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The Effect of Achievement-Motivation-Training, Religiosity and Resilience on Employee Performance

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Abstract

Employee performance is the main thing in the implementation of the process of achieving the goals of a company organization. The performance of a company's employees is influenced by various factors. This study aims to determine the effect of Achievement Motivation Training, Religiosity and Resilience on employee performance. This research is quantitative research with a correlative approach. The population in this study were Regional Office Office Employees in Makassar City with a total sample of 92 employees. The sampling method in this research uses the census method. The data used in this research are primary and secondary data with data collection techniques in the form of observation, questionnaires, documentation, and literature study. The analysis technique is validity and reliability test, classical assumption test and hypothesis test with multiple linear regression method. The results showed that Achievement Motivation Training had no effect on the performance of sub-district office employees in Makassar City, while religiosity and resilience each had a positive and significant effect on employee performance.

Keywords: Green Trust; Attitude Toward the Green Product: Green Purchase Behavior; Green Product; Urban Society.

1. Introduction*

Human Resources have a significant role in an organization. HR itself is a very important determinant for the effectiveness of the activities within the organization. The success and performance of a person in a field of work are primarily determined by the level of competence, professionalism, and his commitment to the field of work he is engaged in. An organization is required to be able to improve the quality of existing human resources. A dynamic organization is very much determined by a group of people who work to achieve common goals, which of course in development are colored by vision and mission, systems, work programs, infrastructure, job descriptions, and governance. A working relationship between a group of position holders who work together to achieve certain goals. Therefore, not a few employees or employees in an organization cannot be empowered or functioned optimally. This situation is a concern of most managers or leaders, knowing very well that among all types of resources, people are the most underutilized resources, and that only a small part of human potential in an organization is successfully tapped and used. To improve the quality of human resources, the company/organization must provide and improve the performance of its employees in order to create competitiveness of the company/organization. If a company/organization has quality performance, then the company/organization has high competitiveness, so that it will play a greater role in accelerating development which is being actively pursued. To get and improve employee performance, the company must maintain and improve the factors that affect performance, in this case, discipline, motivation and commitment.

Performance, in general, is often called performance which gave birth to several terms put forward by several experts such as result, human output. Result implies that performance is what is produced by individuals in and or for the organization. According to Afandi (2018: 83) Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics. The phenomenon is that there are experts who view performance from the perspective of results or achievements, but there are also those who view it from a process perspective. Gibbson, (2008) for example, is more dominant in seeing performance as work

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performance. Wibowo (2007) says that all human resources carry out performance in an organization in the organization, both elements of the leadership and workers. Every worker or employee has the ability based on knowledge and skills, competencies that are in accordance with his job. However, the performance of an organization is not only influenced by human resources but also other resources such as funds, materials, equipment, technology and work mechanisms that take place within the organization. Achievement Motivation Achievement is a provision for success. Achievement motivation is a personal concept that is a driving factor to achieve or achieve something he wants to achieve success. Bakhri (2011) concludes religiosity as belief, appreciation, experience, knowledge, and worship of religious adherents to their religion. It is applied in daily life as an acknowledgment of the existence of the highest power that overshadows human life in this world and the hereafter. Resilience is the resilience needed by employees to be able to cope with stress and pressure that occurs daily, as well as to cope with major changes related to companies and organizations. Employee performance is an important thing for the organization to pay attention to because it can affect the achievement of organizational goals and progress in order to survive in a global competition that often changes or is unstable (Gibson, et al, 2006). motivation in work, lack of aspects of religiosity and resilience such as laziness, lack of discipline, and disproportionate use of active working hours. As a result, employees are unable to produce maximum performance, causing the company to find it difficult to achieve the set targets.

In this case, a phenomenon occurs from the data obtained from the People's Aspirations and Online Complaints Report on September 17, 2016, regarding the performance complaints of the employees of the Makassar Rappocini District Office. The required files are complete, starting from the application form for moving from Mappala Village and a certificate of loss from the police. From the discapil, I was asked to go to the Rappocini sub-district to submit the file and return it to the sub-district office on Thursday, September 17, 2016. As promised, I returned to the sub-district office on Thursday to collect my transfer letter. However, the sub-district has not been able to provide my transfer letter because my file is lost, and I have to return to the sub-district office to fill out my transfer application form. For this, I feel that it is difficult because of the negligence of the sub-district employee." Sayings of the report's authors. From the data above, the author indicates that there are still some employees who have not carried out their duties to serve the community optimally; it appears that employees are not entirely responsible for the work given; seeing responsibility is one of the intrinsic factors in Herzberg's theory that can form motivation, so it does not responsibility of employees for their work can be seen that the work motivation of these employees is still lacking. Irfan Rakha Widyadhan and Ayu Furi Puspita: 2021 "The Influence of Religiosity on Employee Performance Through Whistleblowing Intentions (Study on Tax Employees at the Pratama South Malang Tax Office)" Performance variable (Y). The results of this study indicate that religiosity has a significant positive effect on the performance of the tax authorities through whistleblowing intentions at the South Malang Tax Office. Religiosity to the version of the tax authorities through the definition of whistleblowing has a significant positive effect. The role of whistleblowing intention as a mediating variable only acts as a partial mediation or partial mediates. This means, that tax authorities with high religiosity will have the choice to do whistleblowing when they find out that there is an act of fraud at work because they believe when there is an act of cheating on one of them. Nikki Ockafian:2020 "The Effect of Employee Resilience on Employee Performance Through Life Satisfaction". This study contains three variables, namely Employee Resilience Variables X), Life Satisfaction (Z) and Performance Variables (Y). The results of this study indicate that employees have a positive and significant effect on performance where the high resilience of nurses will have an impact on increasing performance as told by nurses. In addition, employee resilience positively and significantly affects life satisfaction. Strong nurses will tend to have higher life satisfaction because employee welfare is assessed as an internal factor in the individual. Life satisfaction has no significant effect on performance, where nurses have high performance in carrying out their work regardless of how much life satisfaction they have.

2. Literature Review

2.1 Achievement Motivation Training

The Achievement Motivation used is the basis of the flow of learning psychology in the form of the frequency of reinforcement, the meaning of the material studied and the assignments given have an important role in producing a rapid increase in behavior (Fidiyati, 2015) that individuals who have achievement motivation will exert all of his abilities to carry out all the activities that have become his duties and responsibilities to achieve certain targets that must be achieved (McCleland). Departing from the conditions as mentioned above, it is necessary to try to foster employee achievement motivation in order to achieve work results that are objective, measurable, accountable, participatory and transparent. Research developed by McClelland and Murray (Goldstein et al) suggests that one of

the efforts to increase employee achievement motivation is through training. One of the trainings that can be done is achievement motivation training. Because to form qualified and productive employees, it is necessary to empower human resources within the company itself. This can be done through human resource development by providing education or training, planning and career development, providing compensation, and ensuring employee welfare, and so on. Based on the achievement motivation theory from McClelland (in Robbin and Judge 2015:131) explains the development of achievement motivation indicators, namely: goal oriented, likes challenging work, responsible, willing to take risks, creative and innovative.

2.2 Religiosity

Ancok and Suroso (2011) define religiosity as diversity which means covering various aspects or dimensions that not only occur when a person performs ritual behavior (worship), but also performs other activities driven by supernatural powers. The source of the religious spirit is a sense of absolute dependence, the presence of fears of threats from the surrounding natural environment and human beliefs about all their limitations and weaknesses. According to Othman & Hariri (2012) religiosity is very close to spiritual values. In line with Fernando and Jackson (2006) in (Puni et al., 2016) which states that a person who behaves based on the values in his religion or in other words a high level of religiosity will not approve of behavior that is not in accordance with its principles. Suroso (2001) religiosity dimensions consist of four kinds, namely: Dimensions of worship or religious practice. Dimensions of practice or consequences. Dimensions of knowledge. Dimensions of appreciation.

2.3 Resilience

Resilience is a person's ability to be able to adapt and survive in difficult situations to get the job done. In other words, an individual's motivation is based on his beliefs rather than what is objectively true. This personal perception plays an important role in developing one's interest (Reivich & Shatte, 2002). Resilience is the individual's capacity to survive and develop despite being in a difficult situation and believe that the individual can learn, change, and overcome any problems in life (Maddi & Khoshaba, 2005). Luthar, Chiccetti and Becker suggested that resilience refers to a dynamic process that includes positive adaptation in the context of significant adversity (Azzahrah, 2017). According to Reivich & Shatte, there are seven aspects or abilities that can form resilience. These aspects include Emotional regulation, namely the ability to remain calm in stressful conditions. Control of impulses, individuals with strong impulse control tend to have high emotional regulation, while individuals with low emotional control tend to accept beliefs impulsively, namely a situation as truth and act on it. Optimism, resilient individuals are optimistic individuals. They believe that things can change for the better. The ability to analyze problems, namely the ability in a person to accurately identify the cause of their problems. Empathy, someone who could empathize tends to have good social relationships. The inability to empathize has the potential to cause difficulties in social relationships. Self-efficacy, namely the belief in oneself that he is able to solve the problems he is experiencing in one's belief in his ability to achieve success. Achievement, namely the individual's ability to achieve success.

2.4 Performance

Performance comes from the notion of performance. There is also a definition of performance as the result of work or work performance. However, actually. Performance has a broader meaning, not only the results of work, but including how the work process takes place. (Wibowo, 2014:7). Mathis and Jackson (2006: 78) state that performance is basically what employees do or don't do. Employee performance is what affects how much they contribute to the organization which includes: output quantity, output quality, output period, attendance at work. There are five indicators to measure employee performance according to Mathis and Jackson, namely: Quantity, measured from employees' perceptions of the number of assigned activities and their results. Quality can be measured from the employee's perception of the quality of the work produced and the perfection of the task on the skills and abilities of employees. The results of the work carried out are close to perfect or meet the expected goals of the work. Timeliness, measured by employees' perceptions of an activity that is completed from the beginning of time until it becomes output. Can complete at a predetermined time and maximize the time available for other activities. Cooperation, not all work can be completed by one employee only, for certain types of work may have to be completed by two or more employees. Attendance, the level of employee attendance in the company can determine employee performance. The literature review is written in flowing paragraphs. The literature review describes the study of various references sourced from general scientific books, theoretical books, theses, theses, dissertations, and scientific journals and is closely related to research, previous research related to research titles, research hypotheses. In addition, the literature review contains a theoretical basis which is presented in complete, concise sentences, and is truly relevant to the

introduction, research objectives. For example: Horngren and Harrison (2017:4) state that accounting is an information system that measures business activities, processes information into financial reports, and communicates the results to decision makers.

3 Research Method and Materials

Based on the type of quantitative research in this study, the data collection technique used is a questionnaire (questionnaire). According to Sugiyono, a questionnaire (questionnaire) is a data collection technique carried out by giving a set of questions or written questions to respondents to answer (Sugiyono: 2015). The population of this study were district office employees in Makassar City totaling 1,115 employees from 15 sub-district offices in Makassar City, using the Slovin formula to determine the number of samples as many as 92 employees. Makassar. As for the research testing instrument, validity test, reliability test, then classical assumption test, namely normality test, multicollinearity test, heteroscedasticity test, auto correlation test. As for the analysis, namely multiple linear regression analysis, the hypothesis testing proposed in this study will be carried out I did with the coefficient of determination test (r-test), simultaneous significance test (f-test), and partial significance test (t-test).

4 Results and Discussion

4.1 Statistical Result

A description of the research data that has been obtained from each variable of Performance (Y), Achievement Motivation Training (X1), Religiosity (X2), and Resilience (X3) obtained from the answers of the research sample, after which it is processed with descriptive statistical calculations. The data used as the basis for the description of the results of this study is an instrument item score that refers to four research variables, namely Performance (Y) as a dependent variable, Achievement Motivation Training (X1), Religiosity (X2), and Resilensi (X3) as a free variable (independent).

Table 1. F-Hypothesis Testing

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.645	3	3.215	27.431	.000[b]
	Residual	10.314	88	.117		
	Total	19.958	91			

a. Dependent Variable: Performance

b. Predictors: (Constant), Resilience, AMT, Religiosity

Source: Primary data processing results,2022

Indicates that the obtained F-count value is 27,431, while the F-table at an interval of 95% confidence or error rate (a = 0.05) will be obtained the number 2.71. Thus, the F-calculated value > the F-table or 27,431 > 2.71 which means, the free variable has an effect in unison with the dependent variable. High significance because 0.000 is smaller than the alpha level of 0.05. It can be concluded that simultaneously Achievement Mitivation Training, Religiosity and Resilience have a positive and significant effect on the Performance of the District Office in Makassar City.

Table 2. Partial Hypothesis Testing

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.846	.361		2.342	.021
	AMT	.107	.065	.149	1.638	.105
	Religiosity	.302	.088	.324	3.434	.001
	Resilience	.388	.091	.381	4.265	.000

Source: Primary data processing results,2022

Multiple liniear regression equation:

$$Y= 0.846 + 0.107X_1 + 0.302X_2 + 0.388X_3$$

Table 3. Coefficient of Determination (R^2) Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.695[a]	.483	.466	.34235

Source: Primary data processing results,2022

Based on the results of the determination test table above, it can be determined that the magnitude of the coefficient of determination (R^2) is 0.483. The coefficient of determination figure states that the variable Achievement Motivation Training, Religiosity and Resilience to the Performance of District Office Employees in Makassar City can only explain or contribute to the variation in the Performance of District Office Employees in Makassar City by 48.3% while the remaining 51.7% is influenced by other variables that were not studied in this study.

4.2 Discussion

Achievement Motivation Training, is a training program conducted by PPSDM Apparatus to improve the soft skills of the State Civil Apparatus. This training program is the result of an analysis of training needs that has been carried out by the Human Resources Development Agency of the Ministry of Energy and Mineral Resources. AMT or Achievement Motivation Training is a training program held with the aim of self-development, especially in increasing the achievement motivation of the participants. Another definition of AMT is training that is held to provide a foundation in creating motivation to be more accomplished. The idea of Achievement Motivation Training (Mt) was first coined by McClelland in 1960. The idea was later developed as a form of developing achievement motivation. This program is a form of education and training which is essentially to provide awareness to a person or individual in order to know the potential that exists in him and motivate the individual to excel as much as possible. Motivation turns out to be able to encourage increasing competence as well as creating high performance through a combination of increasing motivation and competence. Achievement Motivation is self-development, especially in terms of increasing the achievement motivation of the participants. Achievement Motivation is not to assess personality, but to help develop the achievement motives of the participants. The achievement motive developed in the world of work; Achievement Motivation is designed to assist companies in their efforts to improve the ability of their employees to motivate themselves effectively. Employees who can grow self-motivation effectively will greatly affect their daily work life and job satisfaction. Achievement motivation theory relates personal characteristics and background to the need for achievement and the associated competitive drive to meet superior standards. Achievement Motivation Theory (AMT) explains the integral relationship between individual characteristics and their need to achieve goals in life. Thus, it also considers the competitive drive that a person has to achieve the goals that have been set. AMT was proposed and refined by a group of researchers Murray (1938), Lowel (1953), Atkinson, Clark and McClelland (1961) over the years. According to this theory, individual motivation to achieve certain goals in life is governed by various internal factors such as willingness, determination, punctuality, personal drive with many external factors (also known as environmental factors) such as pressure, expectations, targets, which have been set by the organization. , family or community members. The theory also explains that it is very important for an organization to fully understand the purpose of motivation to achieve goals by spreading motivating messages to coworkers and family. Spreading inspirational messages to other employees becomes even more important in organizations where the company's success is largely dependent on a particular department, such as marketing or sales department. Taking into account the above factors, which can have a strong influence on the success rate of a company, it is very important for companies to thoroughly investigate the background of potential employees before hiring them. Thus, the HR department has more attention to the personal characteristics of each candidate when interviewed as well as the reasons and motivations or what is needed to excel. Apart from the factors mentioned above, there are various other factors that have the potential to influence an individual's achievement motivation.

For example, Individual values (understanding the importance of achieving goals as compared to personal relationships), educational background, cultural background, external support from the organization in the form of appraisals, promotions, appropriate rewards and timely earnings, encouraging and celebrating achievements, recognizing Success, providing constructive feedback and helping employees thrive by providing the right support mechanisms all play an important role in achieving the required motivation. AMT also states that, no matter how many motivational schemes an organization may introduce, it doesn't matter how well the incentives are for achieving predetermined goals; they can only carry out their duties and responsibilities as employees and contribute to the success of the organization. At the same time, no matter how motivated the individual is in achieving organizational

goals, the lack of proper encouragement and motivation from top management in the form of rewards, incentives, promotions, remuneration, etc., can deprive employees of the level of motivation. In conclusion, Achievement Motivation Theory states that "when an employee begins to feel success, the employee begins to feel that he has achieved a goal and it is this feeling that keeps them motivated to achieve even higher." However, in organizations, providing employees with various incentives and rewards will always help them stay motivated to achieve what is required both in the organization and personal.

5 Conclusion

Based on the results of research and data analysis that has been carried out, it can be concluded as follows: Achievement Motivation Training has a positive but insignificant effect on the performance of District Office Employees in Makassar City measured based on indicators oriented towards goals, like challenging work, be responsible, dare to take risks, be creative and innovative. Religiosity has a positive and significant effect on the performance of Subdistrict Office Employees in Makassar City measured based on indicators of the dimension of worship or practice, the dimension of experience, the dimension of religious knowledge, and the dimension of passion. Resilience has an effect and significant effect on the performance of employees of sub-district office employees in Makassar City as measured based on indicators of emotional relugation, immersive control, optimism, analysis, empathy, self-efficacy, and achievement.

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