit Salemba empat.
- Moeljono, Djokosantoso (2019). *(Cultured) Budaya Organisasi dalam Tantangan* (Edisi Kelima). Jakarta. Penerbit Elex Media.
- Munawaroh. (2019). Pengaruh Tunjangan Kinerja Terhadap Kinerja Pegawai Negeri Sipil Pada Sekolah Tinggi Penyuluhan Pertanian (STPP) Gowa. *Jurnal Ilmiah Aksi STIE AMKOP Makassar.Vol.4.No.1*.
- Munie. (2019). *Manajemen Kinerja* (Edisi Kedelapan). Jakarta. Penerbit Ghalia Indonesia.
- Mutamimah (2019). *Globalisasi dan kepemimpinan transformasional* (Edisi Kelima). Semarang. Penerbit FE Universitas Islam Sultan Agung.
- P. Siagian, Sondang (2019). *Teori Motivasi dan Aplikasinya* (Edisi Kelima). Jakarta. Penerbit Rineka Cipta.
- Prawirosentono & Suryadi (2019). *Manajemen Sumber Daya Manusia: Kebijakan Kinerja Karyawan* (Edisi Pertama). Yogyakarta. Penerbit BPFE.

Proceeding 2nd Medan International Economics and Business

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

- Rivai, Veithazal (2019). *Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktek*. Edisi 3. Jakarta. Penerbit PT.Raja Grafindo Persada.
- Robbins, Coulter (2019). *Manajemen Sumber Daya Manusia* Edisi 3. Jakarta. Penerbit Erlangga.
- Robbins, Coulter (2019). *Manajemen Sumber Daya Manusia*. Edisi 3. Jakarta: Penerbit Erlangga.
- Rohmani, R., Dahlia, D., & Sukmarini, L. (2018). Penurunan Nyeri Dengan Kompres Dingin Di Leher Belakang (Tengkuk) Pada Pasien Post Hemorroidektomi Terpasang Tampon. *Jurnal Keperawatan Tropis Papua*, 1(1), 8–12.
- Sastrohadiry, Siswanto (2019). *Manajemen Sumber Daya Manusia* (Edisi Kelima). Jakarta. Penerbit Bumi Aksara.
- Sedarmayanti (2017). “*Manajemen Sumber Daya Manusia, Reformasi Birokrasi, dan Manajemen Pegawai Negeri Sipil*”. Edisi Ketujuh Bandung. Penerbit Refika Aditama.
- Simamora, Henry (2019). *Manajemen Sumber Daya Manusia*. Edisi Kelima. Penerbit STIE YKPN. Yogyakarta.
- Sobri Sutikno (2019). *Pemimpin dan Kepemimpinan, Tips Praktis Untuk menjadi pemimpin yang di idolakan*. Edisi Kelima. Lombok. Penerbit Holistika.
- Subroto, Setyowati; Hapsari, Ira Maya; Astutie, Yanti Puji. 2021. Analisis Faktor-Faktor Yang Mempengaruhi Kinerja Usaha Mikro Kecil Dan Menengah (Ukm) Kabupaten Brebes. *Prosiding Seminar Nasional Penelitian dan PKM Sosial, Ekonomi dan Humaniora - ISSN2089- 3590, EISSN 2303-2472 Vol6, No.1, Th.*
- Sunyoto, Danang & Burhanuddin (2019). *Perilaku Organisas*. (Edisi Ketiga). Yogyakarta. Penerbit CAPS.
- Supranto, J. (2019). *Statistik: Teori dan Aplikasi* (Edisi keenam). Jakarta. Penerbit Erlangga.
- Sutrisno, Edy (2019). *Manajemen Sumber Daya Manusia* (Edisi Kelima). Jakarta. Penerbit PT. Prenada Media Group.
- Tika, P. (2019). *Budaya Organisasi Dan Peningkatan Kinerja Perusahaan* (Edisi Kelima). Jakarta. Penerbit PT Bumi Aksara.
- Wibowo (2019). *Perilaku Dalam Organisasi* (Edisi Kedua Cetakan Ketiga). Jakarta. Penerbit Rajawali Pers.
- Yudaruddin, Rizky (2019). *Statistik Ekonomi* (Edisi Kelima Cetakan Kedua). Yogyakarta. Penerbit Intervena.
- Yulk, Gary (2019). *Kepemimpinan dalam Organisasi* (Edisi Kelima). Jakarta. Penerbit PT Indeks Kelompok Gramedia.