

## Analyze the Role of Employee Motivation in Improving Performance At PT. Sorby International Medan

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### ABSTRACT

*The role of work motivation in improving the performance of employees of PT. Sorby International Medan is the subject of this research. This study uses a descriptive qualitative methodology that collects data through documentation, direct observation, and structured interviews. Information consisting of five purposively selected employees from different divisions. The research shows that work motivation, both intrinsic and extrinsic, influences worker performance. While extrinsic motivations such as compensation and incentives increase productivity, intrinsic motivation increases loyalty and morale. Improving overall performance fails due to an uneven reward system and a lack of attention to career development. This research found that motivation that is managed fairly and strategically can improve employee performance. This research suggests that companies create merit-based motivation systems, strengthen communication, and develop sustainable human resource development.*

**Keywords:** Employee performance, intrinsic and external motivation.

### INTRODUCTION

Human resources (HR) are essential for the operational success of an organization. Strong and motivated human resources can help achieve the company's vision and mission and increase work productivity. One of the important factors that affect employee performance in this situation is work motivation. Highly motivated employees are motivated to work harder, be responsible, and be results-oriented. On the other hand, employees with low motivation can experience a lack of work morale, discipline, and a decrease in performance quality.

According to research conducted at PT Sorby Internasional Medan, there was a decrease in employee performance, which was shown by the level of untimely attendance of 40%, the completion of work targets by 60%, and the quality of work according to the newly created SOP by 50%. This suggests that there is a problem with suboptimal motivation in the work environment. According to previous research, (Wibowo, 2014) found that existential motivation does not always have a significant influence on employee performance, but work motivation partially does. The Hasoloan study (2008) found that motivation, both positively and negatively, has a significant influence on employee performance. According to (Murti & Srimulyani, 2013) Job satisfaction as a mediating factor also plays an important role in balancing the influence of motivation on performance.

The purpose of this study is to examine how work motivation, both intrinsic and extrinsic, can help employees of PT. Sorby International Medan improved its performance. The method used was a descriptive qualitative approach, and data collection was carried out through interviews with five informants from various divisions. Data analysis is carried out interactively through the stages of data reduction, data presentation, and conclusion drawn. According to the results of the study, work motivation is still not optimally applied in the company. Some employees feel they are

not getting the recognition they deserve, lack of feedback from their bosses, and lack of opportunities to grow. This causes them to be discouraged and not fulfill their responsibilities. In contrast, employees who feel management's attention tends to be more productive and on time. This study supports the theory (A. A. A. P. Mangkunegara, 2012) that motivation is one of the main components that affect performance, along with abilities and conditions of the work environment. This research also shows that motivation is situational and must be adjusted to the characteristics of employees and the company's work culture.

According to this study, work motivation has a significant influence on employee performance. Therefore, organizations should create a plan to increase motivation that includes regular training, improved superior-subordinate relationships, a better compensation system, and rewards. Companies must implement a merit-based motivation system and build a supportive work environment to create a healthy and productive work environment.

## **LITERATURE REVIEW**

### *A. Work Motivation*

The internal and external drives that affect a person's enthusiasm and behavior at work are known as work motivation. Motivation, according to (Hasibuan, 2019), is the impetus for the work ethic that drives a person to try harder and succeed. Motivation is the drive that comes from within or from outside (extrinsic) a person to do certain activities to achieve certain goals, according to (Kompri, 2016). (Sardiman, 2019) explains that motive is the motivation that motivates a person to act. (Sitorus, 2020) adding that a person's passions and desires are a source of work motivation, which can be influenced and directed by the environment in which they work.

Moreover (Pratiwi, 2019) states that work motivation is a collection of energy that comes from within and outside a person that encourages them to behave productively. (Ferdinatus, 2020) Remind that work motivation that is not based on good character can be detrimental to a person or the organization. According to (Djamarah & Zain, 2010) There are two types of motivation: intrinsic. The first comes from within, such as a sense of responsibility, a desire to grow, or personal satisfaction with work. The second comes from outside the self, such as salary, working conditions, interpersonal relationships, and company policies.

### *B. Employee Performance*

Employee performance is defined as the result of work achieved by a person in carrying out the tasks assigned to them. Performance, according to Siswanto (Sandy, 2015), is the result of work measured from processes and results. Performance is the result of work, both in terms of quality and quantity, including discipline, responsibility, and cooperation, according to (A. P. Mangkunegara & Prabu, 2012). (Gomes, 2003) Define several performance indicators: number of work (number of work), quality of work (quality of work), knowledge of work (knowledge of work), creativity (creativity), cooperation (cooperation), trust (trust), initiative (initiative), and personal qualities.

Performance, according to (Stuart, 1999), is the results achieved by a person or group of people in an organization are legally and ethically bound by their authority and responsibilities. (Dharma, 2013) stating that performance management is the process of improving the performance of individuals and groups through constant communication between employees and direct supervisors.

C. *The Relationship between Motivation and Employee Performance*

Two main components affect performance, according to (A. P. Mangkunegara & Prabu, 2012) ability (ability) and motivation. Human Performance = Ability × Motivation is the formula used. While motivation comes from attitudes and working conditions, ability consists of knowledge and skills. Therefore, the motivation of workers has a direct influence on how well they do their jobs.

D. *Relevant Research Results*

(Theodora, 2015)conduct research that shows that work motivation improves performance, but (Scott, 2018) found that motivation has a significant influence on the performance of PT ISS Indonesia employees. However, Murti and (Srimulyani & Prasetyan, 2014) It shows that job satisfaction as a mediating factor affects motivation for performance. In his studies at PT. Samarinda Green Buds, (Suwati, 2013) It found that although compensation had a positive impact on performance, motivation had no immediate impact. (Suswati, 2021) confirming this by finding that the award, a form of incentive, is not given according to the tasks performed by the employee.

## RESEARCH METHODOLOGY

This study conducted descriptive qualitative research. This approach aims to comprehensively understand and describe the phenomena that occur in a particular environment by placing special emphasis on the subjective meanings constructed by individuals or groups. (Moleong, 1989)A qualitative approach is used to comprehensively understand social phenomena by collecting data from natural settings or natural environments with researchers as the main tool. This method collects data in words (verbal), documents, and actions, instead of numbers.

PT. Sorby Internasional Medan, a company engaged in the processing and distribution of frozen fish, is the location of the research. The research was conducted in the Medan I Industrial Estate, Deli Serdang Regency, North Sumatra, on Jalan Pulau Irian Kompleks Miel Nusantara I. The study was conducted from November 2023 to March 2024. The main goal is to find out how work motivation can help employees improve their performance at work.

Structured interviews, direct observation, and documentation were the data collection methods used in this study. Five key informants from various divisions of the company were interviewed. These informants were selected purposively because they were considered to understand the organizational context and the phenomenon being studied. The information consists of production managers, technicians, goods inventory sections, cold warehouse managers, and production employees. Employee behavior and interaction in the workplace are observed firsthand. The company's internal

archives, such as attendance reports and performance data, are used to supplement the field data.

The researcher used an interactive model proposed by (Huberman & Miles, 2002) to perform data analysis. The model consists of three main phases: data reduction, data presentation, and conclusion drawing or verification. To answer the formulation of the problem and the purpose of the research, the data is reduced and presented systematically in the form of a descriptive narrative. To increase the validity of the findings, the researchers used the triangulation method, which means comparing the results of the interviews with observations and documentation. (Patton, 2002) states that triangulation can increase the credibility of qualitative research because data is collected from a variety of sources. The descriptive qualitative approach used in this study allowed researchers to investigate the meaning of each employee's actions, perceptions, and experiences related to the motivation system applied by the company and its relationship to their work performance.

## **RESULTS AND DISCUSSION**

This study investigates how work motivation contributes to improving the performance of employees of PT. Sorby International Medan. The data was collected through structured interviews with five people from different parts of the organization: technicians, production departments, inventory warehouse heads, field operators, and cold warehouse heads. We used a descriptive qualitative approach to collect this data. The results of this study show that work motivation, both intrinsic and extrinsic, plays an important role in improving employee performance, but there are some problems with implementing it.

Most informants say that as long as they work in the company, they feel comfortable and responsible for their work. This is a testament to their intrinsic motivation. According to the first informant, the head of the production section, employees enjoy a supportive work environment and feel responsible for the work they do. Field operators also said the same thing, saying that social relationships between co-workers are quite good and have a positive impact on morale. However, many complaints are made about the lack of appreciation for achievement, which leads some employees to feel that management does not reward them enough, which in turn reduces the enthusiasm for work in the long run.

From the point of view of extrinsic motivation, most informants admit that the basic salary received is proportional to the responsibilities given. According to the person in charge of the inventory section, the compensation given is still adequate. However, employees are not satisfied with the uneven and untimely system of bonuses and additional incentives. This suggests that improvements are needed for performance-based reward systems. According to Kompri (2015), work motivation must be built systematically by balancing financial and non-financial rewards.

Information from the head of the cold warehouse states that employees in general show quite good work results in terms of quantity and teamwork. However, individual efforts and the quality of work are still uneven. Some employees are considered to continue to work passively and do not show initiative or creativity in completing the

tasks given. This was reinforced by the findings of researchers who found that some employees failed to complete tasks according to the company's standard operating procedures (SOPs). (Faustino, 2003) states that quantity, quality, timeliness, and cooperation are all performance indicators, so quality and initiative must be improved.

The results of previous research are in line with the new findings. A study conducted by (Scott, 2018) found that employee motivation has a significant impact on how well they work at a service company. Employees are motivated to work with full responsibility and awareness. Motivation improves job satisfaction and performance, according to research (Murti & Srimulyani, 2013). Motivation remains an important factor in increasing productivity, according to (Theodora, 2015) Although some types have a significant influence.

There is no structured and systematic approach used to manage work motivation at PT. Sorby International Medan. Information from the technician section states that management still does not pay attention to the development of employees' careers, which causes some employees to be uninterested in completing their tasks. However, according to (A. A. A. P. Mangkunegara, 2017) Worker performance is the result of a combination of drive and ability. Because employee motivation cannot be optimized, their abilities will not fully develop.

Therefore, the results of this study reach the conclusion that work motivation, both in its intrinsic form, namely a sense of responsibility and comfort, and extrinsic, namely compensation and reward, greatly affects the quality and quantity of employee performance. Management must address the issue of diminished rewards and uncertainty in career development. Therefore, to ensure that employees feel valued and remain motivated to do their best for the company, a planned, flexible, and open work motivation system is needed.

## CONCLUSION

Research at PT Sorby Internasional Medan found that work motivation has a significant role in improving employee performance. This study found that intrinsic and extrinsic motivation contribute significantly to the quality and quantity of employee work. There is evidence that extrinsic motivations, such as compensation systems, incentives, and supportive work environments, contribute to increased employee morale and loyalty. On the other hand, intrinsic motivations, such as a sense of responsibility, comfort at work, and a sense of belonging to the company, have been shown to increase employee morale and loyalty.

However, research also shows that management has not provided consistent and systematic work motivation. There are still problems with irregular rewards and incentives, and a lack of attention to employee career development. These factors have an impact on the level of enthusiasm and quality of work of some workers. Therefore, organizations must revise their human resource management approaches, especially by creating and implementing a more equitable, clear, and performance-based work motivation system.

Researchers offered several suggestions in response to these findings. First, it is recommended to create an achievement-based motivation system for the company. This should include financial and non-financial rewards, better two-way communication

between management and employees, and a structured career development program. In order for performance and motivation to continue to improve, companies must create a work culture that supports cooperation and innovation.

Second, the findings of this study can provide additional references for academics in the development of human resource management research, especially related to the role of motivation in improving performance. The research also reinforces classical and modern theories about employee motivation and performance, and provides an empirical picture of field practice that can be used to teach and build new learning modules.

Third, future researchers should expand the scope of their research to quantitatively test the influence of motivational variables on performance. Using a blended approach, future researchers can also investigate other variables that might contribute to employee performance, such as organizational culture, leadership, or job satisfaction, so as to provide knowledge about.

Therefore, it is hoped that this research will not only help develop the theory and practice of human resource management but will also serve as a reference for companies to create a more productive and humanizing work environment for employees.

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#### **About The Author**

Aldi Fasta Bhiquil Khairat is a graduate of the Business Administration Study Program at Dharmawangsa University Medan, Faculty of Social and Political Sciences. The author completed his undergraduate studies (S1) with a concentration in Business Administration. This research is based on the author's interest in organizational problems, work motivation, and employee performance improvement.