

**WORK MOTIVATION IN INCREASING EMPLOYEE
PRODUCTIVITY IN THE TOLINGGULA DISTRICT OFFICE**

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ABSTRACT

This article aims to analyze and describe work motivation in increasing employee productivity in the Tolinggula District Office. The method used in this article is a qualitative descriptive method. This method refers to the identification or characteristics that distinguish groups of people, objects and events. Data analysis used in qualitative research is an interactive model analysis consisting of three components of analysis namely: 1) Data reduction; 2) Data Presentations; 3) Data Verification and Conclusion Drawing. The results of the study show that: 1) Employee knowledge in increasing employee work productivity has been effective. This is due to the motivation given by the leadership of the Tolinggula District Office to direct employee performance in a more productive direction; 2) Employee skills in increasing employee work productivity show that they are not optimal enough. This is due to the influence of the work environment which does not encourage employees to maximize work ethics and good creativity for organizational progress; 3) The ability of employees to increase employee work productivity has shown to be quite effective. This is due to good communication between leaders and staff employees so as to motivate employees to carry out tasks in accordance with organizational goals.

Keywords: *Productivity; Employee Motivation; District Office*

INTRODUCTION

The development of science and technology in development activities that are currently developing in Indonesia, is now seen as a demanding task for all parties involved in it. This causes many activities to be carried out in order to solve various problems encountered. In a government or private agency, it is very necessary to have work productivity to achieve the goals that have been set. Work productivity is a result of work requirements that must be met by employees to obtain maximum results where in practice, work productivity lies in the human factor as executor of work activities. So the human factor plays an important role in achieving results in accordance with the goals of the agency, because no matter how perfect the work equipment is without human labor it will not succeed in producing goods or services in accordance with the goals to be achieved.

The human factor is one of the factors that must receive attention where the role of humans is very important, meaning that in an effort to achieve the goals set by an organization in carrying out management activities, it always requires other people as operational staff who will carry out the activities that have been set. Therefore management must be able to move a group of people to work willingly to achieve the goals that have been set, but considering that every human being has different motives, emotions, aspirations, and interests, often management's efforts in moving other people encounter various obstacles and difficulties in achieving organizational goals in general lies in efforts how the organization and management can use their resources to become empowered and useful, especially the presence of role models who can provide a motivational boost to produce capabilities that reflect excellence and produce work performance. (Hasibuan 2016:15).

One aspect of utilizing employees is giving motivation or stimulating power to employees, in popular terms now giving enthusiasm to work for employees. It has been limited that utilizing employees who benefit the organization. It also means that every employee who gives that possibility comes true. Efforts to realize this possibility is by way of providing motivation. This motivation is intended to provide a stimulus to the employee concerned so that the employee works with all his might and effort. In the success of an organization or agency so as to realize the ideals and goals of the organization it is necessary to have quality human resources. If the existing human resources have been improved through programs to improve human resources, this will affect employee work productivity. The main objective of human resource management is to create a personnel empowerment system that can display productive performance. Work productivity shows the level of employee ability to achieve results (output).

The Tolinggula sub-district office is tasked with carrying out general governmental tasks which include: 1) coordinating community empowerment activities; 2) coordinating efforts to maintain public peace and order; 3) coordinating the application and enforcement of laws and regulations; 4) coordinate the maintenance of public service infrastructure and facilities; 5) coordinating the implementation of government activities at the sub-district level; 6) fostering the administration of village and/or sub-district administration; 7) carry out community services which are within the scope of their duties and/or which cannot yet be carried out by the village or sub-district government.

The Tolinggula sub-district office is one of the North Gorontalo Regency government organizations/agencies that work according to predetermined statutory procedures. District

organizations should play an active role in providing social services to the community, especially people who live in Tolinggula District. Management of population administration and social problems is the main problem which is a form of apparatus service to the community in Tolinggula District. The sub-district as an organization and agency extending the work area of the North Gorontalo Regency government must be optimized according to the main duties and functions of all sub-district apparatus/employees in realizing all the development programs that have been set by the government.

Then the researchers made observations at the Tolinggula sub-district office and encountered a problem that in terms of increasing work productivity in carrying out work it was not optimal. These problems include: 1) The tasks given to employees are not efficient and are not completed at the allotted time; 2) Lack of skills or skills in defender work; 3) Education that is not linear with the main duties and functions of employees; and 4) Not optimal in managing or managing all aspects of work support; 5) low employee creativity and participation, as well as a lack of employee sense of responsibility towards their duties. This of course can have an impact on the quality of employee work productivity, and can hinder the duties and responsibilities of the employee himself. Even though the Tolinggula sub-district office is faced with efforts to maximize resources that are efficient and can meet the performance targets that have been set. One aspect of utilizing employees is providing motivation (stimulating power) to employees. With the popular term now "giving work enthusiasm" to employees. By providing this motivation, employee work productivity can run according to what has been determined. In providing motivation to employees must be investigated which stimulus is more effective to apply. There are several influences that motivate employees to be enthusiastic and willing to work according to what has been set, namely physical needs, needs for security and comfort, social needs, and needs for self-actualization (Hasibuan, 2016).

Work productivity can also be directed at how to do or use something to reflect the principles of effectiveness and efficiency. It is said to be efficient when what is done takes into account aspects of costs, infrastructure, resources, and time as sparingly as possible. While something is effective if the utilization of these various aspects is really on target or the desired goal.

Work productivity can also be seen from the level of employee education, because the higher the level of employee education, the higher the motivation to work. In the following, the researcher attaches data related to the education level of employees at the Tolinggula sub-district office:

Figure 1: Education Level of Tolinggula Sub-District Office

NO.	NAMA PEGAWAI N I P	TEMPAT TGL.LAHIR	PANGKAT/GOL	JABATAN	L/P
1	DAHLAN WANTE, S.Pd 196801291993031008	SUMALATA 29/01/1968	PEMBINA/IV.A	CAMAT	Lk.
2	Dr. ISHAK KAHAR, S.Pd.M.Pd 197210081996061001	TAPAKABEORONTAL 10/08/1972	PEMBINA TKT III / III B	SEKCAM	Lk.
3	JASRI OPALADU, S.Pd 197008041990311009	SUMALATA 08/04/1970	PENATA TKT III B	Kepala Seksi TRANTIBUM	Lk.
4	FERONITA UMAR, SE 1989110420150322001	LIMBOTO 04/11/1989	PENATA III C	Kepala Seksi Ekonomi & Bina Bumdes	Pr.
5	SUPRATMAN BOBIHU, M.Pd 198208172014031002	BIAU 17/08/1982	PENATA III C	Kepala Seksi pemerintahan	Lk.
6	EMPI WAHAB NAPU, S.I.P 196702072009061001	LIMBOTO, 07-02-1987	PENATA MUDA TKT III B	KEPALA SEKSI SOSIAL, BUDAYA, PEMUDA DAN LAHRAGA	Lk.
7	RONY HAMZAH, SH 198204142011011001	KWANDANG 14/04/1982	PENATA MUDA TKT III B	KEPALA SEKSI PMD	Lk.
8	RISKA PULUHULAWA, S.St 198803092011012002	GORONTALO 09/03/1988	PENATA MUDA TKT III B	KASUBAG PERENCANAAN & KEUANGAN	Pr.
9	NANGSI NENTO, S.AP 198605312009012002	TOLINGGULA 31/05/1986	PENATA MUDA III A	KASUBAG MUM DAN KEPEGAWAIAN	Pr.
10	FITRINO MONARFA, S.I.P 198408252006040005	TOLINGGULA 25-08-1985	PENATA MUDA III A	PELAKSANA	Lk.
11	IMRAN ABUBAKAR, S.I.P 196804032007011000	GORONTALO 03-04-1968	PENATA MUDA III A	PELAKSANA	Lk.
12	NANANG R.A. YASIN, S.I.P 197711172009061001	SIDOMULYO 17-11-1977	PENATA MUDA III A	PELAKSANA	Lk.
13	YUSRIN R. NANI, S.I.P 187406162009061001	SUMALATA 16/06/1974	PENATA MUDA III A	PELAKSANA	Lk.
14	FEBRIANTI A. USMAN, SE 198602152020122001	GORONTALO TARA 15/02/1986	PENATA MUDA III A	PELAKSANA	Pr.
15	RACHMATIA HUMONGGIO, S.AK 199408032020122003	GORONTALO 03-08-1994	PENATA MUDA III A	PELAKSANA	Pr.
16	FARHA OTOLUWA, S.I.P 1982100220140822001	TOLINGGULA LU 02-10-1982	PENGATUR III C	PELAKSANA	Pr.

Data source: Secretary of Tolinggula District Head

From the data attached above it can be seen that all PNS employees have bachelor's degrees and even some have master's degrees. However, this has less impact on their work motivation in carrying out their duties. In order to increase employee motivation, Based on the description of the problem above, the researcher suspects that the Tolinggula Sub-District Office has a level of work productivity for employees that is still said to be not optimal because it has not been able to process its workforce properly and effectively. Increasing productivity is absolutely necessary for both government and private agencies, because increased productivity contains increased results and improved production achievement systems, so that a successful business entity is a business entity that can process its workforce properly and effectively, to realize an increase in the work of employees who are in the Tolinggula Sub-District Office.

METHOD

This research uses descriptive research with a qualitative approach. This method refers to the identification or characteristics that distinguish groups of people, objects and events that cannot be generalized. Silalahi, U (2018). Basically descriptive qualitative involves the process of conceptualization and results in the formation of a classification scheme. The data used are secondary data sourced from publications, namely books, journals, newspapers/magazines, websites, and policy documents related to problems. Sugiyono (2017)

Data analysis used in qualitative research is an interactive model analysis consisting of three components of analysis namely: 1) Data reduction; 2) Data Presentation; 3) Data Verification and Conclusion Drawing. Miles, M.B, Huberman, A.M, Dan Saldana (2014).

In this research, the researcher describes the conceptual definitions used in relation to employee work productivity and work motivation. In the context of this study, the researcher then formulated the problem based on the opinion of Bahri, S. (2021), there are four factors that can determine the size of work productivity, namely: 1) Knowledge is a factor that is more oriented to intelligence, thinking power and mastery of knowledge and the narrowness of one's insight. With extensive knowledge and higher education, an employee is expected to be able to do a good and productive job; 2) Skills, namely a factor that emphasizes the ability and mastery of operational technicians regarding certain fields, which are work in nature; 3) Capability (abilities), namely a factor that is formed from a number of competencies possessed by an employee. Knowledge and skills.

RESULTS AND DISCUSSION

In the context of bureaucratic transformation in Indonesia. The implementation of the Key Performance Indicators will greatly color the course of policies across various sectors, including local governments. With the implementation of Key Performance Indicators (IKU), the Tolinggula District Government of North Gorontalo Regency obtains an overview as a measuring tool regarding the level of achievement of government agency goals or objectives as an elaboration of the vision, mission and strategy of the North Gorontalo Regency government. To carry out the vision, mission and strategy of the North Gorontalo Regency government, employee productivity in the Tolinggula sub-district office is needed which is accountable, transparent, effective and efficient. To maintain the level of employee productivity, motivation is needed to make employees productive at work.

The success of organizational activities in conditions of strong societal demands for increasing the productivity of employee performance in today's public services is largely determined by its driving capital, namely the use of science and technology, management of available resources, including reliable or high quality human resources. This shows how big the challenges that must be faced and how important the role of education is in producing high-quality human resources. The strategy to increase the competence of human resources in various fields is one of the efforts that must be made for the creation of quality human resources who have the ability to utilize, develop and master science and technology. Competence includes various technical and non-technical factors, personality and behavior, soft skills and hard skills, then widely used as an aspect that is assessed by many organizations to recruit employees into the organization. The Motivation Method according to Bahri, S. (2021) there are four factors that can determine the size of work productivity, namely: 1) Knowledge; 2) Skills; and 3) Ability.

Therefore, employees become the movers and determinants of the course of the organization, so the attention of agencies is needed to increase their work productivity. Without careful planning and supervision from the agency, the goals of the organization are difficult to achieve at an optimal level. In any agency, an employee is said to be good if the employee provides maximum work results according to predetermined standards or mutually agreed standards. In this study, the researcher then discussed it in more depth based on the results of the researcher's interviews with informants at the research location, then supported by various theoretical opinions from experts and previous research journals that focused on the productivity and motivation of employees in the District Government which were described in more depth as follows:

1. Knowledge of Employees in Increasing Work Productivity

The knowledge dimension should provide the ability to search for and retrieve information so that everyone, in this case employees, can develop their knowledge which is expected to spur their thinking to develop the duties and functions of the Tolinggula District Government. Employees as executors in the government sector certainly need a forum for sharing knowledge, one of which can be reached by utilizing technology is knowledge of job management.

To maximize employee knowledge in increasing work productivity, motivation is needed by leaders to encourage their staff to carry out their duties properly. This was when the researcher confirmed to the Secretary of the Tolinggula Sub-District Head who received the following answer: "In order to increase employee motivation at work, the first thing we did was give

rewards in the form of certificates when they excel in their work. (Interview with Tolinggula sub-district secretary)

The importance of knowledge in increasing work productivity is also part of the internal control system implemented by the District Government in the form of governance structures and work methods in order to increase employee motivation. This is in accordance with the statement from the Sekcam Bantugula, which said: "The employee's knowledge is very important and we continue to monitor its progress. What's more, nowadays there are lots of new rules that require us to adapt to these rules every time. What's more, I, as the secretary, have to ensure that their performance is still in the appropriate corridor. (Interview with Secretary of Tolinggula sub-district)

Employee knowledge relates to mastery of information combined with understanding and potential for action. The predictive ability of the apparatus towards something as a result of recognition when information and data leads to their actions in creating a public service process in the Tolinggula District Government running optimally. Related to this, the head of general and planning sub-division of Tolinggula gave an answer, namely: "Being an employee, especially in a sub-district office like this, you really have to have fast predictive abilities. Moreover, facing the diverse character of our society, we must be able to serve them as well as possible. Not to mention that at the sub-district office we also have to receive complaints at any time or be asked for coordination by the village government. So we have to be swift in serving. (Interviews with general subdivision and tolinggula planning)

Mahawati, E., & Bahri, S. (2021) said that one of the instruments in developing employee knowledge to increase work productivity is through education and training (training). Besides that, it is also important to provide motivation both material and non-material. Providing motivation is intended so that members of the organization are willing to exert their abilities in the form of energy, thought, time, to maximize their duties within the organization. In this regard, when the researcher asked the Head of Trantib Tolinggula, he said: "So, as the Section Head, I actually think that the performance of our staff has been quite good. But indeed we need to hold periodic training to adjust to the latest regulations, both central government policies and state-owned government policies. If the provision of motivation in material form is accommodated by the local government in the form of performance allowances for those who are ASN here and for those who are not ASN there is also a little bit. For non-material things, I

usually just give motivation as a form of superior support for staff. (Interviews with general subdivision and tolinggula planning)

Triono, T (2021) argues that there are several other elements in order to encourage employee productivity including: 1) a work ethic which is part of the employee's attitude to be willing to work hard, work together in a team, always think ahead and be creative; 2) developing a disciplined life towards work time management as part of self-control towards regulations within the organization; 3) motivation and orientation to a better future, working hard, working productively for encouragement or motivation to achieve a better career future as an employee. From the opinion of Triono, T (2021) above on the third point, it clearly emphasizes that good productivity always starts with good work motivation too. Meanwhile Safrizal, H. B. A. (2022) in his book emphasizes that motivation always refers to a process that influences an individual's choice of the various forms of activity desired. Work motivation in the government structure can be done by subordinate leaders. This indicates that the provision of motivation by the leadership of the Tolinggula sub-district office is appropriate to be implemented as part of the leadership's response to confess direct employee performance towards more productive. Therefore, based on the results of the research and the various opinions of the experts above, the researcher concludes that the leadership at the Tololinggula District Office has a strategic role in encouraging employee productivity through giving motivation to subordinates. Providing motivation can also be in the form of mobilizing the knowledge abilities of employees to achieve organizational goals as a form of direct motivation to employees.

2. Employee Skills in Increasing Work Productivity

In order to realize good governance, various policies have been determined by the organization which sometimes have an impact on employee productivity. Innovation in improving employee skills sometimes reaches a dead end when employees face boredom in their work. Related to this, the researcher then asked the Secretary of the Tolinggula Sub-District Head regarding what the leaders had done to overcome employee burnout: "Employee burnout at work is a normal thing in any job. It's humane. But it can't drag on. Usually we here hold an annual gathering to gather in the right place, for example a recreation area so that our minds are back at rest and ready to work optimally again. The leader's job is to lead with art. And art requires skill. I'm sure that every person has skills, but they have to be honed through motivation so that creative ideas can be released as much as possible. (Interview with Tolinggula sub-district secretary)

Whether or not an official is experienced in carrying out levers can be seen from his professionalism and ability to carry out the tasks assigned to him by completing his work, which can include the length of time or working period, level of knowledge, and skills whether they can have a positive influence on the quality of the work they carry out. This is as stated by the head of general and tolinggula planning sub-division who gave an answer, namely: "Employee skills in carrying out work are indeed a form of employee professionalism. What I do is keep motivating employees to keep doing their job as best as possible. Indeed, sometimes someone will enter a period of boredom in carrying out their activities, but this is where my role as a leader is to always remind us of our duties and responsibilities which must remain professional to be completed. (Interviews with general subdivision and tolinggula planning)

Discussing employee work productivity cannot be separated from work skills. This is as stated by Ceswirdani, C., (2017) that productivity and work skills are two things that are interconnected. Employee work skills in carrying out tasks in the organization is very important role. An employee who has better work skills will certainly understand better what to do when a problem or threat arises. Meanwhile Sazly, S., & Permana, D. (2020) in his research journal found that the work skills of employees in carrying out tasks at the sub-district office depend on the work environment. The work environment is everything that influences him in carrying out his duties. Therefore the role of the leadership here is to motivate staff work if the work environment is less effective.

Furthermore, when the researcher interviewed the Head of Trantib Tolinggula, with the question whether leadership support is one of the driving factors for increasing employee motivation: "The leader's job is to monitor and evaluate. But it will all be useless if there is no teamwork. We, the sub-district government, do quite a lot of work. Coordination with the district government is the work of the superiors. The work below is coordination with the village government and also handling community complaints. So it takes cohesiveness in the team to work. (Interview with Head of Trantib Tolinggula)

From the statement above it can be seen that the importance of team support in each work unit as part of organizing employee productivity in the Tolinggula District Office. Rubino, M., & Vitolla, F. (2014) in their research journal concluded that internal team support has a positive effect on service at the sub-district office. Because a good internal control system also ensures that high operational efficiency is produced because it is able to minimize the consequences of the risk of unfavorable events for the organization and regional government.

Utojo, H. I. (2019) emphasized that team support provides an explanation of the role of leaders and organizations to provide freedom for members of the organization in advancing and developing the organization based on their capabilities so that the organization can run productively. Motivation in management is basically an interrelated dimension in the management of the bureaucracy, therefore the existence of integration between the leadership as the glue of the organizational system and the performance system can build an increase in the capacity of the bureaucratic apparatus. The role of management support in shaping organizational culture is to emphasize the principles of equality, honesty, fairness, responsibility, accountability, tolerance and support for the realization of a democratic bureaucratic environment.

The tendency that is built in managerial support focuses on the openness of information and communication that is built by the leadership as a form of organizational responsiveness in accommodating every desire so that it leads to the formation of empowering bureaucracy.

Furthermore, Arsana, I. P. J. (2016) argues that the more experienced an official is in his work, the more quality his work will be. Prihanto, H., & Gunawan, I. D. (2020) also revealed that many irregularities occurred in public sector organizations one of which was caused by weak team support in each work unit that did not maintain integrity in carrying out their duties and obligations. The problem of fraud is something that often occurs in public institutions, so good control is needed. Moreover, if it is based on modern supporting information technology. Based on the results of the research and the various theoretical opinions above, the researchers concluded that skills have a considerable impact on increasing employee productivity in the Toinggula District Office. Besides that, the support of colleagues and work environment factors will also determine the improvement of employee work skills in administrative services at the Tolinggula District Office to achieve maximum quality work.

3. Employee Ability to Increase Work Productivity

To increase employee productivity, it is necessary to motivate employees so that they can expend all their abilities at work. The main task of the Tolinggula District government is to carry out the authority delegated by the Regent to handle some regional autonomy affairs and carry out general government tasks. Therefore, one of the roles of the leadership in the Head of Sub-District Office is to ensure that all employees work optimally. The researcher then interviewed the Head of Empowerment Head of the Tolinggula Sub-District about how the ability of the employees said that: "Our employees have carried out their duties well behind the desk.

However, the district office does not only work behind the scenes. But for example, in my section on community empowerment, this means ensuring that all community empowerment matters are carried out optimally. For this reason, I always direct the ability of employees to be involved in coordination with the village government regarding what village government programs we must coordinate in the community empowerment section. (Interview with Head of Empowerment Head of Tolinggula Sub-District)

Sinaga, A. S., Kadir, A., & Mardiana, S. (2020) said [in general, employees work with certain expectations and needs that must be met by the organization. The ability of leaders to provide motivation will greatly determine employee productivity. Management's ability to motivate employees is influenced by the way organizational management pays attention to the needs of its subordinates and can align personal and organizational goals. In motivating employees to be productive, there must first be an interest from employees in increasing their work results. Furthermore, the researcher interviewed the Secretary of the Tolinggula sub-district regarding what form the leadership's responsibility takes in improving employee capabilities, that: "The sub-district office is tasked with carrying out community empowerment activities, implementing peace and public order based on applicable regulations. Then coordinate with the Regional Government and Pempdes for the maintenance of public service infrastructure and facilities. Then service to the community in each village. And of course from all these tasks we should be able to maximize the abilities of employees. (Interview with Tolinggula sub-district secretary)

Work productivity according to Sedarmayanti (2017: 341) is: "Work productivity (employees): comparison between the results achieved and the participation of employees per unit of time. Or a number of goods/services that can be produced by a person/employee in a certain period of time.

Furthermore, when the researcher asked about how to encourage the work ability of employees at the Empowerment Section of the Tolinggula Sub-district Head, he said that: "For me, work ability must be driven by our ability to communicate. Without the existence of communication that occurs within an organization, it is very likely that all the activities that will be carried out by the organization will not be carried out according to the plan that has been set. The ability to communicate well will greatly assist all activities in our office. Even though all employees have above average abilities, they don't have good communication skills, so work feels ineffective. (Interview with Head of Empowerment Head of Tolinggula Sub-District)

From the statement above it is answered that the communication factor is also a determinant in encouraging employee productivity in the sub-district office. This is as stated by Sumilat, C., Paputungan, (2017) that Communication is an act of sharing information, attitudes and feelings through words, atmosphere and behavior with the aim of: 1) Learning and giving or receiving knowledge/assistance; 2) Changing attitudes/ideas, persuading and negotiating something. The process of conveying a message from the sender to the recipient can take the form of: 10% words, 35% atmosphere, 55% nonverbal/visual, interpersonal/group/mass, written and listening point of view.

Based on the research results and opinions from the various theories above, the researcher concluded that the ability of employees to increase work productivity must be supported by good communication skills. Communication here is emphasized on communication with leaders, communication with colleagues in the work unit and communication with the community. Therefore the leadership at the Tolinggula sub-district office must always be active in interacting with all employees and always be open and willing to motivate and provide solutions to employees for the smooth running of work tasks and organizational goals.

CONCLUSIONS

Based on the results of the research that has been carried out and the discussion that has been described in the previous chapter, the conclusions in this study are as follows: 1) Employee knowledge in increasing employee work productivity shows that it has been effective. This is due to the motivation given by the leadership of the Tolinggula District Office to direct employee performance in a more productive direction; 2) Employee skills in increasing employee work productivity show that they are not optimal enough. This is due to the influence of the work environment which does not encourage employees to maximize work ethics and good creativity for organizational progress; 3) The ability of employees to increase employee work productivity has shown to be quite effective. This is due to good communication between leaders and staff employees so as to motivate employees to carry out tasks in accordance with organizational goals.

Based on the conclusions described above, the suggestions for this research are as follows: 1) Leaders in the Tololinggula District Office are expected to always play a strategic role in encouraging employee productivity through providing motivation to staff employees. Providing motivation can also be in the form of mobilizing the knowledge capabilities of employees to achieve organizational goals as a form of direct motivation to employees; 2) It is hoped that the

leadership at the Tololinggula sub-district office must improve the work ethic of employees to always think creatively and innovatively in facing various challenges in completing tasks within the organization. Because employee work productivity is influenced by employee work environment; 3) It is expected that all employees must always be active in interacting and always be open and willing to motivate and provide solutions to employees for the smooth running of work tasks and organizational goals.

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