

Work Efforts in the Context of Improving the Performance of Education Personnel at Universitas Negeri Padang

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ABSTRACT

The main purpose of this research is to identify and acquire the necessary information regarding the work effort in improving employee's job performance. The research was conducted at Universitas Negeri Padang in October 2022. The method is a survey with a questionnaire as a tool for data collection. This research included 40 employees as a unit analysis. The data is analyzed using a descriptive approach. The results indicate that Universitas Negeri Padang employees have high work effort and performance. Those findings show that high work effort has affected employees' performance at Universitas Negeri Padang. Therefore, the employee's job performance should be kept by giving rewards. It should be put into the account of maintaining employees at Universitas Negeri Padang.

Keywords: Work Effort, Job Performance of Education, Employee, Universitas Negeri Padang



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INTRODUCTION

There are still various problems with employees in Indonesia. The performance of civil servants is unproductive, working slowly and convoluted, less effective and efficient. The performance of civil in Universitas Negeri Padang also faces this condition. The problems faced, especially the problem of employee integrity, are complex problems. The reality on the ground shows that problems should not be ignored.

The workload assigned to employees is not evenly distributed, and the basis for employee placement is not yet transparent. First, the uneven workload makes the employees split into two. On the one hand, some employees have piled up workloads. On the other hand, some employees do not get enough work. Second, the basis for the placement of employees has not been transparent, making some employees often feel dissatisfied with the existing policies. This condition does not support the work efforts and performance of employees. Employees who lack trust in their institutions lead to a wrong perception of their superiors. Non-optimal work efforts indicate poor work morale. Employees do not use all their power and work efforts to work well. Where the literature review on the problems studied is divided into work effort and performance.

LITERATURE REVIEW

Work Effort

In understanding work effort, researchers seek to model the various dimensions that underlie certain work efforts. The action theory of as shown in the following Fig 1 below.

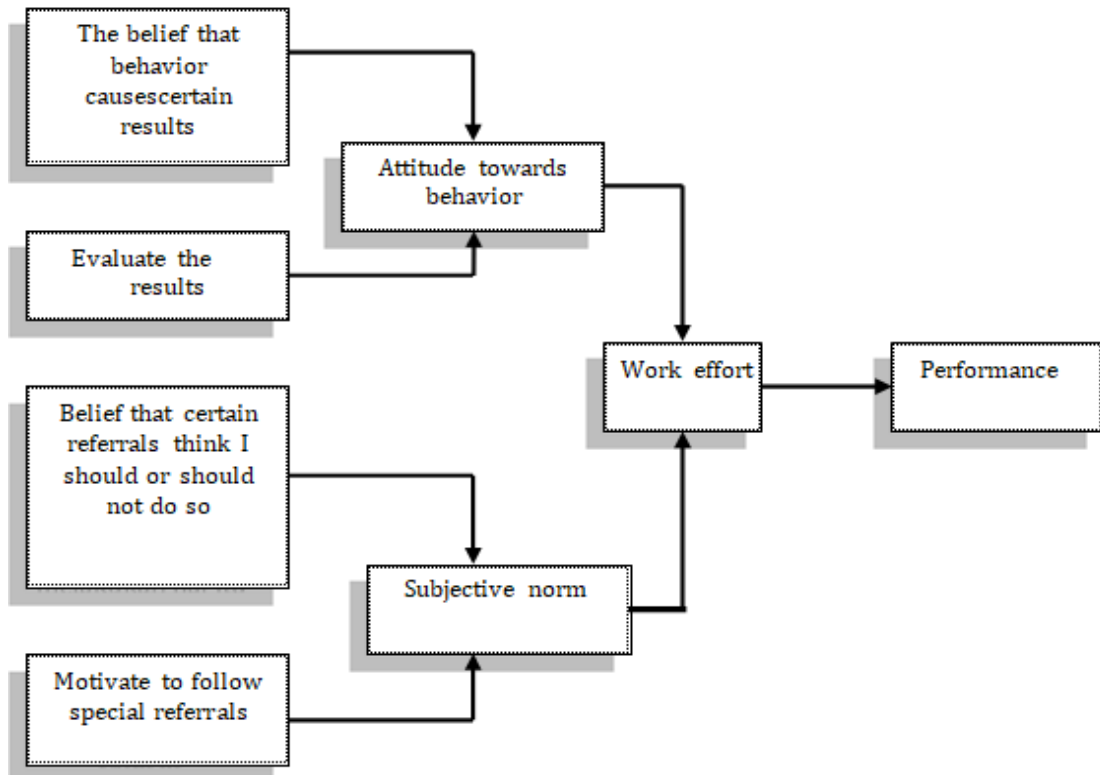


Figure 1. Reasoned action (Schiffman & Kanuk, 2005)

The Fig 1 above shows that work effort is determined by two main variables 1) attitudes toward behavior and subjective norms; and 2) These two things shape a person's work effort. Meanwhile, according to Vroom & Yetton (1973), someone will give his work effort if he can describe the results of his work. This Vroom & Yetton (1973) explanation can be described in the following tree (Fig 2) diagram model.

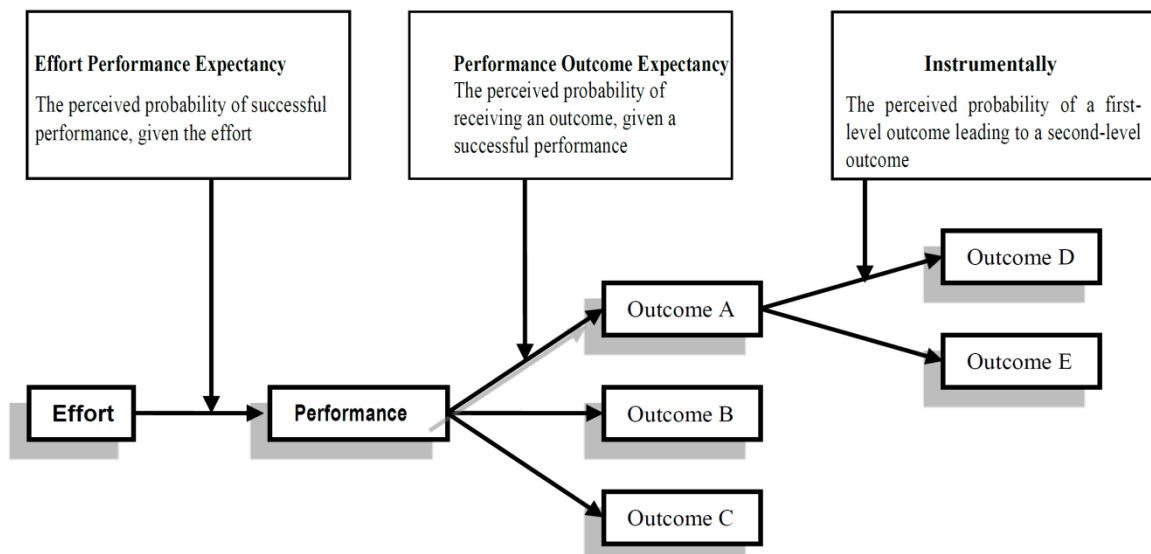


Figure 2. Expectancy theory (Kakabadse, 2004).

According to Bateman & Snell (2007), a person's work effort on the performance relationship is an expectancy, meaning that people's efforts will enable them to achieve their performance goals (the effort to performance link, expectancy, is people's perceived likelihood that their efforts will enable them to achieve their performance). Work effort can be seen in the behavior of someone who shows an attempt to do something. It is as expressed by Morrow quoted by Kakabadse (2004) that work efforts include: 1) work enthusiasm will increase one is hard work; 2) a person's commitment to his career is a strong impetus to work; 3) organizational commitment is a person's passion for keeping working for the organization; 4) organizational values, vision, organizational identity, is a committed organization at the affection level that will encourage employees to keep working; and 5) job involvement is the level of identifying jobs that will encourage someone to work hard. At least five criteria or indicators of a person's work effort: morale, commitment to career, passion for work, work drive, and involvement. From the description above, it can be concluded that work effort is a person's behavior in carrying out his duties and responsibilities following his role in achieving predetermined goals, which is indicated by: work enthusiasm, loyalty to his career, loyalty to the organization; siding with the organization; and work engagement.

Performance

Performance is the individual contribution to achieving the organization's goals and objectives. As revealed by Evans (2005), performance means the extent to which an individual contributes to achieving the goals and objectives of an organization. Performance is how much the individual contributes to achieving the organization's goals and objectives. While Rivai & Basri (2005) say that performance is the result or level of success of a person as a whole during a specific period in carrying out the task compared with various possibilities, such as work standards, targets or targets, as well as criteria that have been determined in advance and agreed upon together.

According to Schecner (1999), performance is the level of efficiency and work products that can be monitored from existing records in the institution or organization where a person works. It means that performance is always directly related to an employee's efficiency, effectiveness, and productivity in carrying out his work to achieve organizational goals. Stolovich & Keeps (1992) stated that performance is a set of results that refers to achieving and carrying out a requested job. This limitation shows that performance contains indicators: task completion, goal achievement, consistency in action, discipline; and providing support. Meanwhile, Campling. stated that work effort could be used to improve performance, as described in the following Fig 3 below.

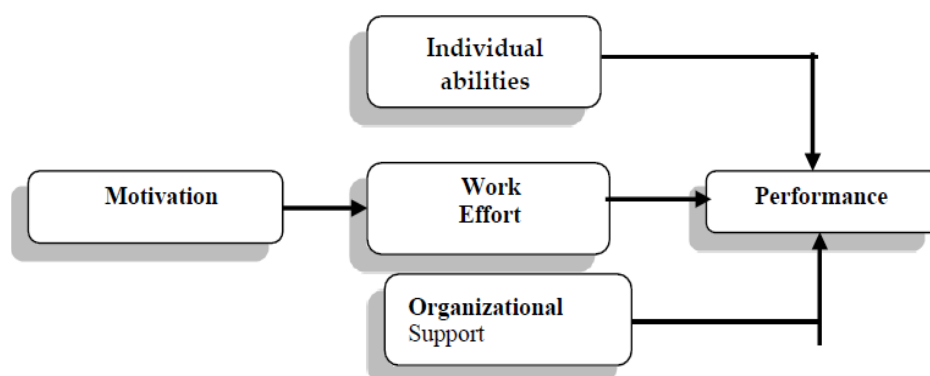


Figure 3. Effect of motivation, individual ability, work effort, and organizational support on performance (Campling, 2006).

The Fig 2 above shows that work effort is a concrete behavior of a person after getting motivated to work. One's work effort will be optimal if individual abilities and organization support it. In the end, it will result in optimal performance as well.

METHOD

This research uses a descriptive method. In this study, data collection was carried out using interview techniques supported by questionnaires. The unit of analysis used in this study was Universitas Negeri Padang employees who represented each section. At Universitas Negeri Padang, there were 7 sections. To distribute the questionnaire, a sample of 40 employees/staff of Universitas Negeri Padang was taken at simple random sampling. The process of data analysis is carried out to obtain conclusions using descriptive statistics.

RESULTS

Based on the data obtained in the study, it can be stated that the Employee Work Effort at Universitas Negeri Padang is high. Employee work efforts can be seen from various indicators, namely work spirit, loyalty to career, loyalty to the organization, siding with the organization, and work engagement with the following scores.

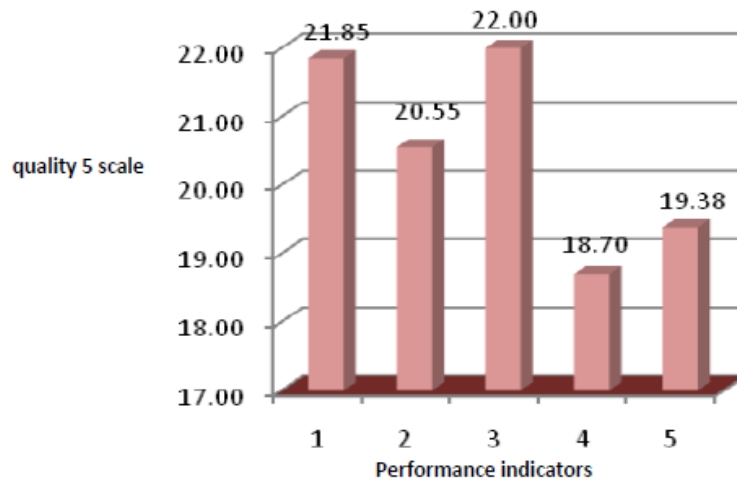


Figure 4. Histogram of employee work effort variable indicator

Scores Description:

Five Indicators of Employee Work Effort

1. Spirit at work
2. Loyalty to career
3. Loyalty to the organization
4. Alignment to organization
5. Work engagement

Fig 4 above shows that the indicator of loyalty to the organization is the highest score (22.00%) in the Employee Work Effort variable. As stated by Morrow, quoted by Kakabadse (2004) work effort can be seen in morale will increase one is hard work, one's loyalty to one's career is a strong impetus to work, loyalty to the organization is one's passion for keeping working at the organization. Values, vision, and organizational identity is loyalty to the organization at the level of affection that will encourage employees to keep working, and work involved is the level of identifying work that will encourage someone to work hard.

Based on the data obtained in the study, it can be stated that the Performance of Universitas Negeri Padang Employees is high. Employee performance can be seen from various indicators, namely task completion, goal achievement, consistency in action, discipline, and Providing support with the following scores.

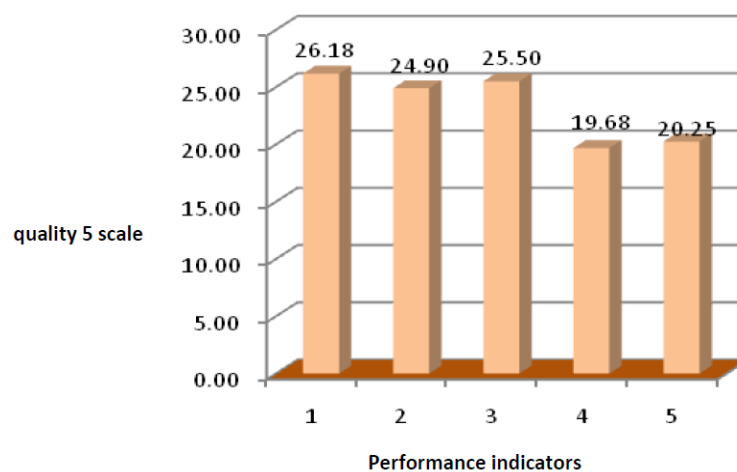


Figure 5. Histogram of employee performance variable indicator scores

Information:

Five Employee Performance Indicators

1. Task completion
2. Achievement of objectives
3. Consistency in action
4. Discipline
5. Support

The Fig 5 above shows that the task completion indicator is the highest score (26.18%) in the Employee Performance variable. Following the theory put forward by Donnelly et al (1994), performance refers to the level of success in carrying out tasks and the ability to achieve the goals that have been set. Performance is declared excellent and successful if the desired goals can be adequately achieved. Research data shows that Universitas Negeri Padang employees have a high work effort. It is indicated by most respondents having a Work Effort indicator score close to the theoretical maximum score. Most of the respondents showed high morale. Employees consist of individuals who are loyal to their careers and organizations. Employees are individuals who side with the organization and actively try to get involved. Likewise, regarding employee performance, most respondents have a performance score close to the theoretical maximum score. Most respondents indicated task completion, goal achievement, consistency in action, discipline, and providing support.

Table 1. Summary of descriptive statistics of work effort and employee performance variables

<i>Statistics</i>	<i>X</i>	<i>Y</i>
mean	102.48	116.51
Standard Error	1.315562666	1.535138639
median	103	117
Mode	108	117
Standard Deviation	8.320348859	9.709069247
Sample Variance	69.22820513	94.26602564
Range	41	36
Minimum	80	95
Maximum	121	131
Sum	4098	4645
Count (N)	40	40

As seen in Fig 4 and Fig 5, the study's results follow what happened or was found in Universitas Negeri Padang employees. Fig 4 presents the variable work effort and employee performance score variation. The picture shows that the fluctuations in the variation in the scores of the two variables have almost the same pattern. When an employee's work effort increases, his performance also increases. On the other hand, Performance decreases when Work Effort decreases. Employees with high work effort also have high performance. On the other hand, employees with low performance are caused by their low work effort. It happens either because of low employee morale or low employee involvement, which causes the achievement of goals that are not optimal. One person's work effort will ultimately move the entire organization to achieve the goals that have been set. Work effort is one's contribution to the organization. A significant contribution from a person will undoubtedly affect his achievement and performance, and vice versa. The theory presented by Wagner & Hollenbeck (1992) sees that the combination of work effort, ability, and accuracy of role perception impacts behavior, ultimately resulting in performance. This matter is shown by Universitas Negeri Padang employees. Likewise, the theory presented by Morrow, quoted by Kakabadse (2004), occurs in each indicator.

First, enthusiasm for work will increase one's hard work. It is indicated by variations in employee morale followed by variations in completing tasks. **Second**, employee commitment to his career is a strong impetus to work. It is indicated by variations in employee commitment followed by variations in achieving goals. **Third**, organizational commitment is a person's passion for keeping working for the organization. It is indicated by employee loyalty to the organization, followed by variations in employee consistency in acting. **Fourth**, organizational values, vision, and identity are organizational commitments at the affective level that will encourage employees to keep working. It is indicated by employee alignments in the organization, followed by variations in employee discipline. **Fifth**, Job involvement is the level of identifying work that will encourage someone to work hard. It is indicated by employee involvement variations followed by employees providing support.

CONCLUSIONS

The results of the analysis of work efforts in improving employee performance at Universitas Negeri Padang turned out to be: 1) Most of the Universitas Negeri Padang

employees showed medium and high work effort, and none showed low work effort. The spirit of work indicates; career fidelity, loyalty to the organization, siding with the organization, and work engagement; 2) Most Universitas Negeri Padang employees have high performance, and none have low performance. It is indicated by task completion, goal achievement, consistency in action, discipline, and providing support; variations follow; and 3) Variations in work effort in Performance. Universitas Negeri Padang employees who have high work effort also show high performance. On the other hand, employees with low work effort show low performance. Based on the results of research data analysis with supporting theories, it is proven that the performance of Universitas Negeri Padang employees can be improved through their work efforts. Based on the conclusions above, the writer then conveys several suggestions: First, Universitas Negeri Padang should be able to maintain the work efforts of employees to improve their performance, which can be done by increasing morale. Work, loyalty to career, loyalty to the organization, alignment with the organization, and employee involvement in work. Second, the Heads of Universitas Negeri Padang should pay more attention to employees' work efforts to improve employee performance. It can be done by constantly encouraging employees better to understand the importance of their work efforts and performance. Lastly, Universitas Negeri Padang employees should be able to increase work efforts to improve performance. It needs to be done by increasing understanding and responsibility for increasingly complex tasks in the information age.

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