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EFFECT OF THE MOTIVATION ON FINANCIAL OFFICERS' PERFORMANCE IN THE NATIONAL MINISTRY OF EDUCATION OFFICE IN JAKARTA

Faisal Marzuki

Abstract

The objective of this paper is to study the effect of motivation on financial officers' performance at the Ministry of National Education Office in Jakarta. The data was analyzed using path analysis. The population of this research were 61 principals from six city/districts. The questionnaire of this research was tested on the 118 persons. Therefore, by stratified random sampling the sample of this research were 51 financial officers which were selected randomly. The findings are as follows: (1) there was a positive direct effect of control on financial officers' work motivation, (2) there was a positive direct effect of organizational culture on financial officers' work motivation, (3) there was a positive direct effect of organizational culture on financial officers' performance, (4) there was a positive direct effect of control on financial officers' performance, and (5) there was a positive direct effect of work motivation on financial officers' performance.

Keywords: *work motivation, financial affairs, and officers' performance*

I. INTRODUCTION

1.1 Background

The changes in the education management paradigm from centralized to decentralized resulted in a change of juridical, philosophical, sociological, political and economic impact on the mindset and the change of the mindset itself resulted in a change in performance, especially for financial managers of the Ministry of National Education. The change in the mindset in daily practice is that the habit of the financial management characterized as not orderly and integrated, ineffective and inefficient, non-transparent and unaccountable to take fairness and propriety is now required to be orderly through a unified management, effective and efficient, transparent and accountable to pay attention to fairness and propriety. Mindset change is likely to impact the declining performance of financial managers.

changes have been made through various activities such as socialization and training, both institutionally and independently, but in fact the performance of financial managers is still considered low. Colquitt, Le Pine and Wesson (2009: 544) noted that the factors that affect job performance are job satisfaction, job stress, work motivation, confidence, learning and decision making. Meanwhile, work motivation dipengaruhi by organizational culture and organizational structure. The factors affecting performance according to Howard and Associates (1994: 81) are the skills of the individual, organizational culture, motivation, and individual needs.

In addition, the performance is also influenced among others by (1) the motivation to work, (2) leadership style, (3) the work environment, (4) organizational culture, (5) job satisfaction, (6) work stress, (7) the organization's commitment and (8) supervision. Because performance is affected by many variables and because of the limitations of researchers in terms of time, cost, effort, and the interest of researchers, this study is limited to the performance variables that are allegedly affected directly by the control variables, organizational culture and work motivation.

Factors affect the performance of supervision, but in reality aspects of supervision are less likely to be considered by the higher authorities, or for a variety of reasons there might even be reluctance to conduct surveillance. The scope of financial operators, such as (1) the plan of implementation of the budget, (2) processing disbursement, (3) the process the procurement of goods and services, (4) the development of accountable budgets, and (5) reporting, shows furthermore the ability to be possessed, tugas financial managers also need special attention pimpinan in terms of supervision and coaching.

Furthermore, lack of supervision is due to less transparent patterns of surveillance with regard to both the content and the time of supervisory issues. Monitoring that is carried out tends to ignore the feedback process, so that the financial management officers do not know the aspects of what needs to be repaired or upgraded after the supervision is carried out. Accordingly, the process of monitoring conducted so far has not been coaching. Therefore, the alleged supervision directly influences the performance of financial operators.

The problems of organizational culture and low control also affect the motivation to work. This is because it is understood that the culture of the organization and the supervision of the external factors directly affect

the individual work motivation as a factor internal to the organization. Work motivation is itself an impulse that comes from within each individual who wants to voluntarily perform work that is its responsibility. But in reality, there are many financial officers who have volunteered to carry out the work that is their responsibility. This is indicated by (1) the lack of compliance needs such as salaries, benefits and other awards, (2) low job satisfaction as the fulfillment of working facilities, working relationship with boss and coworkers, (3) the lack of opportunities for self-development such as promotion, education and training, and special promotions. The phenomenon of low work ethic is visible in (1) low morale like hard work, diligent, tenacious and persistent in its responsibility to carry out the work, (2) lack of encouragement from employers in the form of attention and appreciation which tends to degrade its performance. Therefore, it can be expected that motivation influences the performance of financial operators.

On the overall the problem "of financial management performance" uncovered and studied in depth, which is thought to be influenced directly by monitoring factors, organizational culture and work motivation. This study aims at providing information and recommendations for a positive contribution to an improved performance of financial operators Kemdiknas especially in the context of human resource development.

1.2 Problem Formulation

The questions of this study are:

- (1) Does supervision have a direct effect on work motivation?
- (2) Does the organizational culture directly influence work motivation?
- (3) Does supervision have a direct effect on the performance of the financial management?
- (4) Does the organizational culture directly affect the performance of financial managers?
- (5) Does the motivation to work directly affect the performance of financial managers?

II. THEORETICAL FRAMEWORK AND METHODOLOGY

2.1 Theoretical Framework

Motivation means that may encourage or be because the person committing peerbuatan/activities consciously. That is, someone just doing a job that is fun, although it was likely somebody forced to do something he did not like the job. Therefore, Timpe (2002: 176) states that motivation is a general internal drive to do a job.

On the other hand, the term developing managerial motivation which is a clue to his desire to involve themselves to meet the requirements of managerial roles, including shows that leadership, conducting routine administratif, which describes many individual characteristics and satisfaction as well as behaviors that are relevant to one's career. Therefore, motivation and managerial motivation are included in career motivation which includes seeking and accepting a job, deciding to keep working in an organization, reviewing career plans, looking for new training and work experience, as well as setting and achieving career goals. Overall work motivation is influenced by baragam factors.

Sharon S. Brehm (1996: 522) identified two main factors that affect work motivation, namely social and economic factors. Someone working to earn money. In economic terms, the possibilities that arise in addition to payment are overall employee satisfaction and include increased individual income and social welfare in general.

Maslow's theory of motivation is based on two dimensions: (1) The human need to rely on one's possession. The needs unsatisfied will not move as a motivator. (2) The needs are arranged in a hierarchy of interests. When a requirement has been satisfied, then higher needs will be satisfied. In the context of his theory of needs, Maslow (1954: 370-396) suggests that humans are motivated by their desire to satisfy a variety of needs and these needs are arranged in tiers according to their ("... that people are wanting animals who are motivated to satisfy various needs and Reviews These needs that are arranged in a hirarchy of importance").

Furthermore, Maslow states that a person acts because of the encouragement from their desire to fulfil a variety of tiered needs. This means that if the needs on the first level have been met, the needs on the second level will be pursued, and so on. If the fifth level needs have been met, a person will experience success and happiness. Basically is (1) "Man is wanting being, he always wants, and he wants more", the process is

unending, (2) a satisfied needs is not a motivator of behavior, unsatisfied needs only motive behavior; (3) Man's needs are arrange in a series levels.

In the context of his/her two-factor theory, Herzberg (1959: 53-62) states that "Motivation is the two-factor theory (also called motivation-hygiene theory) two factor is satisfaction and dissatisfaction with". According to Herzberg's theory motivational factors and hygiene factors affect each other and encourage each individual to work and achieve organizational objectives. The basic concept of every implementation will work, there are two important factors that affect the work, which factors satisfaction or dissatisfaction will carry out work or carry out work properly or not.

Fred Luthan (1995: 239) describes the theoretical development of the various theoretical streams of work motivation as three main approaches that are (1) the theory of job satisfaction (content), which Maslow (hierarchy of needs), Herzberg (motivator and health factors), Alderfer (needs Existence, Relatedness, Growth/ERG), (2) Theory of process, namely Vroom (valence/expectations), Porter and lawler (performance satisfaction), (3) Theory of Contemporary namely Festinger and Homans (nonconformities/cognitive dissonance), Adams (equity/equity).

Black and Porter (2000: 365) wrote that "Motivation can be thought of as the set of forces that energize, direct, and sustain behavior". Encouragement may come from within a person or the drive can also come from outside.

Importance of motivation for someone related to differences in the nature and human behavior itself. That difference may be a difference in the effort to achieve something. Some of the efforts to achieve the very limited, but in some very high achievement efforts. Whereas an organization constantly demanding their achievement in pleasant conditions. Hence, compatibility between the achievement of every individual and the expected achievements by the organization is needed, so that in accordance with the achievement of the expected target organization.

Campbell (2003: 340) states that motivation includes in it towards the goal behavioral responses strength and persistence of behavior (ie business) after the employee chooses to follow a certain action, and the behavioral needs, or some old people were continuously behave in a certain way. The term covers a range of concepts such as impulse (drive),

needs, stimulation (incentive), reward, observations (reinforcement), provision of goals, expectations and so on. Accordingly, Robbins (2003: 205) states that desire is a state in a person that makes certain results look interesting.

Motivation is a movement of fulfillment that comes from within every employee. Every karyawan can determine the activities that need to be done to achieve organizational goals. The higher the urge to meet the needs of the higher organisasi motivation to perform activities that are believed to contribute to the organization/company. It is concerned with the equity theory because motivation to work is a match between the activity conducted and the payment received, measurement, promotions, social relations, and intrinsic rewards.

Based on the analysis of some of the theories and views above, it can be synthesized that motivation is the boost in a person who wants to volunteer to do a job that became one's responsibility, with an indication of fulfillment, job satisfaction, self-development in the line of duty maker commitment, SPJ-making task, the task of disbursement.

2.2 Methodology of Research

The population of this study were 118 financial managers in an office environment in the Ministry of Education. To determine the amount of the sample that is representative Slovin used methods aimed at obtaining the general validity of the study population. Thus, the total sample of 51 was obtained. The sampling technique used was proportional random sampling where the number of research samples from each group assigned proportionally population and randomly. The technique used to collect the data were multiple choice type questionnaires.

III. RESULTS AND DISCUSSION

3.1 Results

a) Work motivation in financial management performance

Performance in the form of financial managers' work behavior in the discharge of budget drafting, implementation and reporting of the budget is done competently, professional responsibilities and are determined by the motivation for their work.

Strong motivation in the financial managers regarding the fulfillment alongside work satisfaction and their self-development will enhance the competence, responsibility and professionalism, especially in the discharge of budget drafting, implementation and reporting of the budget. The higher the work motivation, the higher will be the performance level of the financial managers. So it is suspected that there is a direct effect of positive motivation to work on the performance of financial operators.

b) Monitoring effect to the work motivation

Monitoring has a direct positive effect on work motivation, equivalent to a direct influence determinant coefficient 0,2152. These results illustrate that 21,52% of the variance of financial operators' work motivation is influenced by variations in supervision, such as monitoring, auditing, guidance and corrections made party internal and external of the workings of the financial management in the form of activities budget planning, budget execution, and budget reporting.

Additionally, a control mechanism to ensure the implementation of systems and policy management to achieve organizational goals through a process of strategic management items, namely:

- 1) Effective management control system, which includes: supervision in an effort to achieve goals through the expected behavior that includes specific and expected goals will be Tirrenus Certain behaviors, supervision of personnel. Supervision of the output, Certain actions, organization of individual avoidance behavior is not expected, feedback control, and control based on the vision, mission, basic beliefs, and value base.
- 2) Activity-based cost system, which includes:
 - (a) Control of facility-sustaining costs (costs associated with the activity to maintain the capacity of the organization, such as the costs of depreciation, amortization, insurance, and salaries of employees),
 - (b) Product-sustaining activity costs are costs associated with research and development of certain products and to maintain products and they are affected by the number of units produced and the number of production batches held by the organization, such as the costs of product design, processing, and testing,

(c) Batch activity costs are reviews of those costs associated with the number of batches of products, such as setup costs that are dikelurkan costs for setting up the equipment and purchases and other expenses,

(d) The activity level of unit costs as the costs which are influenced by the size and the number of units produced, such as raw materials, direct labor, energy, transportation and others).

c) Effect of The Organizational=Culture on Motivation

Organizational culture has a direct positive effect on work motivation with an influence coefficient of 0,375, equivalent to a direct influence determinant coefficient of 0,1406. Although this is a relatively small effect, it is statistically significant, which means that the culture of the organization contributes significantly to work motivation. These results show that 14,06% of the variance in work motivation can be explained by the culture implemented in the organization. This means that the receipt of a financial management terhadap perceived organizational culture will be able to enhance work motivation. This is consistent with pandangan Mendenhall that states that culture is a learning organization, division suitability, sustainability of a symbol that gives direction for the members. Directions are followed along, gave the solution of the problem to be solved. This directive will be able to motivate each member of the organization to achieve the organizational goals.

d) Supervision Effect on Performance

Supervision has a direct positive effect on performance with a coefficient of 0,331 or the equivalent effect determinant coefficient of 0,1095. These results illustrate that 10,95% of the variance in the performance of financial managers is explained by variations in supervision, such as monitoring, auditing, guidance and correction carried out by the internal and eksternal of the workings of the financial management in the form of activities budget planning, budget execution, and reporting budget. This shows that performance can be improved through good supervision. According to Black and Porter, supervision is a fundamental characteristic of the activities within an organization. Supervision is a means to an end. Managerial functions of control come at

the end of a chain of other main functions of planning, organizing and leading.

e) Work Motivation Effect on Performance

Work motivation has a direct positive effect on performance with a coefficient of 0,317 or an equivalent determinant influence coefficient of 0,0961. These results illustrate that 9,61% of the variance in the performance of financial operators can be explained by variation in fulfillment, job satisfaction, self-development commitments in the line of duty maker, SPJ-making task, the task of disbursement.

IV. CONCLUSION AND SUGGESTIONS

4.1 Conclusions

Based on the data analysis the results are as follows:

- a) Surveillance has a direct positive effect on work motivation. This means that increased supervision will lead to increased work motivation in financial managers.
- b) Organizational culture has a direct positive effect on work motivation. This means that an increase in organizational culture will lead to increased work motivation in financial managers.
- c) Motivation has a direct positive effect on performance. This means that thighter work motivation will lead to improved performance of financial managers.

4.2 Suggestions

- a) Advice with respect to improve the performance of financial operators of the Minister of National Education.
- b) In order to improve the performance of financial operators the Minister of National Education should not only improve the accountability and professionalism in the discharge of budget drafting, implementation, and reporting of the budget, but should also improve monitoring, organizational culture and work motivation in financial managers.
- c) The Ministry of Education as standard policy maker at the national level is advised to: (a) establish financial management standards for work units (work units). (b) establish a reference standard for financial management performance assessment; (c)

increase the amount of alimony fund management supported by the establishment of a reference standard.

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