



Analysis of the Role of Motivation in Improving Employee Performance at BPJS Employment Padangsidimpuan Branch

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Abstract

Motivation is one of the key factors that affect employee work productivity in an organization. This study aims to analyze the role of motivation in improving employee performance at BPJS Employment Padangsidimpuan Branch, as well as identify inhibiting factors that affect the effectiveness of motivation. The research method used is a qualitative approach with a descriptive design. Data was collected through in-depth interviews, observations, and documentation from BPJS Employment employees and management. The results of the study show that motivation has a significant role in increasing work productivity. Motivated employees show higher commitment, creativity in completing tasks, and better service quality. Effective motivational factors include material rewards such as financial incentives, as well as non-material rewards such as verbal recognition.

Introduction

The implementation of the social security program is an obligation for every country to provide socio-economic protection to the community to ensure their lives (Sari & Sanjani, 2023). In Indonesia, social security management can be managed by the government and the private sector, with various programs and benefits provided. Both government-managed and private-sector insurance compete to increase the expansion of participation in various sectors and the achievement of service targets (Wisnu, 2013; Sodani et al., 2023; Egbara et al., 2024). The increasingly fierce competition requires employees to improve their performance in order to be able to achieve the planned targets.

Basically, employees are the most important asset to face the competition while achieving the company's goals (Mulyadi, 2010; Vuong & Nguyen, 2022; Farida & Setiawan, 2022). Employees are the main assets owned by the organization and have a strategic role in achieving goals as thinkers, planners, and controllers of organizational activities (Mariam, 2016). The importance of Human Resources in supporting the company's success provides opportunities for employees to always be encouraged to increase their productivity. Encouragement to employees is usually given by the company to provide work morale for the demands of the work and the workload given (Anwar Prabu, 2017; Nur et al., 2021; Astika et al., 2022).

Motivation is one of the fundamental factors that affect individual performance in the work environment. In the modern organizational world, the ability to motivate employees is one of the main challenges for managers and leaders (Setyadi, 2015; Semenets-Orlova et al., 2022). Motivation not only creates the motivation to work harder, but also helps employees reach their best potential (Lawasi & Triatmanto, 2017). Therefore, the analysis of the role of motivation in improving employee performance is very relevant, especially in organizations engaged in the public service sector.

BPJS Ketenagakerjaan as one of the social security organizing agencies in Indonesia has a strategic role in providing protection for workers. The Padangsidempuan Branch, as part of BPJS Ketenagakerjaan, faces unique challenges in meeting the needs of diverse participants. To ensure optimal service, employee performance is a very important aspect. However, in practice, employee performance is greatly influenced by the level of motivation they have.

Employee motivation does not just appear; There are many factors that affect it, ranging from the reward system, the work environment, to the leadership within the organization (Bahri & SE, 2018; Steers & Sánchez-Runde, 2017). When employee motivation is high, they tend to be more productive, innovative, and committed to their tasks. On the other hand, low motivation can lead to decreased performance, increased absenteeism rates, and even lead to job dissatisfaction that has a bad impact on the organization. At BPJS Employment Padangsidempuan Branch, the level of employee motivation is one of the aspects that needs special attention. A dynamic work environment and challenges in providing excellent service to participants require employees who are not only competent, but also have high work morale. Therefore, understanding the role of motivation in improving employee performance is an important agenda for management.

This study tries to answer several key questions: how does the role of motivation affect employee performance at BPJS Ketenagakerjaan Padangsidempuan Branch? What factors contribute to increased motivation? And to what extent is the organization able to create an environment that supports employee motivation? The answers to these questions are expected to provide a clearer picture of the relationship between motivation and performance. The analysis of the role of motivation in the context of BPJS Employment Padangsidempuan Branch also has practical relevance. The findings of this study can be used as a basis for designing more effective human resource management strategies. By understanding the motivational needs of employees, management can create policies that not only improve performance, but also strengthen loyalty and job satisfaction.

Motivation is often considered the main driver in achieving organizational goals. However, motivation is also a complex aspect, involving psychological, social, and managerial dimensions (Azimi, 2024; Kanfer et al., 2017; Kononenko et al., 2024). In the context of BPJS Ketenagakerjaan Padangsidempuan Branch, understanding employee motivation means understanding how they respond to various organizational policies, how they assess awards and recognition, and how they interpret their work. As a service-oriented organization, BPJS Employment faces high expectations from the public. Employees are expected not only to work according to standards, but also to provide humane and quality services. Motivation is an important element that encourages them to exceed these expectations. With the right motivation, employees can turn challenges into opportunities for achievement.

Previous research has shown that motivation has a positive correlation with employee performance. However, each organization has unique characteristics that affect the dynamics of those motivations. In the context of the Padang Sidempuan Branch, this analysis aims to identify these unique characteristics and how motivational factors can be optimized. Factors such as providing incentives, recognition of employee contributions, and opportunities for professional development are elements that are often associated with increased motivation. However, how are these elements applied in BPJS Ketenagakerjaan Padangsidempuan Branch? Are there other factors that are more dominant in influencing employee motivation? This research will delve deeper into these questions.

Additionally, it is important to understand that motivation is not only material. Non-material aspects such as emotional support, effective communication, and interpersonal relationships

also play an important role. In a complex work environment, a balance between material and non-material factors is key in creating sustainable motivation. BPJS Employment Padangsidempuan Branch has great potential to improve service quality through strengthening employee motivation. By creating a supportive work environment, organizations can harness the full potential of each employee. However, this requires an in-depth understanding of the dynamics of motivation and how best to manage it.

This research is also relevant in a broader context. The findings produced can be a reference for other organizations, especially in the public service sector, in managing employee motivation. Thus, the benefits of this research are not only limited to BPJS Ketenagakerjaan Padangsidempuan Branch, but also contribute to the literature on human resource management. In the face of global competition, the quality of human resources is an irreplaceable competitive advantage. BPJS Ketenagakerjaan as an institution that focuses on worker welfare has a great responsibility to ensure that its employees are motivated and able to provide the best performance. This research is an important step in supporting this goal.

Through an analytical approach, this research not only seeks to understand the phenomenon of motivation, but also provides practical solutions to optimize it. Thus, the results of this study are expected to be a guide for policy makers at BPJS Ketenagakerjaan Padangsidempuan Branch in designing a more effective employee management strategy.

Methods

This study uses a qualitative descriptive design, which aims to provide a detailed picture of how motivation affects employee performance (Saleh, 2017). The descriptive approach allows researchers to identify relevant motivational factors, explain the dynamics of the relationship between motivation and performance, and explore the experiences of individuals who work at BPJS Ketenagakerjaan Padangsidempuan Branch.

Location and Subject of Research

The research was conducted at BPJS Ketenagakerjaan Padangsidempuan Branch, an institution that focuses on social security services for workers. Research subjects include: 1) Employees of BPJS Employment Padangsidempuan Branch with various levels of position; 2) Branch leaders or managers who have insight into motivational policies and strategies.

Data Collection Techniques

Data collection is carried out through several methods (Miles & Huberman, 1992): Semi-structured interviews are used to dig up information from employees about their experiences related to work motivation. The interview guide is designed to cover topics such as motivational factors, perceptions of organizational policies, and the impact of motivation on performance.

The researcher observed the work dynamics at the BPJS Ketenagakerjaan Padangsidempuan Branch office, recording interactions between employees, work atmosphere, and responses to the motivation policies implemented. Additional data is obtained from official documents, such as performance reports, incentive policies, and employee work guidelines.

Informant Selection Techniques

Informants are selected using a purposive sampling technique, where subjects are selected based on their relevance and contribution to the research. Informant criteria include: a) Employees with at least 2 years of work experience; b) Employees who have received awards or recognitions related to performance; c) Managers or leaders who understand organizational policies related to motivation.

Data Analysis

The data were analyzed using thematic analysis techniques with the following steps (Jogiyanto Hartono, 2018): a) Data Reduction: Segment data based on key themes, such as motivational factors, forms of rewards, and their impact on performance; b) Coding: Marking patterns or trends in interviews and observations; c) Interpretation: Constructing an interpretation of the data that has been coded to produce findings relevant to the research question.

Results and Discussion

The Role of Motivation in Increasing the Work Productivity of BPJS Employment Employees at the Padangsidimpuan Branch Office

Motivation has a significant role in increasing employee work productivity at BPJS Employment Padangsidimpuan Branch. Based on the results of interviews and observations, the role of motivation can be seen in the following aspects: a) Increase work commitment. Employees who feel motivated show a high commitment to their duties and responsibilities. This can be seen from the punctuality in completing tasks, the willingness to work extra, and enthusiasm in facing work challenges; b) Encourage Initiative and Creativity. The motivation given, both in the form of awards and recognition, encourages employees to be more creative in solving problems. Some employees admitted that they felt compelled to provide new ideas that could improve work efficiency; c) Increase job satisfaction. Good motivation, especially those related to non-material rewards such as recognition of achievements, creates a sense of satisfaction among employees. This has an impact on a more positive and harmonious work atmosphere; d) Improving Service Quality. Motivated employees tend to provide more friendly, fast, and in accordance with the expectations of BPJS participants. This strengthens the organization's positive image in the eyes of the public.

However, the role of motivation is not only limited to material rewards such as incentives or bonuses. Non-material factors, such as good working relationships, verbal rewards, and support from management, also contribute significantly to increasing employee productivity.

The results of the study show that motivation plays a big role in encouraging employee work commitment, initiative, and creativity. These findings are in line with Maslow's Hierarchy of Needs theory, which states that individuals are motivated to work when their basic needs up to self-actualization are met. BPJS Employment employees who received awards, both material and non-material, felt that their needs were valued, so they were more motivated to contribute optimally. This is also in line with Herzberg's Two-Factor theory, which identifies motivators such as recognition, achievement, and responsibility as factors driving performance. Motivation in the form of verbal appreciation and recognition of employees' contributions at BPJS Ketenagakerjaan has been proven to increase their job satisfaction, as revealed by Herzberg that these factors can create higher job satisfaction. Previous research by (Judge & Robbins, 2013) It also shows that appreciation for employees' hard work is able to increase intrinsic motivation. In the context of BPJS Employment Padangsidimpuan Branch, this motivation is reflected in the improvement of the quality of service provided by employees to participants. Employees who feel motivated are able to go beyond basic service standards by providing friendlier and faster service, which ultimately supports the organization's goals (Wahyudi & Tupti, 2019).

Factors Hindering the Role of Motivation in Increasing the Work Productivity of BPJS Employment Employees at the Padangsidimpuan Branch Office

Although motivation has a big role, there are several inhibiting factors that reduce its effectiveness in increasing employee work productivity, namely: a) Limitations of Material

Rewards. Employees revealed that rewards in the form of incentives or bonuses are still inadequate compared to the increasing workload. This causes some employees to feel less appreciated financially; b) Less Effective Internal Communication. Some employees complained about ineffective communication between management and employees. Inconsistent information or delays in conveying motivational policies often cause misunderstandings and lower morale; c) High Workload. Employees often feel overwhelmed by the high workload without being balanced with adequate rest time. This leads to physical and mental fatigue that reduces the effectiveness of motivation; d) Lack of non-material recognition. Although some employees receive material rewards, they feel that they do not receive recognition for their efforts in the form of verbal appreciation or public appreciation. This creates a sense of disappreciation by the organization; e) Work Environment Factors. Some employees complain about inadequate work facilities, such as cramped or uncomfortable workspaces, which also affect their motivation and productivity; f) Uneven incentives. There is a perception among employees that the provision of incentives or awards is uneven. This creates a sense of injustice that hinders the morale of some employees; g) Lack of opportunities for self-development. Some employees feel that they do not get the opportunity to participate in training or professional development. This makes them feel stagnant in their work.

Although motivation plays a big role, this study also found several inhibiting factors that affect the effectiveness of motivation in increasing work productivity. One of the main obstacles is the limitation of material rewards. These findings support Vroom's opinion in the Expectancy theory which states that the relationship between effort, performance, and reward is key in motivating employees. When the awards given are considered not in accordance with the effort spent, employees tend to lose motivation (Vroom, 1964). In addition, ineffective internal communication is also an obstacle. According to the theory of Organizational Communication by (Katz & Kahn, 2015), good communication is the main foundation in creating coordination and motivation in the organization. The mismatch of information between management and employees at BPJS Ketenagakerjaan shows the need for improvements in the communication process so that motivation can be applied more effectively. High workloads without adequate facility support are also a hindrance. This is in line with research (Gagne & Briggs, 1974) which shows that an unsupportive work environment can reduce the intrinsic motivation of employees. When employees feel overwhelmed without the rewards or support they deserve, they tend to lose morale. The lack of self-development opportunities is also a significant obstacle. According to the theory of Self-Determination (Ryan & Deci, 2024), individuals have a need to develop and improve their competencies. When employees feel there is no room for professional development, they tend to feel stagnant and lose motivation to innovate.

The results of this study provide several important implications for the management of BPJS Employment Padangsidempuan Branch. First, adjustments are needed in reward policies to ensure employees feel that their efforts are being rewarded fairly. This can include increased financial incentives, public recognition of achievements, or other forms of rewards that suit the employee's needs. Second, internal communication must be improved to reduce misunderstandings between management and employees. Management can utilize more transparent and open communication media, such as regular meetings or digital platforms, to convey information related to motivational policies clearly. Third, organizations need to pay attention to aspects of employee welfare, such as providing better work facilities and paying attention to workload balance. This can create a supportive work environment, as suggested by Hawthorne's theory which emphasizes the importance of paying attention to working conditions to increase productivity (Lestari, 2024). Finally, opportunities for self-development must be a priority in human resource policy. Training, seminars, and career development programs can help employees feel more competent and motivated. By providing opportunities

for learning and growth, organizations can meet the intrinsic needs of employees and increase their loyalty.

Conclusion

This study concludes that motivation plays a very important role in increasing employee work productivity at BPJS Employment Padangsidempuan Branch. Motivation is proven to encourage employees to work with more commitment, creativity, and enthusiasm, which ultimately contributes to improving the quality of services provided to participants. Both material motivations such as financial incentives, as well as non-material motivations such as verbal rewards and public recognition, have a significant impact on employee morale and performance. However, the effectiveness of motivation in increasing productivity is not fully optimal due to several inhibiting factors. The main obstacles include limited material rewards, ineffective internal communication, high workload, and lack of opportunities for self-development. These obstacles can reduce the intrinsic motivation of employees, thereby lowering the overall level of work productivity. To overcome these obstacles, more strategic and comprehensive management efforts are needed. Organizations need to ensure that the awards given are in line with the efforts made by employees, improve the quality of internal communication, provide a more supportive work environment, and provide career development opportunities for employees. These measures not only increase motivation, but also create a conducive working environment for employees to reach their maximum potential. Thus, well-managed motivation can be an effective tool to increase employee work productivity at BPJS Employment Padangsidempuan Branch. The implications of this study provide valuable insights for organizations in designing policies that are more oriented towards employee welfare, which will ultimately have a positive impact on the achievement of organizational goals.

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