

The Effect of Implementation of Management Functions and Work Environment on the Performance of Civil Servants Post Bureaucratic Simplification: A Mediating Role of Motivation

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ABSTRACT: Bureaucratic Simplification an Indonesian Government's policy aimed to creating a bureaucracy that is dynamic, agile and professional in increasing the effectiveness and efficiency of government performance. The implementation of bureaucratic simplification within the Central Board of Statistics at the end of 2020 has give out an impact on changes in employee motivation, and on the other hand it has provided an opportunity for organizations to realign the implementation of management functions and management of the work environment through new work patterns in a coordinated way as a work team. The purpose of this research is to know and analyze the effect of the application of management functions and the work environment on the performance of civil servants through motivation as a mediator.

The relationship between variables in this study was analyzed using the Partial Least Square–Structural Equation Square method. The research location was carried out at the Central Board of Statistics of Kutai Kartanegara Regency, while the primary research data was collected from all 32 eligible employees by means of self-enumeration through a link form of closed structured questions.

The results of the research show that the application of the management function has a positive and significant direct effect on motivation and performance. While the work environment has a positive and significant direct effect on motivation, it still has no significant effect on performance. And motivation has a positive but not significant effect on performance

To Improve employee motivation, there are several way must be considered, they are: Improveon rewards and punishments implementation in a transparent and measurable manner in accordance with applicable laws and regulations, so that each employee will be motivated to improve his performance because he does not want to be punished. Periodically carry out job rotation and work team rotation so that each employee avoids the potential for work burnout. The intended rotation includes the type of work allocated to employees and the employee's work location.

KEYWORDS: Management fuction, Work environment, Motivation, Performance, Bureaucratic Simplification

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I. INTRODUCTION

In his inauguration speech as Indonesian president for the second period (2019-2024) on 20 October 2019, President Jokowi said that in order to acceleratedecision making and range of services, structural positions will be simplified to only 2 layer levels, and replaced with functional positions. This policy is expected to make government organizations be a dynamic, agile and professional bureaucracy in improving the effectiveness and efficiency of government performance.

As a follow-up to the bureaucratic simplification policy, the Minister of State Apparatus Empowerment and Bureaucratic Reform issued Circular Letter number 384 of 2019 Strategic and concrete steps for bureaucratic simplification, and other related circulars, and issued Minister of State Administrative and Bureaucratic Reform Regulation Number 28 of 2019 concerning the Equalization of Administrative Positions into Functional Positions as a technical guideline for the implementation of the abolition of structural positions and their transfer to certain appropriate functional positions. The Central Statistics Agency as part of the central government, realized bureaucratic simplification through the equalization of positions from structural officials to functional officials on December 23, 2020.

Bureaucratic simplification followed by organizational restructuring through equalization of positions, in addition tohaving a positive impact on the organization, also had an impact on employees. One of the impacts that can occur is the psychological impact, both for employees who are directly involved in equalizing positions

who feel they have lost their structural position and the inherent facilities in it's, can also have an impact on other employees who feel they have lost their career opportunities in the form of promotion in structural positions that have been eliminated earlier. And of course it is not easy to make a change in mindset in the work pattern that was in the chain of command into a chain of coordination. (Kusdiawan, 2021).

The condition of changes in employee motivation after the implementation of bureaucratic simplification followed by the equalization of the position of the Central Statistics Agency is that many employees who previously received a promotion with placement in a different work unit with their place of residence, many apply for a mutation to be able to return to their place of origin or residence, on the grounds that they are no longer structural officials and to pursue a career in a functional position does not have to be done at work away from family, but can be done anywhere on duty. For this reason, further policies taken by the government need to be directed to encourage and revive the work motivation of these employees so that they are expected to improve the performance of these employees and in turn are expected to have an impact on improving organizational performance. This is in accordance with the understanding of motivation itself which is a force within a person that encourages a person to start behaving work for a purpose, according to the direction, intensity, and in a certain period of time. (Pinder, 2013, in Himma, 2022). And motivation itself has a close influence on performance, where work motivation also has a positive relationship to employee performance in government agencies, namely the higher the work motivation of an employee, the higher the employee's performance will also be (Abidin, 2019; Irvan & Heryanto, 2019; Sutanja, 2019).

The other side of bureaucratic simplification brings changes to work patterns and mechanisms as stipulated in the regulation of the Minister of state apparatus empowerment and Bureaucratic Reform number 7 of 2022 concerning the Work System in government agencies for bureaucratic simplification. Through the new work system, every employee (both functional and implementing officials) will be able to be assigned in a flexible, changeable, and moveable manner with accountable performance management to achieve organizational goals (Tustowardoyo, 2022). Changes in organizational structure also have an impact on reallocation opportunities and changes in resource governance in the form of work equipment and equipment in accordance with the needs in the new work pattern in order to support the creation of good work environment management which is expected to support employee performance and productivity for the better (Sodexo, 2020). In other words, bureaucratic simplification provides an opportunity for organizations to reorganize the application of management functions and management of the work environment, both physical work environment and non-physical work environment, so that work motivation and employee performance increase.

II. LITERATURE REVIEW

Performance is a measurement of expected work results in the form of something that is optimal according to predetermined work standards, and can be measured through several indicators, namely: quality, quantity, timeliness, effectiveness, independence, and commitment, including cooperation (Robbins, 2006; Bangun, 2012). Motivation is an encouragement that can be influenced by internal and external factors from individuals that encourage and influence human behavior to act in achieving goals (Robbins & Judge, 2013; Rivai, 2004).

Motivation, which is an impulse within the individual that drives and influences behavior to act in achieving individual goals, is not arises by itself. Motivation is influenced by many factors, both internal factors within the individual concerned and external factors where the individual is be and interacts. The application of a good management function can make a good work system as well, and in turn will have a good impact on the work motivation of employees. This is in accordance with the management concept as put forward by Lawrence a Appley who views the management function from a different angle, which is an expertise that a person, group, or organization has to be able to influence and move its surroundings in order to get things done, including providing motivation (Populix, 2022). Carrying out each part of the management function, is also directed with efforts to increase employee motivation, both in the planning function, implementation function, up to the control function (Ulty, 202; Putri, 2022; Sulistio, 2021; Permana, 2023).

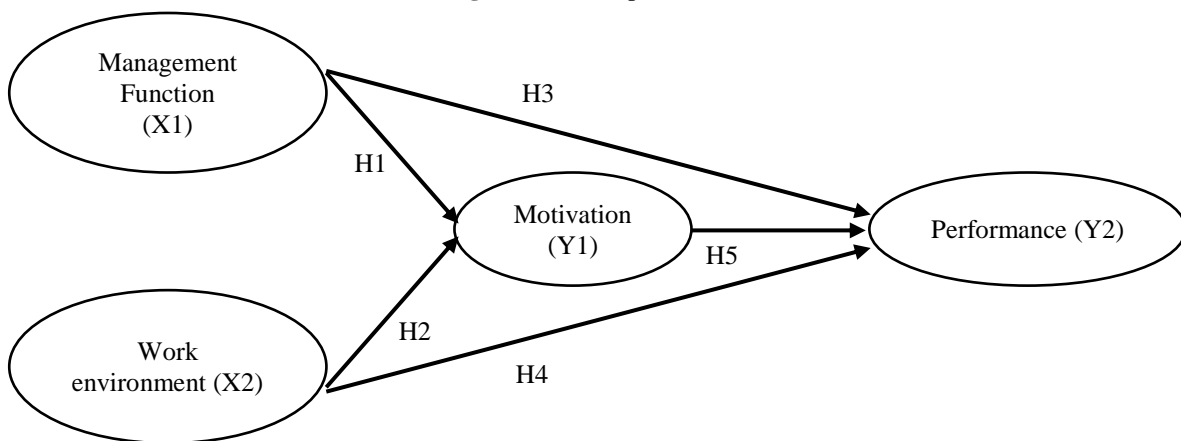
The atmosphere of a good working environment and the availability of equipment and work equipment in accordance with the needs, will certainly make every employee can carry out their work well and calmly. According to Rivai (2004:456), some aspects that affect the motivation of employees is a sense of security in the work, fair and competitive salary, a pleasant working environment, appreciation of work performance, and fair treatment of management. A good and comfortable working environment, and the availability of supportive work facilities will foster high motivation for workers to do a good job for the organization (Siagian, 2003:102). Related to the non-physical environment, Wirotama (2017) states that the quality of interaction between fellow employees as well as between leaders and employees who are able to create a warm and comfortable atmosphere in inter-personal interaction, becomes the main determinant in increasing employee motivation and performance.

In addition to external factors, internal factors that are very influential on employee performance is work motivation. A highly motivated employee, in any working condition or system, will always seek to optimize the use of his working time and the resources he manages to carry out the work for which he is responsible. This is in accordance with the opinion of Handoko (2017) which states that work motivation is a psychological condition that encourages a person to make efforts to produce goods or services to achieve organizational goals/ himself. According to Frederick Herzberg in Abid and Safih (2021), motivation is the most basic relationship between an employee's individual and his work, and that an individual's attitude towards work can greatly determine success or failure. Olusadum & Anulika (2018) in their study revealed that motivation has a positive influence on employee performance in an organization and also helps in reducing inefficiencies in an organization. In the government sector in Indonesia, several studies that have been conducted to measure the relationship between motivation and employee performance show that motivation has a positive and significant influence on employee performance in government agencies (Rusilowati, et al 2021, Irvan & Heryanto, 2019; Sutanja, 2019; Yudistira & Susanti, 2018).

Research Concept Framework

The concept of the flow of thought framework that forms the basis of the preparation of the hypothesis in this study is as shown in the following figure;

Figure 1. Concept Framework



Source: Analysis Results, 2022

III. RESEARCH METHODOLOGY

The research was conducted at the Central Board of Statistics of Kutai Kartanegara Regency by taking all employees as respondents, except those who are not eligible, namely 32 out of 34 employees. Primary data collection was carried out using the self-enumeration method by providing responses to structured questions submitted via the Google form. Each indicator in the research questionnaire provides answer choices with a Likert scale in the value range 1-5.

In addition to quantitative and cross-sectional descriptive analysis of index numbers, as an enrichment for the discussion of research results, the Partial Least Square – Structural Equation Model (PLS–SEM) method was used to analyze the relationship between variables with the help of the SmartPLS-4 application. Testing the measurement model (Outer Model) is intended to select existing indicators by removing all indicators that do not meet the requirements of the validity test, reliability test, and significance test. While the evaluation of the structural model (Inner Model) includes path analysis, coefficient of determination, effect size, prediction relevance, and hypothesis testing with the t test.

IV. RESEARCH RESULT

Description

The results showed that based on the respondents' statements, the achievement index on the variable implementation of management functions and management of the work environment was included in the high category, namely 81.86 and 80.76. While the achievement index for the employee motivation variable, although still classified in the high category, tends to closes to moderate, namely 77.14. While the index achievement on the performance variable is also classified in the high category, which is equal to 81.67.

Table 1. Index Value of Indicators and Variables

Variabel	Indicators						Index Value	Category
	1	2	3	4	5	6		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Management Function	88,13	80,00	76,88	83,13	79,38	82,08	81,86	High
Work environment	79,38	79,38	78,75	83,75	82,50	80,83	80,76	High
Motivation	82,50	76,25	78,75	71,88	76,25	77,19	77,14	High
Performance	80,00	82,50	80,63	81,25	83,75	81,88	81,67	High

Source: Primary data, processed (2023)

The achievement of the index score on the work motivation variable, viewed by education and employee tenure, shows that employees with a high school education background show a motivation index score in the medium category, namely 68.67, which is the lowest compared to employees with a higher educational background. Meanwhile, the achievement of the employee motivation index based on length of service, shows that employees with 6-10 years of service and employees with more than 30 years of service show a level of motivation in the medium category and relatively lower than other employees.

Table 2 Index Variables of Motivation broken down by Education and Years of Service of Employees

Years of service	Education				Category
	High School	Diploma	Bachelor and more	Means	
(1)	(2)	(3)	(4)	(5)	(6)
1 – 5 years		83,33	73,33	74,76	High
6 – 10 years		70,00	73,33	72,67	Moderate
11 – 20 years	68,89	86,67	82,00	80,00	High
21 – 30 years	68,33		88,33	78,33	High
> 30 years			70,00	70,00	Moderate
Means	68,67	81,67	78,26	77,14	
Category	Moderate	High	High		

Source: Primary data, processed (2023)

Overview of index numbers on performance variables shows that overall employees show index achievements are in the high category, as well as disaggregation by educational background and by employee tenure.

Table 3 Index of Performance Variables broken down by Education and Years of Service of Employees

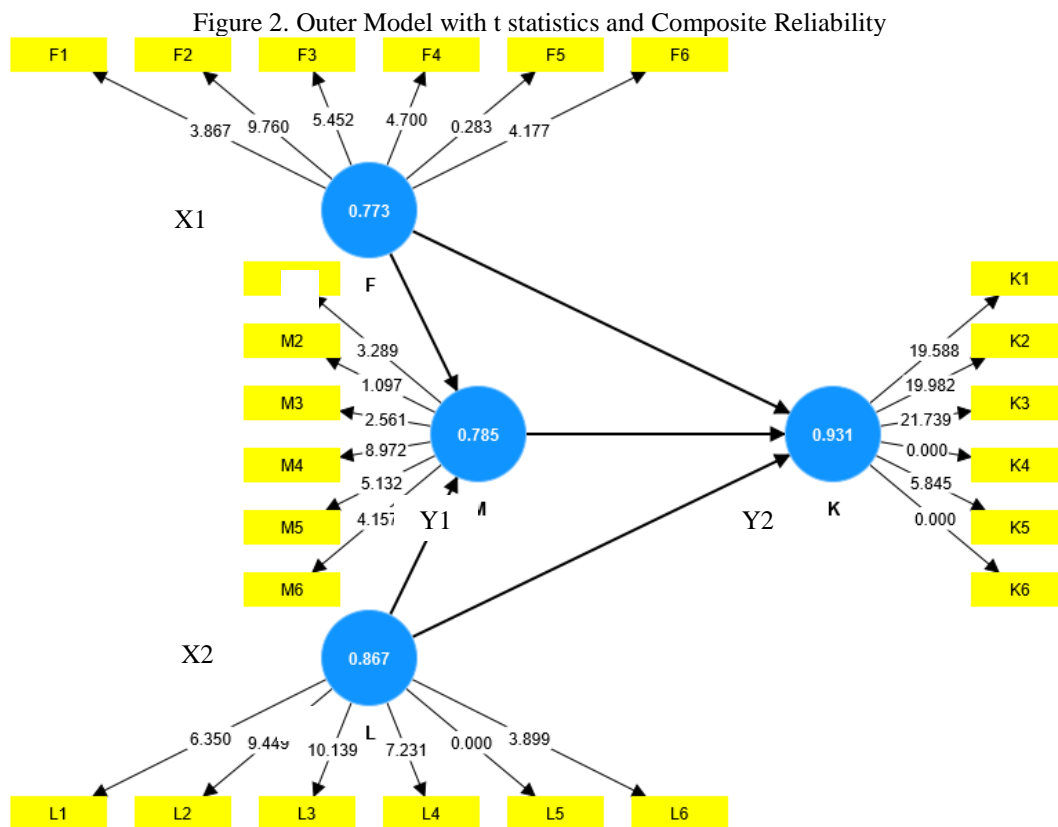
Years of service	Education				Category Diploma
	High School	Diploma	D4/S1 atau lebih	High School	
(1)	(2)	(3)	(1)	(2)	(3)
1 – 5 years		80,00	78,33	78,57	High
6 – 10 years		83,33	80,83	81,33	High
11 – 20 years	88,89	85,00	82,00	83,78	High
21 – 30 years	71,67		90,00	80,83	High

> 30 years			83,33	83,33	High
Means	82,00	83,33	81,59	81,67	
Category	High	High	High		

Source: Primary data, processed (2023)

Outer Model Test

Outer model testing was carried out to test the validity and reliability of latent variables in research from the results of the initial PLS process and continued with testing the validity of the determinants against each indicator of each variable based on the value of outer loadings and cross loading analysis, which was combined with the t test at a significance level of 5 % of the bootstrapping process.



Source: Primary data, processed with SmartPLS (2023)

Table 4 Testing of the Measurement Model based on Factor loadings and Cross loadings

Indicators	X1	X2	Y1	Y2	Initial Conclusions	t statistics	Final Conclusion
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
X11	0,6265	-0,0344	0,3635	0,2572	Considered	3,8666	Kept
X12	0,8310	0,3142	0,3997	0,6945	Valid	9,7597	Kept
X13	0,6736	0,2551	0,3556	0,4354	Considered	5,4519	Kept
X14	0,6786	0,5214	0,4548	0,2389	Considered	4,6996	Kept
X15	0,0690	0,3076	0,1484	-0,0418	Not Valid	0,2831	Removed
X16	0,6273	0,2849	0,6305	0,3716	Not Valid	4,1774	Removed
X21	0,1237	0,7045	0,3395	0,2304	Valid	6,3500	Kept
X22	0,2847	0,8324	0,4402	0,3265	Valid	9,4492	Kept

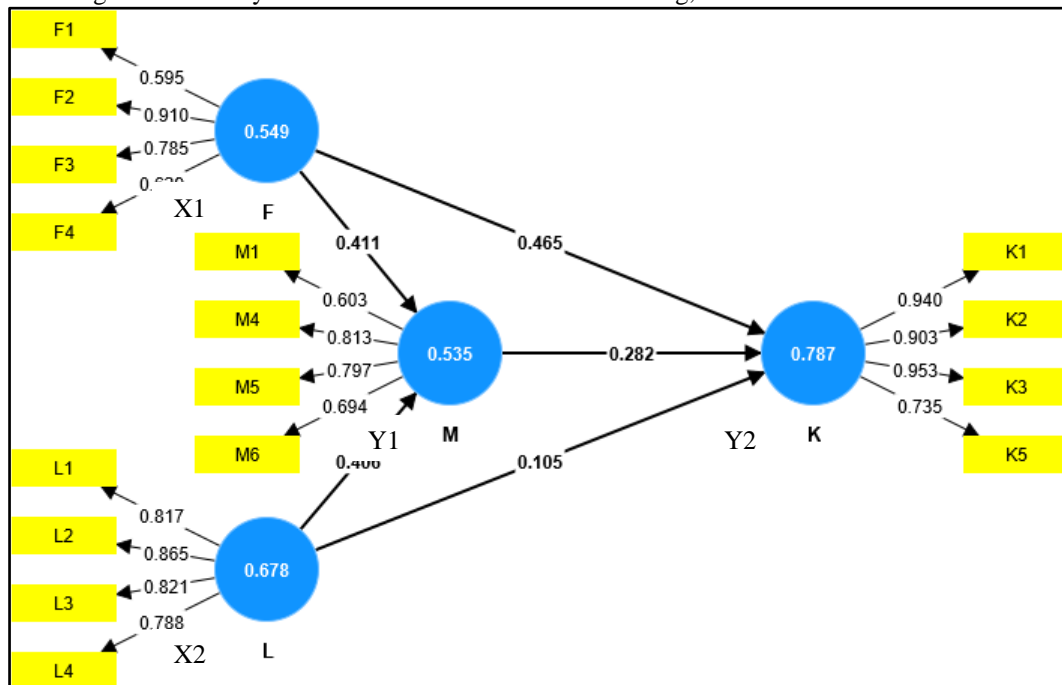
X23	0,1916	0,8294	0,5598	0,3783	Valid	10,1392	Kept
X24	0,3259	0,7437	0,4693	0,3582	Valid	7,2309	Kept
X25	0,3865	0,6240	0,4498	0,2233	Considered	0,0000	Removed
X26	0,4112	0,5716	0,5882	0,3797	Not Valid	3,8992	Removed
Y11	0,5423	0,4075	0,5693	0,3102	Considered	3,2889	Kept
Y12	0,1416	0,2167	0,3399	0,1676	Not Valid	1,0973	Removed
Y13	0,2533	0,4550	0,5021	0,2368	Considered	2,5613	Removed
Y14	0,5886	0,4044	0,8493	0,3676	Valid	8,9718	Kept
Y15	0,3652	0,4527	0,7299	0,4524	Valid	5,1323	Kept
Y16	0,4166	0,5546	0,6492	0,4904	Considered	4,1569	Kept
Y21	0,5923	0,3342	0,4046	0,9290	Valid	19,5881	Kept
Y22	0,5991	0,4467	0,5969	0,9055	Valid	19,9818	Kept
Y23	0,5663	0,3291	0,4116	0,9453	Valid	21,7394	Kept
Y24	0,3689	0,2659	0,2791	0,8080	Valid	0,0000	Removed
Y25	0,5459	0,4678	0,6213	0,7208	Valid	5,8452	Kept
Y26	0,2358	0,3916	0,4226	0,6528	Considered	0,0000	Removed

Source: Primary data, processed with SmartPLS (2023)

After testing the outer model which results in a decision to exclude indicators that are invalid and insignificant. The next process is to recalculate the PLS process in order to develop a new Structural Model (Inner model), in which this Structural model will be tested for the hypothesis.

Inner Model and Hypothesis Test

Figure 3. Pathway Model Estimation with Factor Loading, Outer Model and AVE value



Source: Primary data, processed with SmartPLS (2023)

Table 5 Significance Test of the Direct Effect of Structural Models

Variables	Path Coefficient	Mean	Standard Deviation	t _{statistics}	P Values	Criteria
(1)	(2)	(3)	(4)	(5)	(6)	(7)
X1 → Y2	0,4647	0,4682	0,1932	2,4053	0,0162	Positive and Significant
X1 → Y1	0,4112	0,4318	0,1576	2,6101	0,0091	Positive and Significant
X2 → Y2	0,1046	0,0889	0,1333	0,7849	0,4325	Positive and Not Significant
X2 → Y1	0,4064	0,4244	0,1167	3,4834	0,0005	Positive and Significant
Y1 → Y2	0,2817	0,2986	0,2341	1,2034	0,2289	Positive and Not Significant

Source: Primary data, processed with SmartPLS (2023)

Table 6 Significance Test of Indirect Effect of Structural Models

Variables	Path Coefficient	Mean	Standard Deviation	t _{statistics}	P Values	Criteria
(1)	(2)	(3)	(4)	(5)	(6)	(7)
X1 → Y2	0,1158	0,1280	0,1319	0,8784	0,3797	Positive and Not Significant
X2 → Y2	0,1145	0,1359	0,1213	0,9439	0,3453	Positive and Not Significant

Source: Primary data, processed with SmartPLS (2023)

Table 7 Significance Test of Total Effect of Structural Model

Variables	Path Coefficient	Mean	Standard Deviation	t _{statistics}	P Values	Criteria
(1)	(2)	(3)	(4)	(5)	(6)	(7)
X1 → Y2	0,581	0,596	0,086	6,765	0,000	Positive and Significant
X1 → Y1	0,411	0,432	0,158	2,610	0,009	Positive and Significant
X2 → Y2	0,219	0,225	0,093	2,367	0,018	Positive and Significant
X2 → Y1	0,406	0,424	0,117	3,483	0,000	Positive and Significant
Y1 → Y2	0,282	0,299	0,234	1,203	0,229	Positive and Not Significant

Source: Primary data, processed with SmartPLS (2023)

1. Management functions have a positive and significant effect on motivation, thus H1 is accepted.
2. The work environment has a positive and significant effect on motivation, thus H2 is accepted.
3. The management function has a positive and significant direct effect on performance, but the indirect effect on performance through motivation as a mediator is not significant, thus H3 is partially accepted.
4. The work environment has a positive but not significant effect on performance, either directly or indirectly through motivation as a mediator. thus H4 is rejected.
5. Motivation has a positive but not significant effect on performance, thus H5 is rejected.

V. DISCUSSION

1. The Effect of Management Function on Motivation

Based on the results of the analysis of this study, obtained information that the implementation of the management function positively and significantly effect on motivation. This shows that by implementating management function properly will encourage improve employee motivation. Index analysis also show that the management function index and motivation index are in the high category, which means that the management function has been carried out properly so that employees have high motivation in carrying out their work.

This is in accordance with Herzberg's 2-factor motivation theory which states that factors such as company policies and administration, supervision, and salary are referred to as hygiene factors, if implemented properly will provide calm and motivation for employees. Empirically, this condition is also in accordance with the results of research conducted by Pahlevi (2022) which states that based on his research it is proven that good performance management has an effect on increasing employee motivation. Employee motivation will when every job is well planned, well managed, and well supervised. Another study conducted by Abdullah (2013) also

supports this where the implementation of the management function, which is reflected in the supervisory function, shows a positive correlation with employee motivation.

The implication of the condition for the organization is, to improve the motivation of Civil Servants at the Central Board of Statistics of Kutai Kartanegara Regency through improving the application of management functions can be emphasized on two ways, they are:

- 1) Maintain and improve the transparency and clarity of job descriptions for each job that must be performed by employees, which is recognized as the indicator that has the greatest influence in the implementation of management functions.
- 2) Improving proportionality in allocating work to employees and increasing transparency in delivering information on the quality of employee's work so that employees can improve their motivation, of which there are more than 10% of employees who feel these two indicators have not been implemented properly, so improvements need to be made.

2. The Effect of Work Environment on Motivation

Based on the results of the analysis in this study, information was obtained that the work environment positively and significantly effect on motivation. This shows that good implementing of work environment management will encourage an in employee motivation. Index analysis also show that the management function index and the motivation index are in the high category, which means that the work environment at the Central Statistics Agency for Kutai Kartanegara Regency, both physical and non-physical, has been well managed to support the work activities so that employees have high motivation in carrying out the work.

The results of this study are in accordance with the motivation theory, is Maslow's hierarchy of needs theory which reveals that there are five hierarchical levels of needs for every human being, which among them are the need for security and social needs are formed from the employee's work environment. Empirically, this is also consistent with research conducted by Purnama (2020) which obtained research results, namely that the work environment has a significant effect on employee motivation in the Highways and Construction Services of Lampung Province with a determination level of 52.7%.

The implication of the condition for the organization is that to improve the work motivation of civil servants at the Central Board of Statistics of Kutai Kartanegara Regency through managing the work environment, it should be emphasized on three things that causally have the greatest influence on the quality level of work environment management but on the other hand the three this is felt the weakest by employees because more than 15% of employees think it is not good enough, namely: 1) A calm and comfortable atmosphere in the office, 2) Workspaces that are able to support employees to work well, and 3) Availability of equipment and supplies work required to carry out the work.

3. The Effect of Management Functions on Performance

Based on the analysis of this study, obtained information that the application of management functions had a positive and significant effect on performance. This shows that by implementing the management functions well will encourage improvement in employee performance. Index analysis also show that the management function index and performance index are in the high category which means that the management function has been carried out well so that employees have good performance as well as carrying out the work.

These results are in accordance with the concept of performance itself described by Ilyas in Sapoddin (2020) as a periodic determination of the operational effectiveness of the organization, the organization's section, and employees based on the targets, standards and criteria that have been predetermined. This is certainly related to the application of one of the management functions, namely planning by the organization. Empirically the results of this study are also in accordance with the results of Sapoddin (2020) research which shows that simultaneously the planning, organizing, actions and control functions and controls have a positive and significant effect on the performance of the State Civil Apparatus at the Molawe District Office in North Konawe Regency. Another study conducted by Ramlan 2017 also shows the relatively the same results, namely there is an influence between management functions and employee performance, however the results of partial testing show that only a significant supervisory factor. The more significant research results were delivered by Zamili (2021), namely the application of management functions positively and significantly on employee performance. And through the coefficient test of determination (R²) of 0.748 or 74.8%.

The implication of the condition for the organization is that to improve the performance of civil servants in the Central Board of Statistics of Kutai Kartanegara Regency through the application of management functions that must be a concern is the delivery of clear job descriptions to employees so that each employee really understands the description of his duties (where this matter is a factor that gives the biggest influence in the implementation of management functions) and supervision so that each employee is truly able to complete his work in accordance with the specified targets (where this condition is recognized still needs to be improved by 12.5% of employees).

4. The Effects of Work Environment on Performance

Based on the analysis of this study, obtained information that the work environment positively and but not significantly to performance, neither directly and indirectly through the intervening of motivation variables. However, in total which is a combination of direct influence and indirect influence, the work environment has a significant effect on performance. Index number also show that the management of the work environment has been implemented properly as well as the performance that show high category in index.

Associated with the concept of the work environment itself theoretically, the results of this study indicate different conditions but still relevant as presented by Heizer and Render (2015: 467) that the work environment as a physical environment in which employees work can affect performance, safety and quality their work life. Empirically, similar research results were also experienced by previous research, namely research conducted by I'tamara (2021) which showed that the work environment did not have an impact on the performance of employees on the Tirta Lestari Drinking Water Perumda Tuban Regency. Although the condition of the work environment in the company is included in the good category, namely the availability of complete facilities, there are areas for sports, mosque for worship, large parking lots, clean environments, and so forth. Also a good relationship and mutual respect between employees and their colleagues. The same condition was also obtained by Susanto (2021) for his research which showed that partially the work environment had no significant effect on the employee performance on PT. Alfa Rekacipta Creation (Weekend, Inc.), but along with the Motivation Variable and the implementation of WFH, simultaneously has a significant effect on employee performance

The implication for the organization is that to improve the performance of Civil Servants in the Central Board of Statistics of Kutai Kartanegara Regency through the management of the work environment although it does not show a significant effect but is still feasible to consider because the total impact will have a significant effect. Some emphasis that can be chosen to be improved is the improvement of three things that are causally giving the biggest influence on the level of quality of work environment management but on the other hand these three things are felt the weakest by employees because more than 15% of employees consider not good enough, namely: 1) The atmosphere of calm and comfortable in the office, 2) workspaces that are able to support employees to work well, and 3) availability of work equipment and equipment needed to carry out the work. Thus it is expected that all employees will be able to complete their work in accordance with the targets that have been determined because of the availability of equipment and equipment to carry out activities and atmosphere of offices and rooms that are comfortable and conducive that make every employee feel comfortable carrying out the work in the office until completion.

5. The Effects of Motivation on Performance

Based on the analysis of this study, obtained information that motivation had a positive and but not significant effect on performance. Index analysis indicate that the average value of the work motivation index and employee performance are in a high category, which means that the motivation and performance of employees is currently in good condition, but efforts to improve work motivation in employees can only provide a relatively small positive effect on employee performance but the improve is not significant.

The results showed different conditions with motivation and performance theory in general, where Firmansyah, et al (2020) said that motivation is very important in the company, high work spirit will produce high work productivity to achieve the stated goals. Empirically, the results of the study showed different results compared to several previous studies, where in many cases show that work motivation has a positive and significant influence on employee performance, both private employees/employees as shown by research conducted by Dewi and Ardana (2022) and I'tamara (2021), as well as to Civil Servants as shown by the results of research conducted by Yudistira and Susanti (2018); Irvan and Heryanto (2019); and Sutanja (2019). However, other research conducted by Fitriani (2021) shows similar results, where the influence of motivation was not significant on employee performance.

The implication for the organization is that although employee motivation has a small and insignificant impact on performance, but the influence is positive so that it is worthy to be considered and expected in the long term will provide a better impact. Some indicators in the motivation variables that are seen still need improvement in accordance with the index which although in total included in the high category but still found employees in a significant number that is more than 15% feels disagreeing that they are in good motivational conditions due to several factors, namely:

- 1) Sufficient recognition when doing a good job.
- 2) Responsibility for completing work.
- 3) lessons novelties in the implementation of the work
- 4) Opportunities to attend training for potential development
- 5) Opportunities to the level of position

Factors 1 and 2 are interrelated factors so that it can be formulated in a common solution, namely the need to the application of reward and punishment clearly and measurable and in accordance with applicable laws and

regulations, especially related regulations to staffing. Thus every employee will be encouraged to improve their performance because they do not want to get punishment which usually the impact of punishment is not only related to the employee itself but also on employee's social work environment. On the other hand, with a clear and significant reward for employee job satisfaction, to employees who show good performance and exceed other employees in general, are expected to encourage motivation to improve their performance even better because of opportunities for significant rewards to employee job satisfaction.

Factors 3 and 4 can be done by rotating the work and periodically for a certain time, rotation of the work team so that each employee avoids the potential for job saturation. Job rotation can include the type of work given to employees and the employee's work location. This is very possible in line with the simplification of the bureaucracy that has abolished structural barriers in the form of technical sections to be functional and the elimination of regional barriers in the pseudo-position of District statistical Coordinator into a work team whose members can be formed from each employee and are not permanent. Conceptually things are in accordance with the opinion of Baron and Greenberg in Ardela (2018) which states that in addition to the internal factors of the employee itself, in general external factors that cause work saturation, which includes a poor psychological work environment, lack of opportunities for promotion, rewards given insufficient, lack of social support from superiors, job demands, and monotonous jobs. Empirically also supported by the results of several studies showing the results that work saturation has a negative and significant influence on employee performance (Almaududi, 2019 and Sutisnawati, 2020).

The 5th factor that can be done to improve the motivation is to conduct periodic and continuous coaching to employees who have occupied certain functional positions in order to be able to achieve promotion/position in the functional level, while for employees who occupy general functional positions/executive staff are directed to enter into certain functional officials that are possible in accordance with the terms and conditions applicable to occupy certain functional positions.

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