

Study of the Influence of Work Ability, Work Motivation and Work Procedure Principles on Employee Performance

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Abstract

This study aims to examine and explain the influence of each variable of work ability, work motivation, and principles of work procedures on employee performance in the Regional Secretariat of Sinjai Regency. The type of research used is quantitative with data collection through questionnaires distributed to 97 employees. Data analysis was carried out using multiple linear regression to test the proposed hypothesis. The results of the study indicate that 1) Work ability has a positive and significant effect on employee performance. 2) Work motivation has a positive but not significant effect on employee performance, and 3) Work procedures have a positive and significant effect on employee performance.

Introduction

Human Resources (HR) is the most important factor in every company activity, because no matter how sophisticated the technology used is without the support of humans as the implementers of operational activities, it will not be able to produce output that is in accordance with the expected level of efficiency (Supriaddin, 2020; Ahmad & Yadav; Mishra et al., 2024). In an organization or company, human resources are one of the elements in the organization that have a very important role (Pauji & Nurhasanah, 2022; Chowdhury et al., 2024; Rajindra, 2024). According to Kulla et al. (2018) human resources are the main assets that play a role in utilizing all existing economic resources.

In an effort to manage and utilize human resources, good management is needed, because humans as social beings have a character that is very different from other means of production. HR is the most important thing in achieving goals. Generally, regional government heads expect good performance from each employee in carrying out the tasks and functions given authority to the government so that they are able to serve the community well, so that the quality of HR at the Sinjai Regent's Office is developed for good service (Kr, 2025; Sianturi et al., 2024; Ambarwati et al., 2024).

Regional government with the principles of regional autonomy and decentralization contained in Law 32 of 2004 concerning Regional Government emphasizes the focus on achieving community welfare in the regions. The principles of regional autonomy and decentralization also require community participation in regional development so that it is the obligation of regional governments to be able to provide the widest possible access for the presence of community participation in development. Align with research from Muzakki & Ariyanto (2019), Performance is the result of work in terms of quality that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. Performance is the real foundation in an organization or company because if there is no

performance, the goals of the organization or company cannot be achieved. Performance needs to be used as evaluation material for leaders to find out the high and low performance in the organization or company, the results or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or targets or criteria that have been determined in advance and have been mutually agreed upon (Magableh, 2024; Rizea et al., 2024; Guest, 2025).

Work capability is the work result achieved by a person in carrying out the tasks assigned to him/her based on skills, experience, and sincerity as well as time (Nugraheni et al., 2014). The results of monitoring in one of the government agencies concerning employee work capability are in the Sinjai Regent's Office which greatly influences the effectiveness of services to the community, including in the fields of administration, human resource management, and supervision of the implementation of regional development programs. The government also demands that civil servants work more professionally (Liu et al., 2025; Suzuki, 2025; Bokayev et al., 2025).

So that research on work capability in the regent's office can help identify the extent to which employees have met this performance, as well as what needs to be fixed or improved. Work Motivation is something that creates enthusiasm or encouragement in a person to want to work hard and well in their organization (Ismail, 2022; Selfiana & Pradana, 2025; Hadiwijaya et al., 2025). According to Sidik (2023), motivation talks about how to encourage a person's work enthusiasm, so that they want to work by providing their abilities and expertise optimally in order to achieve organizational goals. Motivation is important because with motivation it is hoped that every employee will be willing to work hard and enthusiastically to achieve high work productivity. A person's behavior is influenced and stimulated by desires, fulfillment of needs and goals and satisfaction. Stimuli arise from within and from outside. This stimulus will create a drive in a person to carry out activities. Motivation is needed to spur individual employees to be more productive in carrying out work in order to achieve optimal goals and results (Sembiring, 2020; Nanjem & Winarsih, 2025; Permana et al., 2025). With work motivation, an employee will give his full attention to increasing his productivity which will then have an impact on achieving targets and goals.

High work motivation will be able to provide existing energy, create high desires and increase togetherness. To carry out tasks effectively, work within an organization must work according to the rules or measurements set with mutual respect, mutual need, mutual understanding, and respect for each other's rights and obligations in the entire operational work process, There are still some employees who are late to work or leave the office prematurely, Employee initiative in working is not optimal, they prefer to discuss discussions outside of their work rather than looking for or completing their work itself, Most employees do not understand their own fields and are even less active in the sense that they do not carry out their main tasks and functions properly.

Another factor that has quite an influence on employee work motivation is the working relationship between humans in the organization, such as relationships with fellow co-workers and subordinates. Even such disharmonious working relationships can lead to a collapse in morale and work enthusiasm (Supu et al., 2023). The principle of work procedures is a structured and systematic guide or steps to complete a task or job. This work procedure is important to ensure consistency, efficiency, and safety in carrying out tasks. This procedure helps employees understand the steps to be taken and avoid mistakes in their work.

According to Anna (2023), the principle of work procedures is a document that describes operational activities carried out daily with the aim that the work is carried out correctly,

precisely and consistently to obtain products according to previously set standards. The implementation of good work procedures will show consistent performance results, all with reference to convenience, service and equal arrangements, work procedures have an important role in the process of improving the agency's division (Hasibuddin et al., 2023). Without these standard standards, agency management will certainly not have a competitive advantage.

With the principle of work procedures, all operational activities can be controlled and monitored properly. This is because the entire series of operational activities carried out by employees run properly. In addition, what is applied in an agency often experiences obstacles when running it. Often found are bad habits from some employees who do not carry out their duties and work properly. Work procedures are very necessary to understand the procedures determined by the leadership in carrying out service tasks because work procedures have an important role in the administration of public services and in realizing quality service administration (Rinaldi, 2012).

Knowing the phenomenon that occurs in the Sinjai Regent's Office, which is tasked with serving the needs of the community. If there are problems such as low work ability or employee motivation, the impact will be felt in the form of decreased operational efficiency and public services due to lack of technical training or minimal knowledge related to the latest technology and regulations. In this case, the government can initiate a training program that is oriented towards work needs. This training can include improving technical skills, understanding new policies, or managerial training to support strategic tasks. In addition, internal factors, such as a less conducive work environment, minimal appreciation for achievement, or ineffective communication between leaders and employees. The government can improve this situation through policies that provide incentives, both financial (bonuses, salary increases) and non-financial (awards, recognition). Complicated administrative procedures can slow down the work process, making office hours less efficient. In some cases, employees may have to work overtime to complete work that could actually be completed during regular working hours if the procedures were simpler.

The implementation of the work program of the Sinjai Regency Regent's Office still faces various obstacles, including, its work effectiveness has not been maximized, this is due to existing limitations, namely limitations regarding the ability, work enthusiasm, and lack of discipline of its implementing employees, as well as in determining the mechanism or work procedures have not been clearly detailed, so that overall these weaknesses can affect the implementation of employee performance success.

The Sinjai Regency Regent's Office is one of the government agencies engaged in all service sectors that has duties and responsibilities. Based on the description that has been put forward regarding employee performance, the author raises this problem into a thesis title, namely the Study of the Influence of Ability, Motivation and Principles of Work Procedures on Employee Performance in the Sinjai Regency Regional Secretariat Environment.

Methods

This type of research is quantitative descriptive. Definition of Quantitative Descriptive Research is a research method that aims to describe, analyze, and explain social phenomena or conditions of a population using numerical data. The goal is to provide a clear and systematic picture of certain characteristics or phenomena. Then allows researchers to measure and analyze existing variables. The characteristics of this type of research are that Descriptive is explaining conditions or phenomena without providing an explanation of cause and effect. While quantitative is using data in the form of numbers and statistics for analysis. This data can be obtained through surveys, questionnaires, or other measurements. According to

Sugiyono (2013), quantitative research can be interpreted as a research method based on the philosophy of positivism, used to research a particular population or sample, data collection using research instruments, quantitative or statistical data analysis, with the aim of testing the established hypothesis". The advantage of this type of research is that it provides a comprehensive picture of a population and allows the generalization of research results to a wider population if the sample is selected representatively. So in essence, quantitative descriptive research is an effective tool for understanding and explaining social phenomena with numerical data. This research was conducted in the regional secretariat environment of Sinjai Regency, South Sulawesi Province. The research period was carried out from January to March 2025. The population of this study was 94 employees of the Sinjai Regency Regional Secretariat. The method used to collect this data was using a questionnaire instrument. A questionnaire is one of the instruments used in this study. This questionnaire is used to collect data by providing a number of questions or written statements on one sheet. This method is carried out by distributing questionnaires to target respondents directly and immediately returning them to the researcher. In the questionnaire sheet, the researcher himself used a scale Likert that will be checked by respondents.

Results and Discussion

The work ability variable is measured by three indicators, namely, knowledge, training, and experience. The three indicators are all developed into two statement items. Respondents' perceptions of work ability can be seen in the following table:

Table 1. Frequency/Percentage of Work Ability Indicators

Indicator	Respondent Answer Score										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X1.1.1	0	0.0	0	0.0	0	0.0	50	53.8	43	46.2	4.46
X1.1.2	0	0.0	0	0.0	1	1.1	56	60.2	36	38.7	4.38
Knowledge (X1.1)											4.42
X1.2.1	0	0.0	0	0.0	0	0.0	76	81.7	17	18.3	4.18
X1.2.2	0	0.0	0	0.0	0	0.0	66	71.0	27	29.0	4.29
Training (X1.2)											4.23
X1.3.1	0	0.0	0	0.0	1	1.1	71	76.3	21	22.6	4.22
X1.3.2	0	0.0	0	0.0	0	0.0	67	72.0	26	28.0	4.28
Experience (X1.3)											4.25
Mean of Work Ability Variable											4.3

Source: SPSS 2024 Processing Result Data

Based on table 1, it can be seen that the perception of work ability can be done that respondents gave a very good/very important value. This can be seen from the average of 4.3. This means that respondents understand the work ability referred to in this study. The indicator that has the

highest average of the work ability variable is knowledge (X1.1). with an average value of 4.42, this can be interpreted that employees in the Sinjai Regency regional secretariat environment have the ability to collaborate and have new ideas between team members, and the lowest is the training indicator (X1.2) with an average value of 4.23. This descriptive approach provides an illustration that consistency in acting for employees is an important indicator in achieving team success.

Validity Test

The validity test is a test used to determine the validity of the questionnaire. This study conducted a validity test to evaluate the validity of each question in the questionnaire and compare the results with the r table for the significance level. A statement or question is considered valid if the calculated r is greater than the r-table or the significance value is less than 0.05.

Table 2. Validity Test Results

Item-Total Statistics			
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
X1A	81,2474	11,813	,303
X1B	81,3299	11,890	,275
X1C	81,5155	11,940	,376
X1D	81,4021	11,930	,304
X1E	81,4845	12,315	,195
X2A	81,3505	11,626	,383
X2B	81,4021	11,743	,366
X2C	81,3814	11,655	,385
X2D	81,4639	11,939	,334
X2E	81,3814	11,738	,358
X3A	81,3814	12,301	,179
X3B	81,3711	12,298	,177
X3C	81,4433	12,083	,272
X3D	81,4124	12,537	,113
X3E	81,4536	12,355	,185
Y1	81,4330	11,936	,317
Y2	81,4536	11,959	,320
Y3	81,5052	11,836	,405
Y4	81,4639	11,980	,319
Y5	81,4433	12,145	,251

Source: SPSS 2024 Processing Result Data

Based on table 2 related to the validity test with all statement indicators contained in the questionnaire as a measuring tool for the influence of ability, motivation, and work procedures, on employee performance in the Sinjai Regency Regional Secretariat environment, it can be concluded that the results are Valid. The validity test uses the item discrimination power test, it can be seen from the table if the corrected item total correlation value is > 0.200 then the item can be discriminated

Reliability Test

To conduct a reliability test, the Alpha Cronbach technique can be used, where a research instrument is said to be reliable if it has a reliability coefficient or alpha of 0.60 or more. As in the following table:

Table 3. Reliability Test Results

Reliability Statistics		
	Cronbach's Alpha Based on Standardized Items	N of Items
	,725	,727
		20

Source: SPSS 2024 Processing Result Data

Based on the results of the research instrument reliability test, as in Table 3. the test results show that all research instruments are reliable or reliable so that they are suitable for use as measuring instruments. It can be seen that all research variables have a reliability coefficient/alpha greater than 0.60

Multicollinearity Test

Multicollinearity is a condition where there is a very high correlation between independent variables in the regression equation. Multicollinearity testing is needed to obtain the actual correlation, which is purely not influenced by other variables that may have an effect. To detect the presence or absence of multicollinearity, it is done by looking at the VIF (Variance Inflating Factor), if the VIF value is less than 5, then there is no multicollinearity in the model (Santoso, 2003 and Sulaeman, 2004).

Table 4. Multicollinearity Test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	9,186	2,728		3,368	,001		
	Work Ability	,175	,088	,194	1,994	,049	,899	1,113
	Work Motivation	,295	,084	,342	3,517	,001	,893	1,120
	Work Procedure	,089	,084	,098	1,059	,292	,993	1,007

a. Dependent Variable: Kinerja Pegawai

Source: SPSS 2024 Processing Results Data

Multicollinearity Test Requirements: (1) If the tolerance value is more than 0.10, it can be concluded that there is no multicollinearity; (2) If the Variance inflation factor (VIF) value is below or <10, it can be concluded that there is no multicollinearity; (3) The Normality Test in this study was carried out by means of graphical analysis. Normality can be detected by looking at the distribution of data (points) on the diagonal axis of the graph or by looking at the histogram and residuals, the basis for making decisions includes: (1) If the data is spread around

the diagonal line or the histogram graph shows a normal distribution pattern, then the regression meets the normality assumption; (2) If the data is spread far from the diagonal line or does not follow the direction of the diagonal line or the histogram graph does not show a normal distribution pattern, then the regression model does not meet the normality assumption.

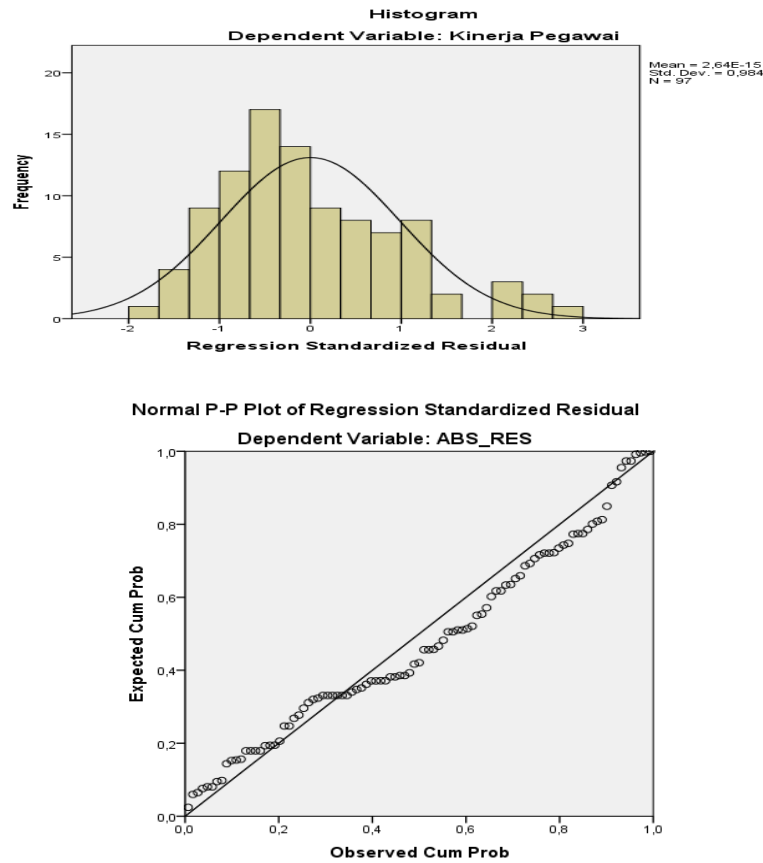


Figure 1. Normal Probability Plot Test

Based on the data above, the sig value > 0.05 so that the data is said to be normal. The P-plot graph in the image above shows that the points are spread around the diagonal line, and their distribution follows the direction of the diagonal line. So the regression model is worthy of further analysis

Table 5. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Predicted Value
N		97
Normal Parameters ^{a,b}	Mean	21,2061856
	Std. Deviation	,59897234
Most Extreme Differences	Absolute	,111
	Positive	,111
	Negative	-,080
Test Statistic		,111
Asymp. Sig. (2-tailed)		,095 ^c
a. Test distribution is Normal.		

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: SPSS 2024 Processing Result Data

Based on the description of the table, table and sig 2 tailed value > 0.05, it can be concluded that the data is normal.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression there is a lack of variance from the residuals of another observation. In the heteroscedasticity test, the errors that occur are not random but show a systematic relationship according to the magnitude of one or more variables. The points formed must be spread randomly, spread both above and below zero on the Y axis. If this condition is met, there is no heteroscedasticity and the regression model is suitable for use. The results of the heteroscedasticity test using the scatterplot graph are as follows.

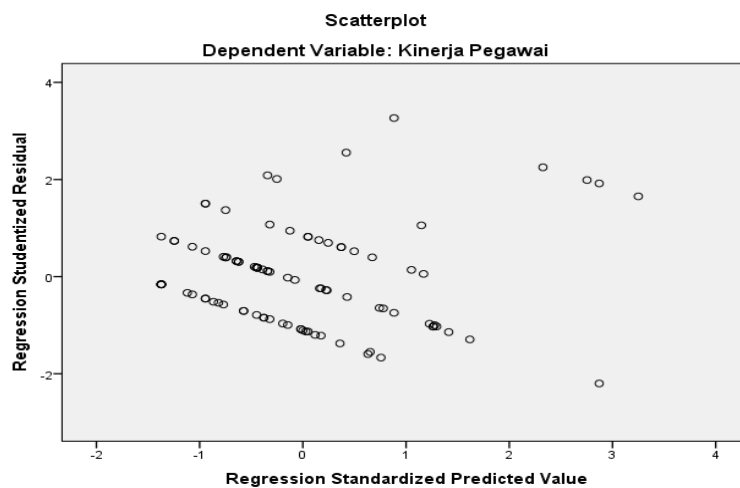


Figure 2. Heteroscedasticity Test Results

It can be seen from the scatter plot diagram that the data is scattered, so it can be concluded that there is no heteroscedasticity.

Multiple Linear Regression Analysis

The results of the regression analysis can be shown in Table 4.10 according to the results of SPSS data processing

$$Y = a + b_1.X_1 + b_2.X_2 + b_3.X_3 + e$$

$$Y = 9,186 + 0,175 X_1 + 0,295 X_2 + 0,089 X_3$$

This linear regression equation can be interpreted as follows: (1) The relationship between X1 and Y is positive, indicating that the increasing work ability will also increase employee performance with the assumption that X2 (work motivation) and X3 (work procedure principles) are constant. The quantitative influence of X1 on Y is 0.175 units; (2) The relationship between X2 and Y is positive, indicating that the increasing work motivation will also increase employee performance with the assumption that work ability (X1) and X3 (work procedure principles) are constant. The quantitative influence of X2 on Y is 0.295 units; (3)

The relationship between X3 (work procedure principles) and Y is positive, indicating that the better the implementation of work procedure principles will also increase employee performance with the assumption that work ability (X1) and X2 (work motivation) are constant. The quantitative influence of X3 on Y is 0.089 units.

Correlation Coefficient Analysis

The results of the correlation data processing can be seen in Table 6 as follows.

Table 6. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,461 _a	,213	,187	1,17058	1,678
a. Predictors: (Constant), Prosedur Kerja, Kemampuan Kerja, Motivasi Kerja					
b. Dependent Variable: Kinerja Pegawai					

It appears that the correlation coefficient value is 0.461. This value indicates a fairly weak to moderate relationship of all research variables, but there is a positive relationship between the four variables analyzed. So, when one variable increases, the other variables tend to increase as well.

Determination Coefficient

Meanwhile, to find out the determination coefficient value, the analysis results can also be seen in Table 6 in which a value of 0.213 is listed. This value indicates that around 21.3% of the variation in the dependent variable (performance) can be explained by the independent variables (ability, motivation and work procedures). Then 78.7% of the variation in the dependent variable is still influenced by other factors that are not included in this model.

Table 7. Results of the Determination Coefficient Test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,461 _a	,213	,187	1,17058	1,678
a. Predictors: (Constant), Prosedur Kerja, Kemampuan Kerja, Motivasi Kerja					
b. Dependent Variable: Kinerja Pegawai					

Source: SPSS 2024 Data Processing Results

Hypothesis Testing

The t-test is used to address how far the influence of one explanatory variable individually in explaining the variation of the related variable testing through the t-test is t count and t table at a significant degree.

Table 8. t-Test Results

Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,233	1,107		4,728	,000
	Work Ability	,040	,036	,100	1,110	,270
	Work Motivation	,167	,036	,411	4,600	,000
	Work Procedure	,154	,039	,354	3,988	,000
a. Dependent Variable: ABS RES						

Source: SPSS 2024

Processing Result Data Based on the table, it is known that the relationship between ability (X1) obtained a t-count of 1.110 which is greater than the t-table of 1.107. The significant value for variable X1 is 0.270 which is greater than 0.05. Thus, the hypothesis in this study is "accepted". This means that the relationship between work ability has a positive effect on employee performance in the Sinjai Regency Regional Secretariat. Based on the table, it is known that the relationship between motivation (X2) obtained a t-count of 4.600 which is greater than the t-table of 1.107. The significant value for variable X2 is 0.000 which is greater than 0.05. Thus, the hypothesis in this study is "not accepted". This means that the relationship between work motivation has a negative effect on employee performance in the Sinjai Regency Regional Secretariat.

Employee work ability, which includes skills and knowledge, has been shown to have a significant positive effect on performance. Employees who have good abilities can complete tasks more efficiently and effectively. This shows that employees of the Sinjai Regent's Office have a high appreciation of teamwork and stability in action, but the value of teamwork is low in improving employee performance. This study is also in line with the research conducted by Novinia (2022) The Effect of Work Ability and Work Discipline on the Performance of LPD Desa Adat Mas Employees with the results of the study showing that work ability has a very positive and significant effect on employee performance. This supports the previous one by Lestari (2021) which stated that work ability has a positive effect on employee performance in completing work. However, it is not in line with the research of Mahmudin A. Sabilalo (2020) The effect of work environment and work ability on work motivation and employee performance of the Southeast Sulawesi provincial secretariat organization bureau that the results of work ability have a positive but not significant effect on the work environment, so employee performance is getting lower.

Conclusion

Work ability has a positive and significant influence on employee performance in the Sinjai Regency regional secretariat environment. This shows that employees have the ability to improve employee performance in the Sinjai Regency regional secretariat environment.

These results suggest further research by connecting variables or dimensions other than Policy Implementation, so that more comprehensive and useful output can be produced for the development of government science, especially on employee performance. It is suggested that the Information and Documentation Management Officer as an official who has the authority to convey information to the public improve the facilities and infrastructure so that the information and documentation published to the public is more accurate with the latest data. It is suggested to the Head of Public Relations at the Sinjai Regency Regional Secretariat to add

human resources for Information and Documentation Management Officers who have special expertise in the IT field, so that the information needed by the public through the website or service box located in the Sinjai Regency Regional Secretariat environment can be met according to the expectations of the public as service users.

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