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The Influence of Organizational Structure and Job Analysis on Work Motivation and Its impact on the Performance of the Office of Cooperatives for Small and Medium Enterprises, Industry and Trade (KOPERINDAG) Mentawai Islands Regency

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ABSTRACT: This study aims to test whether there is an influence of organizational structure and position analysis on work motivation and its impact on the performance of the Office of Cooperatives for Small and Medium Enterprises, Industry and Trade, Mentawai Islands Regency. The research method uses a quantitative approach with the path analysis method. The technique of collecting data with a questionnaire. Respondents of this study were 50 employees. The sampling technique used total sampling. The number of samples that can be used for analysis purposes is 50 people from the Office of Cooperatives for Small and Medium Enterprises, Industry and Trade, Mentawai Islands Regency. The sampling method used was the total sampling method in which the entire population in this study was used as the research sample. Hypothesis testing is calculated using the IBM Statistical Package for Social Science (SPSS) program version 21.0. The results of the study found that: (1) organization has a significant influence on work motivation. (2) Job analysis has a significant effect on work motivation. (3) The organizational structure has a significant effect on performance. (4) Job analysis has a significant effect on performance. (5) Work motivation has a significant effect on performance. (6) The organizational structure has a significant influence on performance through work motivation. (7) Job analysis has a significant effect on performance through work motivation.

Keywords -Organizational Structure, Job Analysis, Work Motivation, Performance

I. INTRODUCTION

Implementation of the implementation of Government Regulation Number 18 concerning regional apparatus which requires the establishment of regional apparatus organizations in the form of offices or bodies classified based on workloads so that the increase in the performance of government organizations is one of the topics that is the center of attention where the efficient administration of government is to improve services and community welfare and bring the government closer with the people.

It is hoped that the change and arrangement of regional apparatus will no longer be duplication of duties and functions, overlapping or shifting of responsibilities among regional apparatuses. This condition is expected to have an impact on improving the internal performance of the organization in accordance with the Presidential Regulation of the Republic of Indonesia Number 29 of 2014 concerning the Performance Accountability System for Government Agencies (PASGA), that an accountable government can be seen starting from the quality of the performance planning system which is results-oriented (outcome), the measurable quality performance achievements, and the existence of an internal performance evaluation system. PASGA requires every government agency starting from echelon IV, III and II independent and above to be accountable for the implementation of their main tasks and functions as well as the authority to use the resources and policies entrusted to them based on strategic planning that has been formulated previously.

Improving internal organizational performance requires Key Performance Indicators (KPI) or Key Performance Indicators as a measure of the success of achieving the organization's strategic goals and objectives, later these measures will be used to improve the quality and improvement of work and work accountability of employees and are also used to obtain information that is quite important for the performance that will be required in the work management system.

The achievement of targets and targets that have been set in the Main Performance Indicators (KPI) through activities designed to produce outputs or outcomes requires the role and supervision of the leadership of the organization. The role of leaders who have been appointed to positions in accordance with the organizational structure is expected to be able to direct the executors to produce performance, ensure that targets can be achieved according to the specified time, and ensure that executors use the resources provided in accordance with applicable regulations and In this connection, the executors also have the right to judge their leaders.

A strong commitment from all apparatus involved in the organization will determine the success of achieving the predetermined performance management. The success or failure of the Office of Small and Medium Industry and Trade Cooperatives in achieving the targets and targets of organizational performance is determined by the suitability of the leadership's involvement in carrying out its main tasks and functions in the organizational structure and also the suitability of apparatus placement in accordance with job analysis so that it will encourage employee motivation to increase their ability to produce better performance.

However, in reality the Office of Cooperatives for Small and Medium Enterprises, Industry and Trade of the Mentawai Islands Regency, in implementing Government Regulation No. 18 on Regional Apparatus, has undergone two changes to the organizational structure. The organizational structure has important implications for the competitive benefits of the company where one of them is to improve coordination and motivation of workers (Wisnu 2005, p.12) with those who are obliged to implement the decision. The organizational structure will manage the existing resources in the organization to achieve goals effectively and efficiently.

Organizational structure is one of the means used by management in achieving the goals and targets of an organization. Therefore, the organizational structure becomes a decision-making process to choose alternative job frameworks, work projects and work division, so that it can explain what is the responsibility, authority and the accountability of every position in the organization.

The division of labor is an important thing in the organizational structure because the division of labor will provide clarity for the apparatus to be able to carry out their duties properly according to the workload that is their responsibility and prevent the possibility of overlapping work, waste and shifting responsibility if something goes wrong and trouble. However, the division of labor must be followed by placing the apparatus in the right position. The important principle used in the division of labor is "The Right Man On The Right Job".

The division of work for the apparatus after the change in organizational structure causes problems with the number and placement of officers in positions. Most of the positions are filled by civil servants and non civil servants whose requirements are not in accordance with the position analysis and workload analysis, this has resulted in problems such as there are still many officials who cannot complete work quickly and on time, there are still many officials who cannot work together to solve a problem. The problem is that there are still officials who do not know what their main duties and functions are and have an effect on their work motivation.

Every organization expects the apparatus to provide quality and increasing productivity. One of the factors that can encourage organizational performance is the work motivation of the apparatus. Motivation is a mental state and human mental attitude that provides energy, encourages activities or movements and directs or channels behavior towards achieving needs that provide satisfaction or reduce imbalances (Sinungan, 2005, p.134). Work motivation appears to be a positive effort in mobilizing the power and potential of the workforce so that they can productively achieve predetermined goals. Motivation questions how to direct the power and potential of subordinates so that they want to work productively so as to achieve predetermined goals.

Based on the above background, the authors are interested in further examining the form of research with the title "The Effect of Organizational Structure and Position Analysis on Work Motivation and Its Impact on the Performance of the Office of Cooperatives for Small and Medium Enterprises Industry and Trade, Mentawai Islands Regency".

The purpose to be achieved in this research is to know and analyze:

1. The influence of organizational structure on work motivation of the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade, Mentawai Islands Regency.
2. The effect of job analysis on the work motivation of the Office of Cooperatives for Small and Medium Enterprises, Industry and Trade, Mentawai Islands Regency.
3. The influence of the organizational structure on the performance of the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade, Mentawai Islands Regency.
4. The effect of job analysis on the performance of the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade, Mentawai Islands Regency.
5. The influence of work motivation on the performance of the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade, Mentawai Islands Regency.
6. The influence of organizational structure on performance through work motivation of the Office of Cooperatives for Small and Medium Enterprises, Industry and Trade, Mentawai Islands Regency.
7. The effect of job analysis on performance through work motivation of the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade, Mentawai Islands Regency.

II. LITERATURE REVIEW

Performance

According to Fahmi (2014) performance is a result that has been obtained by an organization that is profit-oriented or non-profit oriented for a period of time. Foster and Seeker (2001) in Widodo (2015) state that performance is the result that someone has obtained. According to Mangkunegara (2013) states that employee performance (work performance) is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

The dimensions and indicators of performance according to Masrukhin and Waridin, (2004, p.92), namely: (a) quality, (b) timeliness, (c) effectiveness, (d) independence, (e) work commitment.

Work Motivation

According to Mangkunegara (2013, p.93) Motivation is a tendency to be active, starting from the drive in oneself (drive) and ending with adjustment, adjustment is said to satisfy motives. Rivai and Sagala (2009, p.455) "Motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals".

The dimensions and indicators of work motivation according to Edward Murray (Mangkunegara, 2005, p.68-67) are (a) doing something as well as possible, (b) doing something with the aim of achieving success, (c) completing tasks that are require effort and skill, (d) desire to be famous and master certain fields, (e) do difficult things with satisfying results, (f) do something very meaningful, (g) do something better than others, because it is deemed appropriate and appropriate in measuring employee discipline.

Organizational Structure

According to Suranto (2005, p.85) The organizational structure specifies the division of labor and shows how various functions or activities are linked to some extent, also shows the level of specialization of work activities.

The dimensions and indicators of organizational structure according to Robbins (2008, p. 215-224) are: (1) specialization; (2) Departmentalization, (3) Chain of Command, (4) span of control and (5) Centralization.

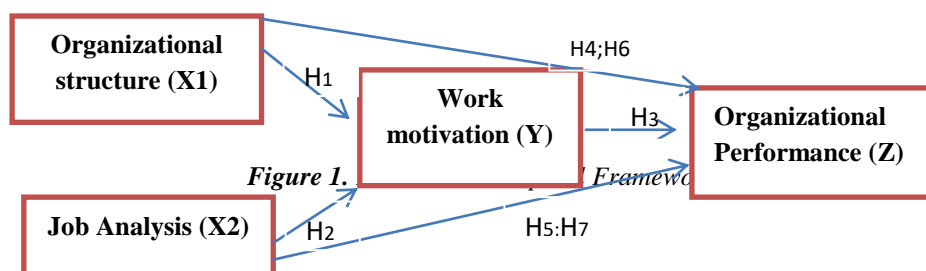
Job Analysis

According to Hariandja (2007, p.48), job analysis is as follows "Job analysis is an attempt to find out about the position or work related to the tasks performed in that position".

The dimensions and indicators of job analysis according to Moekijat (in Fuady, 1997, p.57) consisted of: 1) work activities; 2) human behavior; 3) work equipment used, 4) performance standards, 5) work context and 6) personnel requirements.

Research Conceptual Framework

The conceptual framework will connect theoretically between research variables namely the independent variable with the dependent variable. Based on the theoretical foundation and the formulation of the research problem, the conceptual framework in this study, can be seen in the following figure:



Hypothesis

Based on the conceptual framework above, the hypothesis in this study can be formulated as follows:

- H1** : There is an influence of organizational structure on the work motivation of the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade, Mentawai Islands Regency.
- H2** : There is an effect of job analysis on the Work Motivation of the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade, Mentawai Islands Regency.
- H3** : There is an influence of the organizational structure on the performance of the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade, Mentawai Islands Regency.
- H4** : There is an effect of Position Analysis on the performance of the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade, Mentawai Islands Regency.

- H5** : There is an influence of work motivation on the performance of the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade, Mentawai Islands Regency.
- H6** : There is an influence of the Organizational Structure on performance through the work motivation of the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade of the Mentawai Islands Regency.
- H7** : There is an effect of Job Analysis on performance through work motivation of the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade, Mentawai Islands Regency.

III. RESEARCH METHODS

The population in this study were civil servants and non civil servants at the Department of Cooperatives, Small and Medium Enterprises, Industry and Trade, Mentawai Islands Regency, amounting to 50 people. Because the research sample population is less than 100 people, the technique used in this study is the whole sample or the total sampling technique, total sampling is a sampling technique where the number of samples is the same as the population.

The independent variables in this study are Organizational Structure (X_1), and Job Analysis (X_2). While motivation is an intervening / mediating variable (Y). While the dependent variable is performance (Z). The operational definition of a variable is a definition that is used as the basis for determining the value of each of these variables. The definitions of each of these research variables are: (1) Performance is a description of the level of achievement of the implementation of an activity / program / policy in realizing the goals, objectives, mission and vision of the organization contained in the strategic planning of an organization (Mahsun, 2006: 25), using a Likert scale. (2) There are five indicators for measuring individual employee performance, namely (Masrukhin and Waridin, 2004): (a) quality, (b) timeliness (c) effectiveness, (d) independence, and (e) work commitment, by using a Likert scale. (3) Work motivation is a willingness to issue a high level of effort towards organizational goals conditioned by the ability to understand individual needs (Robbins, 2008) using a Likert scale. (4) Indicators to measure motivation (Edward Murray, 2005) are doing something as well as possible, doing something with the aim of achieving success, completing tasks that require effort and skill, wanting to be famous and mastering certain fields, doing things struggle with satisfying results, do something meaningful, and do something better than others. (5) Organizational structure can be interpreted as a formal organizational framework in which work tasks are divided, grouped and coordinated (Robbins, 2008) with indicators including work specialization, departmentalization, chain of commons, span of control, centralization or decentralization and formalization (Robbins, 2008) using a Likert scale. (6) Job analysis is a form of developing a detailed description of the tasks that must be performed in a position, determining the relationship of one position to another existing position, and determining the knowledge, skills and other abilities required by employees to perform the job effectively and efficiently (Robbins, 2008). And the indicators are work activities, human behavior, work equipment used, achievement standards, work context and personnel requirements (Moekijat in Fuady, 1997).

In accordance with the conceptual framework of thought, two structural equations can be made, namely the regression equation which shows the hypothesized relationship. The two equations are as follows:

$$Y = \rho_{yx_1} X_1 + \rho_{yx_2} X_2 + \rho_y \epsilon$$

$$Z = \rho_{zx_1} X_1 + \rho_{zx_2} X_2 + \rho_{zy} Y + \rho_z \epsilon$$

Information:

X_1	= Organizational structure
X_2	= Job Analysis
Y	= Work motivation
Z	= Performance
$r_{X_1 X_2}$	= Correlation Coefficient of Organizational Structure with Work Motivation
$r_{X_1 Y}$	= Position Analysis Correlation Coefficient with Work Motivation
$\rho_{YX_1.X_1}$	= The Coefficient of Organizational Structure on Work Motivation
$\rho_{YX_2.X_2}$	= Job Analysis Path Coefficient on Work Motivation
$\rho_{ZX_1.X_1}$	= Path Coefficient of Work Organization Structure on Performance
$\rho_{ZX_2.X_2}$	= Job Analysis Path Coefficient on Performance
$\rho_{ZY.Z}$	= Path Coefficient of Work Motivation on Performance
e_1	= Other factors that affect work motivation
e_2	= Other factors that affect performance

IV. RESULTS AND DISCUSSION

Description of Research Results

This study uses quantitative methods with path analysis, with total sampling method, where the population and sample of this study are 50 civil servants and non-civil servants at the Department of Small and Medium Enterprises, Industry and Trade Cooperatives, Mentawai Islands Regency. The results of this study describe the analysis of the influence of organizational structure and position analysis on work motivation and its impact on the performance of the Office of Cooperatives for Small and Medium Enterprises, Industry and Trade, Mentawai Islands Regency. The results of this study are generally based on the results of the questionnaire given to respondents, as shown in the following table:

Table 1. Variable Descriptive Analysis Results

	N	Min	Max	Mean	Std. Deviation	Variance	Item Statement	TCR	Information
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic			
Performance	50	27	43	33,24	3,94	15,53	10	73,87	Enough
Organizational structure	50	31	47	38,02	4,09	16,71	10	75,73	Enough
Job Analysis	50	30	51	40,88	4,51	20,35	10	79,85	Enough
Work motivation	50	46	64	53,82	4,00	15,99	10	76,89	Enough
Valid N (listwise)	50							76,59	Enough

Source: Primary Data, Processed by IBM SPSS21.0, 2020

From the table above, it can be seen that each variable has an average between 33,24% - 53,82% and the Respondents' Achievement Level (TCR) between 73,87% - 79,85 with an average TCR of 76,59%. This means that each respondent variable has a sufficiently average category response.

Track Model I

Model Path Coefficient I

Multiple linear regression analysis is used in this study in order to determine whether there is an effect of independent variables on the dependent variable. The statistical calculation in multiple linear regression analysis used in this study is to use the help of the IBM SPSS ver computer program. 21.0. The summary of the results of data processing using the SPSS program is as follows:

Table 2. Value of R Square Y

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.451 ^a	.203	.170	3.64363

a. Predictors: (Constant), Job Analysis, Organizational Structure

Source: Primary Data, Processed with IBM SPSS 21.0, 2020

Table 3. Regression Effects of X1 and X2 on Y Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.624	7.920		3.362	.002
	Organizational structure	.333	.132	.340	2.518	.015
	Job Analysis	.356	.120	.401	2.970	.005

a. Dependent Variable: Work motivation (Y)

Source: Primary data processed with IBM SPSS 21.0, 2020.

Based on the table above, it is found that the significance value of the variable $X_1 = 0,015 < 0,05$, this means that the organizational structure (X_1) has a significant effect on work motivation (Y). While the variable $X_2 = 0,005 < 0,05$, which means that job analysis (X_2) also has a significant effect on work motivation (Y). While the value of R^2 (R Square) in table 6 above which is found in the Model Summary table is 0,203 which means that the contribution of variables X_1 and X_2 to Y is 20,3% and the remaining 79,7% is the contribution of

other variables not included in the study. And from the value of R^2 (R Square), $e1$ is obtained by means of $e1 = \sqrt{1 - 0,20} = 0,892$.

Based on the results above, the structural equation is obtained, namely:

$$Y = 0,333.X_1 + 0,356.X_2 + 26,624$$

From the data processing above, it can be obtained the Path Diagram Model I, as follows:

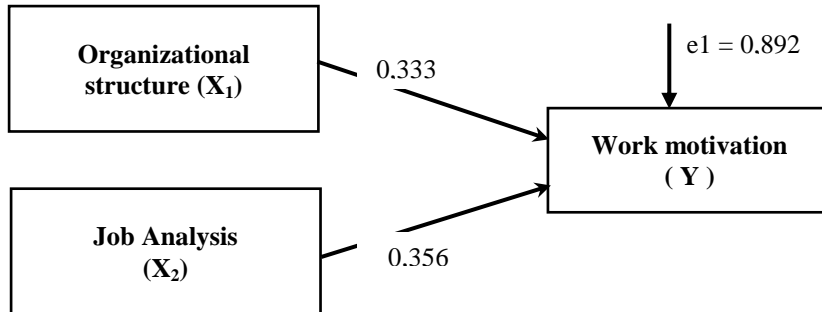


Figure 2. Model I - Path Analysis

Path Coefficient Model II

Multiple linear regression analysis is still used in further research to obtain path coefficient of model two, with the aim of knowing whether or not there is the influence of independent variables (organizational structure and job analysis) and intervening or mediating variables (work motivation) on the dependent variable (performance). Can be seen in the table below:

Table 4.R Square Z Results (Performance)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.626 ^a	.392	.353	3.17090

a. Predictors: (Constant), Work Motivation, Organizational Structure, Job Analysis

Source: Primary data processed, 2020

Table 5 Regression Effects of X1, X2 and Y on Z Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-8.325	7.677		-1.084	.284
	Organizational structure	.385	.123	.400	3.143	.003
	Job Analysis	.260	.114	.297	2.286	.027
	Work motivation	.303	.127	.307	2.386	.021

a. Dependent Variable: Performance

Based on the table above, it is found that the significance value of the three variables, namely $X_1 = 0,003 < 0,05$, which means that the organizational structure (X_1) has a significant effect on performance (Z). While the variable $X_2 = 0,027 < 0,05$, which means that job analysis (X_2) has a significant effect on performance (Z). And for the work motivation variable (Y) = $0,000 < 0,05$, which means that it has a significant effect on performance (Z). As well as for the R^2 (R Square) value found in Table 8 Model Summary is 0,392 which means that the contribution of the variables X_1 , X_2 and Y to Z is 39,2% and the remaining 60,8% is the contribution of other variables not included in research. And from the value of R^2 (R Square), we get $e2$ by means of $e2 = \sqrt{1 - 0.39} = 0.779$.

Based on the results above, the structural equation is obtained, namely:

$$Z = 0,385.X_1 + 0,260X_2 + 0,303.Y - 8,325$$

From the data processing above, it can be obtained the Path Diagram Model II, as follows:

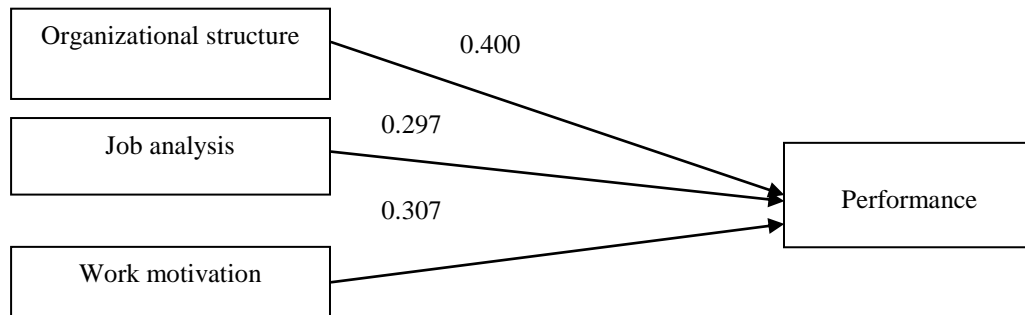


Figure 3. Model II - Path Analysis

From the two path analysis models, the authors obtained an analysis of the results of the hypothesis for this study, namely:

1. Analysis of the influence of organizational structure (X_1) on work motivation (Y); From the variable analysis above, it was found that the variable value $X_1 = 0,015 < 0,05$. This means that the organizational structure has a significant effect on work motivation.
2. Analysis of the effect of work analysis (X_2) on work motivation (Y). From the variable analysis above, it is found that the variable value $X_2 = 0,005 < 0,05$. This means that job analysis has a significant effect on work motivation.
3. Analysis of the influence of work motivation (Y) on performance (Z). From the variable analysis above, the value for the variable $Y = 0,021 < 0,05$ was obtained. This means that work motivation has a significant effect on performance.
4. Analysis of the influence of organizational structure (X_1) on performance (Z). From the variable analysis above, it was found that the variable value $X_1 = 0,003 < 0,05$. This means that the organizational structure has a significant effect on performance.
5. Analysis of the influence of job analysis variables (X_2) on performance (Z). From the variable analysis above, it is found that the variable value $X_2 = 0,027 < 0,05$. This means that job analysis has no significant effect on performance.
6. Analysis of the influence of organizational structure (X_1) through work motivation (Y) on performance (Z). From the analysis of the above variables, it is obtained that the direct effect given by the variable X_1 to Z is 0,400. While the indirect effect given by X_1 through Y on Z is the multiplication of the beta value X_1 to Y with the beta value of Y to Z , namely $= 0,340 \times 0,307 = 0,104$. Then the total effect given by X_1 to Z is $= 0,400 + 0,104 = 0,504$. Based on the results of this calculation, it is known that the value of the direct effect is 0,469 and the value of the indirect effect is 0,504, which means that the value of the direct effect is greater than the value of the indirect effect. These results indicate that indirectly organizational structure through work motivation has a significant effect on performance.
7. Analysis of the effect of work analysis (X_2) through work motivation (Y) on performance (Z). From the analysis of the above variables, it is obtained that the direct effect given by the X_2 variable on Z is 0,297. While the indirect effect given by X_2 through Y on Z is the multiplication of the beta value X_2 against Y with the beta value of Y against Z , namely $= 0,401 \times 0,307 = 0,123$. Then the total effect given by X_2 to Z is $= 0,297 + 0,123 = 0,420$. Based on the results of this calculation, it is known that the value of the direct effect is 0,015 and the value of the indirect effect is 0,420, which means that the value of the indirect effect is greater than the value of the direct effect. These results indicate that indirectly job analysis through work motivation has a significant effect on performance.

Coefficient of Determination (R^2)

From table 4 above, it is obtained the value of determination efficiency (R^2) of 0,329 (the value of 0,329 is the square of the correlation coefficient or R , which is $0,626 \times 0,626 = 0,329$), where the magnitude of the coefficient of determination (R^2) is 0,329 equal to 32,9%. This means that organizational structure, work analysis and work motivation have an effect on performance by 32,9%. While the rest ($100\% - 32,9\% = 60,8\%$) is influenced by other variables outside this regression model. The magnitude of the influence of these other variables is often referred to as error (e).

Direct and Indirect Effect Test

Apart from using the independent variable (X) more than one variable, this study also uses intervening variables. The intervening variable is a mediating variable, its function is to mediate the relationship between the independent variable and the dependent variable. To test the effect of the intervening variables, the path analysis method is used. Path analysis is an extension of regression analysis to estimate the causality relationship between predetermined variables based on theory (Ghozali, 2011).

The following is a path analysis to examine the relationship between organizational structure and work analysis on performance and whether the relationship between organizational structure and job analysis on performance is mediated by work motivation as shown below:

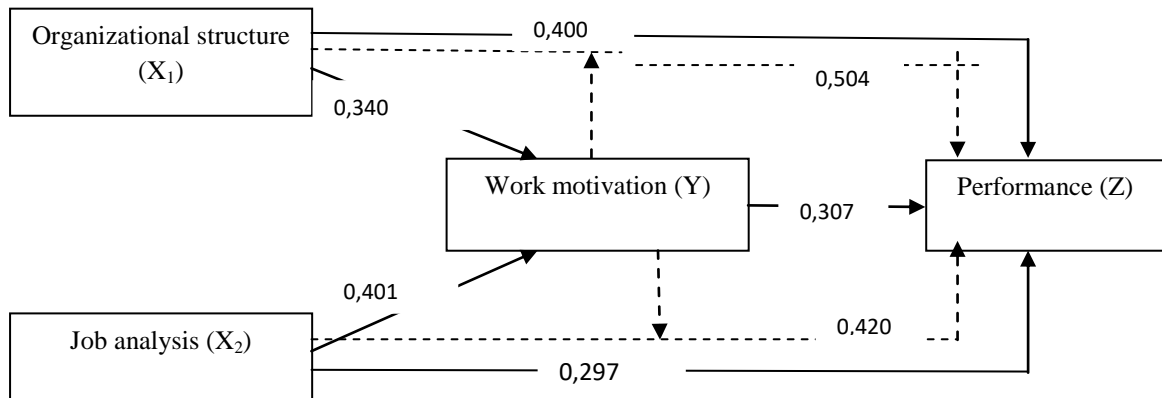


Figure 4. Path Analysis Model

1. Based on the figure, the path model is proposed for a relationship based on the theory that organizational structure has a direct relationship with performance.
2. Based on the picture, the path model is proposed a relationship based on the theory that job analysis has a direct relationship with performance
3. However, organizational structure and job analysis also have an indirect relationship to performance, namely from the organizational structure, as well as from work analysis to work motivation and then to performance.

V. CONCLUSION

Conclusion

Based on the results of research and data processing that have been done before, several conclusions can be drawn as follows:

1. Analysis of the influence of organizational structure (X_1) on work motivation (Y);
From research and variable analysis it was found that the variable value $X_1 = 0,015 < 0,05$ was obtained. This means that the organizational structure has a significant effect on the work motivation of employees at the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade, in the Mentawai Islands Regency.
2. Analysis of the effect of work analysis (X_2) on work motivation (Y).
From the research and variable analysis it was found that the variable value $X_2 = 0,005 < 0,05$ was obtained. This means that job analysis has a significant effect on employee motivation at the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade, in the Mentawai Islands Regency.
3. Analysis of the influence of work motivation (Y) on performance (Z).
From research and variable analysis it was found that the value for the variable $Y = 0,021 < 0,05$ was found. This means that work motivation has a significant effect on the performance of employees at the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade, in the Mentawai Islands Regency.
4. Analysis of the influence of organizational structure (X_1) on performance (Z).
From the research and variable analysis it was found that the variable value $X_1 = 0,003 < 0,05$ was found. This means that the organizational structure has a significant effect on the performance of employees at the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade, in the Mentawai Islands Regency.
5. Analysis of the influence of job analysis variables (X_2) on performance (Z).
From research and variable analysis it was found that the variable value $X_2 = 0,027 < 0,05$ was obtained. This means that job analysis has a significant effect on employee performance at the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade, in the Mentawai Islands Regency.

6. Analysis of the influence of organizational structure (X_1) through work motivation (Y) on performance (Z). From the analysis of the above variables, it is obtained that the direct effect given by the variable X_1 to Z is 0,400. While the indirect effect given by X_1 through Y on Z is the multiplication of the beta value X_1 to Y with the beta value of Y to Z, namely = $0,340 \times 0,307 = 0,104$. Then the total effect given by X_1 to Z is = $0,400 + 0,104 = 0,504$. Based on the results of this calculation, it is known that the value of the direct effect is 0,469 and the value of the indirect effect is 0,504, which means that the value of the direct effect is greater than the value of the indirect effect. These results indicate that indirectly organizational structure through work motivation has a significant effect on performance.
7. Analysis of the effect of work analysis (X_2) through work motivation (Y) on performance (Z). From the analysis of the above variables, it is obtained that the direct effect given by the X_2 variable on Z is 0,297. While the indirect effect given by X_2 through Y on Z is the multiplication of the beta value X_2 against Y with the beta value of Y against Z, namely = $0,401 \times 0,307 = 0,123$. Then the total effect given by X_2 to Z is = $0,297 + 0,123 = 0,420$. Based on the results of this calculation, it is known that the value of the direct effect is 0,015 and the value of the indirect effect is 0,420, which means that the value of the indirect effect is greater than the value of the direct effect. These results indicate that indirectly job analysis through work motivation has a significant effect on performance.

Suggestion

Based on the findings and research conclusions. For this reason, the authors suggest the following suggestions:

1. The need for leaders to apply an organizational structure that is able to assist management in achieving its objectives
 - a. Perform work grouping in accordance with organizational regulations to achieve efficiency in decision making
 - b. Determine people who have skills and cooperation orientation.
 - c. Providing guidance to employees regarding their duties and responsibilities.
2. Perpetrators pay attention to job analysis that supports the implementation of the work required by employees in a way
 - a. Evaluating the results of work performed by employees.
 - b. Provide information about the requirements that employees must have regarding candidates to work for an agency
 - c. Providing training to new employees
 - d. Provide equipment that supports the implementation of work.
3. the need for employees to increase work motivation by doing work seriously in accordance with their duties
 - a. provide promotion to employees
 - b. motivate employees to complete work according to organizational standards
 - c. provide training to employees to improve job skills
 - d. encourage employees to do difficult jobs.

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