



EVALUATION AND JOB MOTIVATION ANALYSIS IN IMPROVING EMPLOYEE PERFORMANCE

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Abstract

Human Resource Management which cannot manage globalization, requires work is a burden. They carry out work as a necessity and demand, and then human resources can be said to have a low work ethic. This study aims to determine the evaluation and analysis of work motivation in improving employee performance. The type of search used is descriptive qualitative, which is the symptoms and facts of the object when the research occurs. Data collection techniques used in this study were interviews and extensive documentation.

The results showed that work motivation is significant for employees to support their performance. And performance, we can say helpful in creating job satisfaction for employees and can improve the company's image.

Keywords: Work Motivation, Employee Performance

INTRODUCTION

Human resource management is not something new in an organization, especially in public affairs. Business competition is increasing in the main areas of production and marketing for businesses, but human resources is also an issue that needs to be carefully considered for every business. Every company that has human resources with good performance will succeed in controlling the targeted market share. So human resources are needed to develop constantly develop proactively. Human resources must be human learners, namely individuals who want to learn and work hard with enthusiasm. The potential he has is growing. As a result, the human resource management needed at this time is who can control technology quickly, adapt and be sensitive to technological changes. In these circumstances, personal integration is increasingly important to gain competition.

Human Resource Management, which cannot manage globalization, requires work is a burden. They carry out work as a necessity and demand, and then human resources can be said to be human resources who have a low work ethic. So that the training of reliable human resources (HR) in the community begins the selection process until the people concerned can perform tasks according to their field of knowledge in the community.

Work motivation is significant for all employees because motivation can encourage subordinated work desires to work hard by providing all the necessary capacities and skills to achieve the Company's goals. Motivation at work is essential for the low productivity of society.

Without employee motivation to work optimally for the community, the company's predetermined goals will not achieve, and the impact on the community itself.

Employee performance cannot separate from factors that can affect its performance. As a result, companies involved must ensure that existing resources are respected. Factors affecting employee performance include leadership factors that provide employee enthusiasm, organizational culture, and remuneration given to company employees.

An Indonesian telecommunications company is an information and communication company that provides comprehensive telecommunications services and networks. The company claims to be the largest telecommunications company in Indonesia with human communication technology that can quickly exchange information remotely in an appropriate and efficient time to help people choose a series of their needs.

However, the services provided by employees are less influenced by work motivation. Motivation is one of the factors that can affect employee performance, the problems that occur in society are related to the condition of work motivation in improving employee performance.

Based on the above description, the formulation of the problem in this study is how work motivation can improve employee performance if the purpose of this study is to determine the effect of work motivation in improving employee performance.

Human Resource Management (HR)

Human resources are the only resources with feelings, desires, skills, knowledge, encouragement, strength, and work (ratio, taste, and intention). All potential human resources affect the organization's efforts to achieve goals. Whatever advanced technology, information development, and inadequate capital and materials availability, it is difficult for the company to achieve its goals without human resources. (Laila Irawati et al., 2021).

According to Hasibuan (2018), Human Resource management is a science and art that regulates the relationship and role of the workforce to be practical and contribute effectively to achieving society's goals, employees, and society. Meanwhile, according to Mangkunegara (2017), human resource management is the planning, organization, coordination, implementation, and supervision of the maintenance and separation of workers to achieve organizational goals.

Scope of HR Management

Human resource management (HRM) is a part of organizational management that focuses on elements of human resources. The following is the scope of human resource management: 1) Planning of human resources needed by the organization or company , 2)

Analyzing positions and jobs, namely analyzing and explaining in detail about each job or position in the company or organization, 3) Recruitment and selection of employees or human resources needed in accordance with the requirements, systems, procedures, procedures and processes specified in order to meet the needs of the organization both now and in the future, 4) Introducing the company background, organizational culture, company values and work ethics of employees who have passed the selection and introduce them to other employees, 5) Training and development of human resources in the organization, 6) Assessment of employee performance and performance for promotion, demotion, transfer and dismissal (PHK) of employees, 7) Planning and providing compensation or wages, 8) Motivating employees, paying attention to welfare, health and safety at work, 9) Maintaining relationships and communicating with trade unions.

Work motivation

Every organization wants to achieve its goals. To achieve this goal, humans' role in it is significant. To move people under what the organization wants, the motivation of humans working in the organization must understand because this motivation determines people's behavior to work. In other words, behavior is the most direct reflection of motivation.

Samsudin (2018) suggests that motivation is a process of influence or encouragement from outside a person or workgroup to carry out something defined. Meanwhile, Siagian (2018) shows that motivation is an encouragement for someone to contribute as much as possible to the organization's success in achieving its goals.

Factors Affecting Motivation

Motivation is a psychological process within a person is influenced by several factors, namely:

1. Internal factors which can affect the motivation of a person, namely: a) The desire to live, b) The desire to have, c) The desire to get an award, c) The desire to gain recognition, d) The desire to power.
2. External factors also have a role in weakening one's work motivation, namely: a) Working environment conditions, Adequate compensation, b) Good supervision, c) Job security, d) Status and responsibilities, and e) Flexible regulations.

Motivational Goals

Motivation is a factor that encourages someone to do a specific activity. Therefore, motivation is often interpreted as a factor driving a person's behavior. Here are some motivational goals, including 1) Improving employee morale and job satisfaction, 2) Increasing

employee productivity, 3) Maintaining the stability of company employees, 4) Increasing employee discipline, 5) Streamlining employee procurement, 6) Creating a working atmosphere and relationship 7) Increase employee loyalty, creativity, and participation, 7) Improve employee welfare, 8) Increase employee's sense of responsibility towards their duties, 9) Increase efficiency in the use of tools and raw materials.

Rewards as Motivation

Giving gifts is a form of indirect compensation, of which there are many types. Rewards given in the form of money, especially incentives, are additional income beyond the basic monthly or weekly wage or salary. As a result, its value is significant for workers because it will directly affect improving economic conditions or improvement.

In money or goods, incentives are usually given to individual workers, including sales commissions, premiums, and others. This type of reward will only be effective as motivation if it is feasible or reasonable to see from the implementation of the work. Therefore, the effect on motivation is minimal if it is only associated with daily routine work, which is usually and always is done even if it is not given incentives.

Rewards for routine work are less profitable because they can lead to dependence on dependencies on functions, which tend to be neglected if they are not incentivized. However, it must acknowledge that the Ganjarais system called incentives will be able to reduce workers leaving (quitting) and increase employee loyalty and dedication to the company.

Principles of Employee Work Motivation

In providing motivation, the principles of employee work motivation, according to Mangkunegara (2018), include the following:

1. The principles of participation, to work motivation, employees must have the opportunity to participate in determining the Chairman's goals.
2. The principle of communication, leaders communicate everything about efforts to perform tasks. With clear information, employees will be more motivated.
3. In the principle of subordinate surveillance, leaders recognize that subordinates (employees) have a part in achieving goals. With this recognition, employees will be more motivated.
4. The principles of delegation of authority, officers who provide authority or authority to subordinate employees at any time, can make decisions about their work, will make the employees concerned become motivated to achieve goals expected from the head.
5. In the principle of attention, leaders pay attention to what employees or employees want to motivate employees to work as expected.

Employee Performance

Performance can be understood as the result of work obtained by a person or group of people in an organization following their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, and not violating the law, and under morality and ethics.

According to Wirawan (2016), performance is the exit generated by the function or indicator of a job or profession in a few moments. According to Kasmir (2016), performance results from a person's work and behavior over a period, usually 1 year. Meanwhile, according to Marwansyah (2016), performance is the realization or realization of a person regarding the tasks billed to him.

Factors Affecting Performance

The following factors can affect performance within an organization or company. According to Kasmir (2018), the factors influencing performance are abilities and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline.

Performance Measurement

According to Robbins (2017), considering things are 1) the number of employees that need to be completed or achieved. Quantitative measures involve calculating production processes or implementing activities. This activity is related to the number of products produced, 2) the quality of employee work that must be produced (whether or not), 3) the time following the expected time. Speed measurement is a quantitative measure that determines the regulatory speed of activity.

According to Rivai (2016), to evaluate the work of one's employees, various aspects of evaluation are needed, including knowledge, inconsistent leadership, quality, work, cooperation, decision making., creativity, reliability, intelligence, problem-solving, delegation, attitude, business, motivation, and organization.

METHOD

Type of Research, Focus, and Place of Research

The type of research conducted in this study is a qualitative description. The qualitative method is a research method based on philosophy, which is used to examine the condition of natural objects.

Where the researcher is the main instrument, the data collection technique is triangulation (combined observations, interviews, documentation), the data obtained tend to be qualitative, and data analysis is inductive. Qualitative research results are to understand its meaning, understand its uniqueness, construct phenomena, and find hypotheses.

The research focuses on work motivation in improving employee performance at Indonesian telecommunications companies in January 2022.

Data Source

Data sources are where data is obtained directly through employees and specific documents. Data were obtained by interviewing and direct observation of employees and informants of researchers from Indonesian telecommunications companies.

In qualitative research, activities are carried out consciously, directed, and always aim to obtain the necessary information. Various sources of data will use in this study, namely:

1. Primary data

Primary data is obtained directly from the source through direct observation or interviews.

2. Secondary data

Secondary data in this study is data obtained not directly from the source. In this study, secondary data sources are written sources such as documents from related parties regarding work motivation problems in improving employee performance at Indonesian Telecommunications Companies.

Data Collection

Data collection techniques are the most strategic step in research because the primary purpose of research is to obtain data. Without knowing the data collection techniques, the researcher will not get data that meets the data standards set. The following are several data collection techniques used in this study: Observation, namely data collection using careful observation or review of the variables studied, in this case, work motivation in improving employee performance at Telecommunications Companies in Indonesia.

1. These observations take to collect the necessary data or conduct research.

2. Interviews, the activity is done by specific data collecting through open-ended questions and responses from three workers of the Indonesian Telecommunications Company.

3. Documentation is the activity explicitly done by data gathering through collecting data on study variables in the form of documents and the location and time of implementation.

Analysis Techniques

Sugiyono (2019) states that data analysis techniques systematically search for data obtained from interviews, field notes, and documentation by organizing data into categories.

This activity explains in units, synthesizing components in the choice model that are important and what will be studied and making inferences understood by themselves and others.

The steps in the data analysis technique in this study are:

1. Data reduction

Reducing data means summarizing, selecting, and sorting the main things, focusing on the important, and researching themes and models. Thus, reduced data will provide a clearer picture and facilitate researchers to collect data and further search if necessary. Data reduction can be assisted by electronic equipment such as mini-steep, coded on certain aspects.

2. Data presentation

3. Data presentation is a complex set of information to eliminate conclusions and actions. The data presentation is displayed in full in the form of words, original phrases, tables, matrices, and graphs. The captured data can arrange in Hyran contacts to be easy to understand.

4. Conclusion or verification

Inference activity is another step to reducing and presenting data. Data is reduced and presented systematically as material for concluding.

Using qualitative analysis techniques is because they want to know whether motivation can improve employee performance.

RESULT AND DISCUSSION

Result

At this point, the researcher will explain an essential part of the research orientation, namely the analysis of work motivation to improve employee performance in Indonesian telecommunications companies, using a qualitative descriptive analysis. In this qualitative descriptive search, researchers are required to be able to identify, explain or describe and explore data based on facts found in the field based on the results of in-depth interviews, direct observations, and documentation at the research site.

Based on the data obtained, this study's results indicate that the company's work motivation can improve employee performance by providing motivation related to attitudes towards work, which is held every Tuesday, Wednesday, and Thursday. Superiors motivate employees. And employees who excel will be given an award.

Description of the characteristics of the informant

In this study, the informants were managers and employees considered representative in gathering information during the research. The key informants are HRD & CDC managers, non-key informants are HRD & CDC employees and logistics & GS employees.

Description of research results

Data from research results were obtained through in-depth interviews conducted by researchers at the company where the informants are managers and employees of the company.

1. Description of the interview with the manager

a. Work motivation

Based on in-depth interviews conducted by researchers with informants. First, the researcher asked about. Do employees need motivation in doing work?

"The employees here need motivation because motivation here is significant for employees to support their performance (interview, January 2022)".

Then how do you motivate employees to improve performance?

"The way to motivate employees to improve performance is in several ways, including attitudes related to motivation, forums are opened every Tuesday, Wednesday, and Thursday where superiors provide work motivation to employees. And employees who excel will be given an award (interview, January 2022)".

Further, ask whether employees who excel will be given an award for their work?

"Yes. The company will provide awards for outstanding employees. The awarding is an effort by the company in providing remuneration for employees' work so that it can encourage other employees to work harder and have potential (interview, January 2022)".

Then whether the award should be given to employees?

"Yes. Employees need an award when their work has met or even exceeded the standards set by the company. This award can be in praise, gifts, or company appreciation for employees. Because this award can also motivate other employees (interview, January 2022)".

b. Employee performance

Do researchers ask more about how to improve the quality of work?

"The way to improve the quality of employee work is through training according to their field, adding insight such as seminars, briefing on how to run the program and providing a commensurate salary (interview, January 2022)".

Then the researcher asked again about how to improve employee performance abilities?

"The way to improve employee performance includes knowledge in terms of education and training (interview, January 2022)".

Then ask again whether having good work skills can improve the company's image?

Clear. Having good work skills can improve the company's image, meaning that it can provide customer satisfaction and company profits will increase so that the company's image is seen well by the public (interview, January 2022) "

Again asking about how to interpret employee performance? Then he answered as follows:

"The way to interpret employee performance, whether good or not, is based on established success indicators. As a result, it will be known that the employee belongs to a certain level of performance. And it can be assessed from several aspects: the level of effectiveness, efficiency, security, and satisfaction of customers or parties served (interview, January 2022)".

Then ask further about whether the results of employee performance are satisfactory?

"Yes. Employee performance is very satisfying for both the company and the customer. It can see that the company gets maximum profit and satisfaction from the customers, such as good employee service (interview, January 2022) "

We are again asking whether work adjustments should consider in the company?

"Work adjustments are crucial for employees because they can establish good relationships with the environment around their work. Because the environment can be values that an employee can use to achieve success (interview, January 2022)".

Then again, ask about how the efforts made by employees to live a better life?

"Employees make efforts to live a better life, namely by giving profits to the company, meaning that employees work with company goals that have been previously set. Therefore, if employees have worked as much as possible, they will be given commensurate wages (interview, January 2022)".

I was asking more about how to get an award?

"The way to get an award is that employees must provide good performance results to the company by increasing company profits. In other words, employees must excel (interview, January 2022)".

Then ask further about whether the internal factors of employee performance can recognize properly?

"Yes. Employee performance can be well recognized by several internal factors, including giving awards for employees who excel. By giving these awards, the company recognizes employee performance well because it can provide significant benefits for the company itself (interview, January 2022)".

2. Description of the interview with the employee

a. Work motivation

Based on in-depth interviews conducted by researchers with employees about what motivations are provided by the company?

"The motivation given by the company to employees includes opening a discussion forum where employees explain the work program they are carrying out (interview, January 2022)".

Then ask whether employees who excel will be given an award for their work

"Yes. The company will provide awards for outstanding employees. The awarding is an effort by the company in providing remuneration for employees' work so that it can encourage other employees to work harder and have potential (interview, January 2022)".

Next, ask about whether the award should be given to employees?

"Yes. Employees need an award when their work has met or even exceeded the standards set by the company. This award can be in praise, gifts, or company appreciation for employees. Because this award can also motivate other employees (interview, January 2022)".

b. Employee performance

We are again asking about how to improve the quality of work?

"The way to improve the quality of employees' work is through training according to their field, adding insight such as seminars, briefing on how to run the program and providing a commensurate salary (interview on Thursday, January 24, 2022)".

Then the researcher asked about how to improve employee performance skills?

"The way to improve employee performance includes knowledge in terms of education and training (interview, January 2022)".

We are again asking about how to interpret employee performance?

"The way to interpret employee performance, whether good or not, is based on established success indicators. As a result, it will be known that the employee belongs to a certain level of performance. And it can be assessed from several aspects: the level of effectiveness, efficiency, security, and satisfaction of customers or parties served (interview, January 2022)".

Then the researcher asked whether having good work skills can improve the company's image?

"Clear. Having good work skills can improve the company's image, meaning that it can provide customer satisfaction and company profits will increase so that the company's image is seen well by the public (interview, January 2022)".

Ask again about whether the results of employee performance are satisfactory?

"Yes. Employee performance is very satisfying for both the company and the customer. It can see that the company gets maximum profit and satisfaction from the customers, such as the excellent service provided by employees (interview, January 2022)".

Next, ask about whether work adjustments should consider in the company?

"Work adjustments are significant for employees because they can establish good relationships with the environment around their work. Because the environment can be values that an employee can use to achieve success (interview, January 2022)".

The researcher asked about how the efforts made by employees to live a better life? Then he answered as follows:

"Employees make efforts to live a better life, namely by giving profits to the company, meaning that employees work with company goals that have been previously set. Therefore, if employees have worked as much as possible, they will be given commensurate wages (interview, January 2022)".

Then ask how to get the award?

"The way to get an award is that employees must provide good performance results to the company by increasing company profits. In other words, employees must excel (interview, January 2022)".

Then ask whether the internal factors of employee performance can recognize properly?

"Yes. Employee performance can be well recognized by several internal factors, including giving awards for employees who excel. By giving these awards, the company recognizes employee performance well because it can provide significant benefits for the company itself (interview, January 2022) "

3. Description of the interview with the employee

a. Work motivation

Based on in-depth interviews conducted by researchers with employees about motivation, what does the company provide?

" The motivation given by the company to its employees includes opening a discussion forum where employees explain the work program they are carrying out (interview, January 2022)."

Then ask whether employees who excel will be given an award for their work?

"The employees here need motivation because the company's goal is to get as much profit as possible. So, the motivation here plays an important role for employees to support their performance (interview, January 2022)."

Next, ask about whether the award should be given to employees?

Yes, it is indispensable as motivation so that employees work harder and do their best to achieve a company goal (interview, January 2022)."

b. Employee performance

Ask again about how to improve the quality of work?

"The name of quality must be with training always willing to learn. When you fail, you are not down and don't want to try anymore, but on the contrary, you have to keep trying and learn from the failure itself. Of course, we also have to learn from our friends and teamwork (interview, January 2022)."

Then ask about how to improve employee performance capabilities?

"Yes, of course, by participating in training and increasing knowledge, especially in the chosen midwife (interview, January 2022)."

We are again asking about how to interpret employee performance?

"To interpret the performance of employees whose work results have achieved the target or not and the quality of their work, be it efficiency, effectiveness and customer satisfaction (interview, January 2022)."

Then ask whether having good work skills can improve the company's image?

"Of course, because the image of a company depends on the ability of the employees to perform well (interview, January 2022)."

Inquire about whether the employee's performance results are satisfactory?

"Yes. Employee performance is very satisfying for both the company and the customer. It can see that the company gets maximum profit and satisfaction from the customers, such as good employee service (interview, January 2022)."

Next, ask about whether work adjustments should consider in the company?

"Yes, it is vital. A job that is not coherent with the disciplines possessed by the employee will be a little difficult to carry out by the employee himself.

Even though there is training, it will be different from those who already have a basis in that field (interview, January 2022)."

Then the researcher asked about how the efforts made by employees to live better?

"Of course, by achieving and providing large profits following the company's goals, with good achievements, the company will also certainly give bonuses to its employees (interview, January 2022)."

Ask again about how to get an award?

"The way to get an award is to show good performance, work optimally and show good attitude (interview, January 2022)."

Then the researcher asked whether the presence of internal factors of employee performance can recognize properly?

"Internal factors from yourself as an employee are essential if the employees themselves want to advance, they will do their best with it then everything will be fine (interview, January 2022)."

Discussion

The research results above are collecting data from informants carried out by researchers by research procedures. This researcher uses a qualitative descriptive method of analyzing work motivation to improve employee performance. The research results from field facts show that giving motivation is very important to support employee performance. The motivation provided the company with awards to motivate employees who excel as a form of appreciation from the company.

Motivating the company is very important for employees to support their performance. Several ways to improve employee performance are conducting training according to their field,

adding insight such as holding regular intensive meetings to direct how the work program is being carried out, and providing commensurate salaries.

The performance shown by employees can improve the company's image. There are several ways to interpret employee performance, whether good or not, based on established success indicators. As a result, the employee is included in a certain level of performance so that it can be assessed from certain aspects: the level of effectiveness, efficiency, security, and satisfaction of the customer or party being served. The adjustment of work must consider in the company because the adjustment of work is significant for employees to establish a good relationship with the environment around the work. The environment can be values that an employee can use to achieve success.

From the explanation above, it is evident that the work motivation provided by the company can improve employee performance by providing motivation related to attitudes towards work. And employees who excel will be given an award for their work. It follows the theory put forward by Jausuf (2018), which states that performance is the function required of a person and the result of the interaction of the elements of motivation, ability, and perception in a person. And it can conclude that performance is the result of work done by an employee who has achieved company goals.

CONCLUSION

The discussion on the role of work motivation in enhancing employee performance at Telecommunications Companies in Indonesia indicates that work motivation is critical for employees to support their performance.

And company's employee performance is considered good if the employee's performance is satisfactory and contributes to the company's image improvement.

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