

# Analysis of the Effect of Work Motivation, Emotional Intelligence and Training on Employee Performance at the State of Tarutung Christian Religion Institute

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## ABSTRACT

IAKN Tarutung employees specially in education are a valuable human resource assets owned by the organization, but they have not been able to give their best performance in running the organization's wheels. This is because they still need additional knowledge and skill in the work that is gained with training, work motivation, and also pay attention to the influence of good emotional intelligence of the employee in increasing his performance. The purpose of Research was analyze the effect of work motivation ( $X_1$ ), emotional intelligence ( $X_2$ ) and training ( $X_3$ ) based on the on an employee's performance ( $y$ ) of the Tarutung Christian Religious Institute (IAKN). The method of data analysis used is linear regression using SPSS software. Data analysis method used is multiple linear regression using SPSS software. Research results suggest that simultaneous work motivation, emotional intelligence and training have positive and significant effects on the performance of employees at the Tarutung Christian Religious Institute (IAKN Tarutung). Partially, work motivation has a positive and significant effect on employee performance at the Tarutung Christian Religious Institute (IAKN Tarutung). Partially emotional intelligence has a positive and significant effect on employee performance at the Tarutung Christian Religious Institute (IAKN Tarutung). Partially, the training had a positive and significant effect on employee performance at the Tarutung Christian Religious Institute (IAKN Tarutung).

**Keywords:** Work Motivation, Emotional Intelligence, Training And Employee Performance

## INTRODUCTION

Reform of the quality of civil servant staff of education personnel (Human Resources) within the Tarutung State Christian Institute (IAKN) is part of government reform in the context of achieving good governance. Managing human resources properly is the key to the success of the IAKN Tarutung agency in achieving its stated goals. Where in managing human resources within the IAKN Tarutung institution, it is necessary to pay attention to the work motivation of educational personnel, pay attention to their emotional intelligence and provide the training needed in accordance with the duties and positions they carry so as to improve the quality of educational staff employees.

The Tarutung State Christian Institute (IAKN) is a higher education institution organized by the Indonesian Ministry of Religion. The purpose of establishing the IAKN Tarutung College is to form strong, reliable and faithful human resources who are able to play a role in the midst of the life of the nation, society and the church in the process of regional development and national development.

The success of an organization is influenced by the performance of existing

human resources, therefore every organization will try to improve employee performance in achieving the stated organizational goals. The organization is expected to run in accordance with the objectives that have been set. Performance problems are always related to processes, results and usability, in this case performance is the quality and quantity of work that has been achieved in carrying out tasks in accordance with the responsibilities given to each employee.

The factors that affect employee performance, one of which is work motivation, according to Hasibuan (2014) arguing that "Motivation is the provision of a driving force that creates a person's work enthusiasm so that they are willing to work together, work effectively and are integrated with all their power and efforts to achieve satisfaction." motivation is the desire that exists in an individual who encourages to take actions. There is no success without motivation either from the leadership or from peers, motivation is the provision of the driving force that creates employee enthusiasm, so that they are willing to work together, work effectively and are integrated with all their efforts to achieve satisfaction.

Another factor that affects employee performance is emotional intelligence. As stated by Goleman (1996), performance achievement is determined only by 20% of IQ while 80% is determined by emotional intelligence (EQ-Emotional Quotient). Goleman (2003) states that the greatest abilities that influence a person's success at work are empathy, self-discipline and initiative known as emotional intelligence.

According to Jaya et al. (2012) stated that an employee's emotional intelligence is a determining factor for the success of performance, because in emotional intelligence an employee is able to control all his egos and desires and is able to understand other people or colleagues so that a dynamic work group atmosphere is created.

Another factor that affects employee performance is training. According to

Nasution (2015), education and training conducted by companies for employees is a company investment that aims to develop human capital which in turn will improve company performance.

In the process of working training is an important thing. (Dessler.2009) Training is the process of teaching new or existing employees the basic skills they need to carry out their jobs.

The achievement of the objectives of the IAKN Tarutung institution, one of which is very dependent on the good and bad performance of the educational staff, therefore the IAKN Tarutung agency must be able to pay attention to the performance of its employees, by providing work motivation, paying attention to the influence of emotional intelligence and also providing trainings for employees to improve their performance.

Educational staffs at IAKN Tarutung are a very valuable human resource asset owned by the IAKN Tarutung agency, however they have not been able to give their best performance in running the organization. This is because they still need additional knowledge and skills at work that are obtained through training activities, work motivation, and also pay attention to the influence of their emotional intelligence which can improve their performance.

Based on Government Regulation no. 30 of 2019 concerning Civil Servant Performance Assessment (PNS). Assessment of PNS performance is carried out in a PNS performance management system so that employee performance evaluations can be carried out at the end of each year by making performance targets and targets to be achieved every civil servant every year.

Based on the results of SKP data for civil servants for education personnel at the IAKN Tarutung institution, it can be seen that the average SKP value for educational personnel per year fluctuates and tends to decrease the SKP assessment results. Whereas in 2016 and 2018 the results of employee SKP assessments tended to

decline, it can be concluded that the performance of the education personnel at IAKN Tarutung decreased and had not been able to achieve the vision, mission and objectives of the IAKN Tarutung Agency in improving the performance of the educational staff. In encouraging the improvement of the performance of educational personnel at IAKN Tarutung, it can be done by paying attention to the motivational factors of the employees in carrying out the work, be it motivation that comes from the employee himself or motivation that comes from the leadership. Work motivation is very important to note because employees who have high motivation have better performance. Work motivation is very important so that employees do not give up easily so that they try to keep thinking and working creatively when they encounter problems and difficulties in carrying out their duties. with research conducted by Elisabet Siahaan, Erni Maria Simatupang (2015) which shows that training and work motivation have a significant effect on employee performance, where motivation and training provide benefits in improving employee performance. Research conducted by Hasyim Zamer (2014) motivation is a very important thing to pay attention to in achieving maximum organizational goals.

Another factor that needs to be considered is the emotional intelligence of employees, because emotional intelligence is one of the things that can affect a person's performance. Where an employee who has high emotional intelligence has the ability to manage his feelings, among others, can motivate himself and others, be strong in dealing with frustration, be able to overcome urges, be able to regulate an active mood and be able to empathize and be able to provide better service compared to other employees who have low emotional intelligence. This is in line with research conducted by Desty Seiana Indriyani, Hamidah Nayati Utami (2018) which shows that emotional intelligence and spiritual intelligence are very important to pay

attention to because they are determinants of organizational success and the key to progress in the present and future. The training factor should also not be neglected because the training provided to educational personnel is to increase knowledge, skills and attitudes to be able to carry out their duties professionally based on the personality and ethics of civil servants in accordance with the needs of agencies in achieving organizational goals. This is in line with the research conducted by Leonardo Agusta and Eddy Madiono Sutanto (2013) which shows that training has a positive and significant effect on employee performance.

Based on the problem of the decline in the performance of educational personnel at IAKN Tarutung, the authors wanted to know the extent of the influence of work motivation, emotional intelligence and training on improving the performance of educational personnel at IAKN Tarutung.

## **LITERATURE REVIEW**

### **Work motivation**

Motivation is the attitudes and values that can influence individuals in specific terms according to individual goals. These attitudes and values are invisible which provide the power to encourage individuals to do something to achieve their goals. The drive consists of two components, namely; direction of behavior (work to achieve goals), and strength of behavior, how strong is individual effort at work (Wirawan, 2014).

### **Emotional Intelligence**

Emotional intelligence is the ability to motivate oneself and survive frustration, control impulses, and not exaggerate pleasure, regulate moods and keep the stress burden from paralyzing the ability to think, empathize and pray, from the above definitions it can be concluded that emotional intelligence is the ability to feel, understand, and effectively apply emotional power and sensitivity as a source of energy, information, connections and human

influence to solve problems in order to achieve a goal (Jaya, 2012).

### **Training**

Training is a process to provide knowledge, skills, and abilities specific to tasks and jobs (Poniman Hidayat 2015).

### **Performance**

Performance is the willingness of a person or group of people to carry out activities or improve them according to their responsibilities with the expected results. Performance is work performance, namely the comparison between work results and the standards set (Dessler, 2008). Employee performance is the result of work achieved by a person based on job requirements (Bangun, 2012).

## **RESEARCH METHODS**

This research is a correlational research (correalitonal research), which is a research conducted with the aim of detecting the extent to which variations in a factor correlate with one or more other factors. Sinulingga (2017). The approach in this research is Coss Sectional, which examines the independent and dependent variables simultaneously at a certain time. This research was conducted at the Tarutung State Christian Institute (IAKN Tarutung) on Jl. Raya Siborong-borong KM.11 Silangkitang, North Tapanuli Regency, North Sumatra Province.

The population in this study were all staff of education staff who have the status of Civil Servants (PNS) who are in the Tarutung State Christian Institute (IAKN). In this study, the population as well as the sample (census research), amounting to 33 people.

The data in this study will be collected through primary data and secondary data. Primary data is data that is obtained to be processed directly and used for analysis and decision making in research conducted. Primary data to be taken for this research is obtained through research instruments, namely tools used to measure

observed natural and social phenomena (Sugiyono, 2001). Variations in the types of research instruments are questionnaires, observation and interviews.

The data collection techniques used by the author in this study were (1) field research (field research), namely interviews, preliminary studies to find research problems, and questionnaires using a question format using a scale; (2) Literature study / library research (library research) is a study carried out by studying mandatory books (textbooks), supplementary or reference books, and journals that are relevant to the problem under study.

## **RESULT AND DISCUSSION**

### **The Effect of Work Motivation on the Performance of Educational Personnel at IAKN Tarutung**

The results of hypothesis testing show that work motivation has a positive and significant effect on employee performance. This means that the existence of work motivation provided by superiors, and motivation from within the staff of education personnel within the Tarutung IAKN agency can have a positive impact on maximum work / output.

The results of this study are supported by Mohhmud et al (2017) showing that there is a good relationship between motivation and performance, so that employees are motivated to improve their performance, motivating staff to be able to increase their skills in meeting every organizational demand. The same thing was also revealed in the study. Zamer et.all (2014) that motivation is the most important thing in achieving organizational goals in achieving maximum results, Siahaan Elisabet, et al (2015) Training and work motivation have a significant effect on employee performance, where motivation and training provide benefits in improving performance. employees.

### **The Effect of Emotional Intelligence on the Performance of Educational Personnel at IAKN Tarutung**

The results of hypothesis testing show that emotional intelligence partially has a positive and significant effect on the performance of educational staff at IAKN Tarutung. This means that the emotional intelligence possessed by an educational staff employee is something that greatly affects the performance of an educational staff employee, where an employee who has high emotional intelligence has the ability to manage his feelings by motivating himself, able to overcome impulses, be able to empathize. and being able to provide better service than others who have low emotional intelligence. Goleman (2003) suggests that emotional intelligence is the ability to motivate oneself and survive frustration, rely on impulses and not exaggerate in pleasure, regulate mood and keep it free from stress, not paralyze thinking, empathy, and prayer.

The results of this study are supported by Indriani et al. (2018) where emotional intelligence and spiritual intelligence are very important to note, because they are a determinant of organizational success and the key to progress in the present and future. The better emotional intelligence possessed by employees will improve their performance so that employees education in the IAKN Tarutung institution is important to always pay attention to and recognize one's own emotions, be able to manage emotions, empathize and social skills in improving their performance.

#### **The Effect of Training on the Performance of Educational Personnel Employees at the Tarutung IAKN Agency**

The results of hypothesis testing show that training has a less significant effect on the performance of educational personnel at IAKN Tarutung. The training provided to these educational personnel is very necessary. Training should be given to new employees as well as old employees who occupy a new position in order to improve their competence and quality of

performance in carrying out their duties now and in the future.

Training is an effort to improve the quality of human resources in the world of work. employees, both new and already working, need to take part in training because of job demands that can change due to changes in the work environment, strategies and so on (Dessler, 2009).

The results of this study are supported by Agusta et al, (2013) where the results of their research show that training has a positive and significant effect on employee performance. The same thing is expressed in Rachmawati's research (2016). The results show that training and motivation have a positive effect on improving the performance of employees of PT. Trias Sentosa. And also in the research of Sahanggamu, et al. (2014). The results showed that training was intended to correct performance deficiencies that were associated with a mismatch between actual and expected behavior. Employee motivation will encourage employees to do their job as well as possible. This means that with employee training the opportunity to absorb a variety of new knowledge in improving their performance in carrying out their daily work.

## **CONCLUSION AND SUGGESTION**

### **Conclusion**

Based on the results of the research and discussion that has been carried out in this study, the researchers draw the following conclusions:

1. Work motivation has a positive effect on the performance of educational personnel at IAKN Tarutung, it can be seen from the factors that support the morale of working in a fairly safe workspace, seen from the respondents' answers of 74.43% with an average score of 3.72 greater than the respondents' answers. 74.43% with an average score of 3.72 so that work motivation has a very significant effect on the performance of teaching staff at IAKN Tarutung.

2. Emotional intelligence has a large enough influence on the performance of educational personnel at IAKN Tarutung, this can be seen from the t test results of 4,770 greater than the results of the t test work motivation is 2,455 and the results of the t test is 2,330 so this variable is very influential. positive on the performance of teaching staff at IAKN Tarutung.
3. Training has a less significant effect on the performance of educational personnel at IAKN Tarutung, this can be seen from the t test results of 2,330 which is smaller than the t test results of Emotional Intelligence of 4,770, thus training at IAKN Tarutung is still lacking, so it still needs improved in the future in order to improve the performance of education personnel in the Tarutung IAKN agency.

### Suggestion

Based on the results and discussion, there are several suggestions that can be delivered :

1. The Emotional Intelligence variable is the variable that has the highest correlation coefficient compared to work motivation and training variables for educational staff at the State Christian Institute (IAKN) Tarutung. Based on this, IAKN Tarutung needs to maintain the variable aspects of emotional intelligence (X2), so that employee performance can be maximized.
2. The Tarutung State Christian Institute (IAKN) is expected to increase the work motivation of education personnel (X1), because giving the right motivation will have a positive impact on employee discipline so that ultimately thanks to the seriousness and perseverance of work it can improve employee performance. Motivation can be done by providing encouragement and enthusiasm for employees in completing their work, then always paying attention and monitoring the condition of employee behavior while working, so

that there is motivation from within employees and motivation from outside can help employees to work optimally.

3. The Tarutung State Christian Institute (IAKN) needs to pay attention to the training variable (X3), because the training needs to be increased to be given to employees according to their needs and the positions they hold in carrying out their duties, but the training provided needs to be evaluated according to the conditions of the work to be completed, so as to improve the quality and quantity of work of IAKN Tarutung employees.

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