

The Influence of Motivation on Employee Performance at PT Roseg Indo Properti, South Tangerang

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ABSTRACT

This study aims to examine employee motivation, employee performance, and the effect of motivation on employee performance at PT Roseg Indo Properti. The research method used in this study is a qualitative approach, with data collected through observation and interviews with employees. The results of the study show that motivation has a positive effect on employee performance. Employees with high motivation tend to demonstrate better performance, such as being more disciplined, responsible, and productive at work. In contrast, low motivation can lead to a decline in work quality. Therefore, it can be concluded that motivation is an important factor in improving employee performance at PT Roseg Indo Properti.

INTRODUCTION

In an era of globalization marked by accelerated technological, social, and economic change, the business world is experiencing highly dynamic and competitive developments. Digital transformation, automation, and global market integration require companies to adapt quickly and effectively to address these changes. Organizations are not only required to be profit-oriented but also to manage resources effectively and efficiently to survive and thrive in the long term. In this context, human resource (HRM) management is a key factor in determining organizational success.

Human resources are strategic assets that play a crucial role in carrying out all organizational activities. According to Dessler (2020), HR functions not only as operational implementers but also as the primary driver in creating innovation and competitive advantage. This aligns with Armstrong's (2021) view that organizational success is largely determined by the quality of the people who manage it, including their abilities, commitment, and work motivation. Therefore, sound HR management is essential for every organization, especially in achieving optimal performance.

Employee performance is one of the main indicators in assessing the success of an organization. Performance reflects the level of achievement of individual work results in carrying out assigned tasks and responsibilities. According to Mangkunegara (2021), employee performance is influenced by various factors, including ability, motivation, and the work environment. Meanwhile, according to Rahmawati and Sultoni (2024), performance is the work results achieved by an individual in carrying out tasks according to assigned responsibilities, as measured by quality, quantity, timeliness, and effectiveness.

In practice, employee performance is not always optimal. Many organizations face challenges in increasing employee productivity, especially amidst increasingly competitive business conditions. Therefore, systematic and sustained efforts are needed to improve employee performance, one of which is through increasing work motivation.

Work motivation is a psychological factor that plays a crucial role in motivating individuals to perform optimally. According to Robbins and Judge (2021), motivation is a process that explains an individual's intensity, direction, and persistence in achieving goals. Motivation not only influences how hard someone works but also determines how long they can sustain that effort. In an organizational context, work motivation is one factor that can increase employee productivity, loyalty, and job satisfaction.

Sutrisno (2020) explains that work motivation can originate from within the individual (intrinsic motivation) or from outside the individual (extrinsic motivation). Intrinsic motivation relates to internal drives such as job satisfaction, pride, and personal achievement. Meanwhile, extrinsic motivation relates to external factors such as salary, bonuses, promotions, and a conducive work environment. These two types of motivation play complementary roles in improving employee performance.

Recent research shows that motivation has a significant relationship with employee performance. According to Sari and Prasetyo (2023), intrinsic and

extrinsic motivation simultaneously have a positive effect on employee performance, particularly in industrial sectors that demand precision and speed, such as construction and property. This finding is supported by research by Wibowo (2022), which states that employees with high levels of motivation tend to perform better than those with low levels of motivation.

Furthermore, research by Rahmawati (2024) also shows that work motivation significantly influences employee work quality, punctuality, and responsibility in completing tasks. Therefore, it can be concluded that work motivation is a crucial factor that management must consider in efforts to improve employee performance.

Companies that create a motivating work environment will more easily achieve organizational goals. A conducive work environment, inspiring leadership, and a fair reward system are crucial factors in increasing employee motivation. According to Setiawan and Waridin (2021), organizations that prioritize human resource development will be better able to sustainably improve employee performance because employees feel valued and motivated to contribute their best.

In the property industry, the challenges of improving employee performance are increasingly complex. This industry demands punctuality, high-quality work, and strong team coordination. Delays in project completion or errors in execution can significantly impact a company's costs and reputation. Therefore, work motivation is crucial in ensuring that every employee can perform optimally.

PT. Roseg Indo Properti Tangerang Selatan is a property development company specializing in low-cost homes, shophouses, and apartments for the domestic market in several cities. The company operates with a workforce that has undergone a rigorous selection process, meeting specific criteria such as communication skills, teamwork, honesty, perseverance, and self-confidence.

However, based on initial observations, several issues related to employee motivation and performance at the company were identified. Some employees showed a decline in work morale, resulting in slow task completion and suboptimal results. Furthermore, there was a discrepancy between work implementation and established work procedures, and targets were not achieved optimally.

These issues indicate that employee motivation is not being managed optimally. A lack of motivational support from both leaders and coworkers is one contributing factor. Although the company has implemented various programs to increase motivation, such as group morning exercise and the reading of the company motto, their effectiveness still requires further evaluation.

According to Hasibuan (2020), effective work motivation depends not only on formal programs implemented by the company but also on a leadership approach that understands employee needs and expectations. Good leadership can create a positive work environment and boost employee morale.

Furthermore, developments in modern work patterns have also influenced employee motivation levels. In recent years, employee expectations regarding

work have shifted, with employees seeking not only financial rewards but also work-life balance, opportunities for development, and a supportive work environment. According to research by Deloitte (2022), these factors are key determinants of employee motivation and performance in the modern era.

With 40 employees, PT. Roseg Indo Properti has significant potential to develop a more effective HR management system. Structured work hours, a work culture built through routine activities, and an implemented overtime system demonstrate that the company has a sound foundation in workforce management. However, without strong work motivation, this potential cannot be fully utilized.

The phenomenon at PT. Roseg Indo Properti demonstrates a gap between the company's expectations and actual conditions on the ground. This is crucial for further research, particularly in understanding how work motivation impacts employee performance. This research is expected to provide a clearer picture of the factors influencing work motivation and how it impacts employee performance.

Unlike quantitative research, which focuses more on numerical measurements, this study uses a qualitative approach to deeply explore employee experiences, perceptions, and perspectives regarding work motivation. This approach is expected to provide a more comprehensive understanding of the phenomenon at hand, thus generating more accurate and applicable recommendations for companies.

Thus, this research is crucial to conduct in order to provide both theoretical and practical contributions. Theoretically, this research can enrich the study of the relationship between employee motivation and performance in the context of the property industry. Practically, the results of this study are expected to serve as a consideration for the management of PT. Roseg Indo Properti in formulating strategies to improve employee work motivation, thereby improving the company's overall performance and productivity.

LITERATURE REVIEW

Motivation

According to Abraham Maslow in Hasibuan (2012:152), motivation is what causes, channels, and supports human behavior so that people are willing to work hard and enthusiastically to achieve optimal results. Based on this opinion, motivation can be understood as the drive that makes someone have the desire to act and make an effort. Motivation causes someone to do something, channels their behavior towards a certain goal, and supports someone to continue trying until that goal is achieved. In the work context, motivation makes employees have the enthusiasm to complete tasks, carry out responsibilities, and provide good work results for the company.

Performance

The definition of employee performance put forward by Mangkunegara in his book entitled "Company Human Resource Management" (2004:67), which states that: "Performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given."

METHODOLOGY

The research method used is qualitative. In qualitative research, researchers need to explain the occurrence of a phenomenon based on a theoretical framework developed during the research. This way, researchers are not constrained by the need to adhere to theories found in various previously developed literature. This is because existing theories may not align with the reality they encounter in the field. Given that theory discovery is the goal of qualitative research, qualitative researchers do not yet possess knowledge of all categories relevant to the theoretical foundation they have developed. Once interrelated categories emerge, researchers need to revisit the technical literature to determine whether what other researchers have said about those categories actually applies. Another benefit of literature is that it can stimulate researchers' sensitivity in understanding concepts and relationships tested in the data. Based on the literature, researchers can determine whether concepts are appropriate to the situation being studied.

Referring to the characteristics and features of the objectives of the qualitative research method above, and the reason for choosing the qualitative approach method in this research is to determine the influence of motivation on employee performance at PT Roseg Indo, South Tangerang.

RESEARCH RESULT

Overview of Research Informants

This study employed a qualitative approach, with data collection techniques including in-depth interviews, observation, and documentation. The informants included several key stakeholders within the company, including the Director, Finance Manager, Marketing Manager, Legal Manager, and several employees from each division.

The selection of informants was carried out using purposive sampling, namely based on the consideration that the informants have knowledge and experience related to work motivation and employee performance at PT Roseg Indo Properti.

Interview Results on Employee Work Motivation

Based on the results of the interviews conducted, several findings were obtained regarding employee work motivation as follows:

1. Intrinsic Motivation

Most employees state that their work motivation comes from within, such as the desire to develop, achieve, and receive recognition for their work. Employees feel motivated to perform better when given trust and responsibility by their superiors.

2. Extrinsic Motivation

Work motivation is also influenced by external factors, such as salary, bonuses, the work environment, and relationships with superiors and coworkers. Employees have reported that company rewards and incentives can boost their work morale.

3. Work Environment

A comfortable work environment and harmonious working relationships between employees and management are crucial factors in increasing work

motivation. Employees feel more motivated when the work atmosphere is conducive and communication is effective.

Interview Results on Employee Performance

Based on the interview results, employee performance at PT Roseg Indo Properti can be seen from the following indicators:

1. Quality of Work

Most employees are able to complete their work well and according to the standards set by the company.

2. Quantity of Work

Employees are able to meet predetermined work targets, especially in the marketing division which is oriented towards achieving sales.

3. Responsibility

Employees demonstrate a responsible attitude towards the tasks assigned and are able to work independently and in teams.

4. Work Discipline

Most employees have a fairly good level of discipline, such as punctuality and compliance with company rules.

Analysis of the Influence of Motivation on Employee Performance

Based on the results of interviews and observations, it can be concluded that motivation has a significant influence on employee performance at PT Roseg Indo Properti. This is evident in the following findings:

1. Motivation to increase work productivity

Employees who have high motivation tend to work harder, faster, and produce more optimal results compared to employees who have low motivation.

2. Motivation drives target achievement

In the marketing division, motivated employees are able to achieve and even exceed the sales targets that have been set.

3. Motivation to increase work responsibility

Motivated employees show a higher sense of responsibility towards the work assigned.

4. Motivation creates a positive work attitude

Good motivation can create a work attitude that is disciplined, loyal, and has high work enthusiasm.

DISCUSSION

The research results show that work motivation, both intrinsic and extrinsic, plays a significant role in improving employee performance. This aligns with motivation theory, which states that individuals with a strong drive to work will perform better.

Intrinsic motivation, such as the desire to develop and gain recognition, has been shown to improve employee performance. Meanwhile, extrinsic motivation, such as salary, bonuses, and a comfortable work environment, also contributes to increased morale.

Thus, companies need to pay attention to both aspects of motivation so that employee performance can continue to improve and company goals can be achieved optimally.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of a qualitative study, it can be concluded that motivation plays a significant role in improving employee performance at PT Roseg Indo Properti. Motivation is one of the elements that drives employees to perform their duties and responsibilities better. Employees' work drive can influence how they complete their work, maintain discipline, demonstrate responsibility, and contribute to achieving company goals. In this context, motivation is understood not only as a drive to work, but also as a force that can shape employees' behavior, enthusiasm, commitment, and sincerity in carrying out their work.

The research results show that intrinsic motivation has a significant influence on employee work attitudes and behavior. Intrinsic motivation is a drive that originates from within a person, such as the desire to achieve, a sense of responsibility, satisfaction in completing work, and the desire to develop for the better. Employees who are intrinsically motivated tend to be more aware of their work obligations, more disciplined, and strive to deliver excellent work results. They work not only because of company demands, but also because they have a personal awareness that their work is part of their professional responsibility.

Intrinsic motivation is also evident in an employee's willingness to diligently complete a task. Employees who are driven by their inner drive typically show more initiative in their work, are better at managing their time, and are better prepared to face obstacles. They also tend to be more resilient when faced with pressure or changes in the work environment. Thus, intrinsic motivation can be a crucial foundation for developing employees who are independent, responsible, and committed to their work.

Besides intrinsic motivation, extrinsic motivation also plays a crucial role in improving employee performance. Extrinsic motivation is a drive that originates from outside the employee, such as salary, incentives, recognition, a comfortable work environment, positive working relationships, and support from management. These factors can influence employee morale. When a company is able to address their needs and provide appropriate recognition, employees will feel valued and cared for. This feeling can motivate them to perform better and increase their loyalty to the company.

Extrinsic motivation is also related to employee job satisfaction. Employees who feel that the company rewards them appropriately for their work will have higher work morale. Conversely, if employees feel they receive insufficient appreciation, an unsupportive work environment, or a less than harmonious work relationship, their work motivation can decline. This decline can result in lower productivity, a lack of initiative, and a diminished sense of responsibility for their work. Therefore, companies need to consider external factors that can boost employee morale.

Based on research findings, motivation is also closely related to work discipline. Highly motivated employees tend to be better able to maintain attendance, comply with company regulations, complete tasks within the specified timeframe, and carry out their work responsibly. This discipline is a

tangible manifestation of good performance. Motivated employees are typically not only physically present at work but also demonstrate seriousness in carrying out their duties. This suggests that motivation can help shape work behavior that is more orderly, productive, and in line with company expectations.

Motivation also influences the quality and quantity of work output. In terms of quality, highly motivated employees will strive to produce work that is meticulous and neat, and in accordance with company standards. They pay more attention to the final product and strive to reduce errors. In terms of quantity, motivation can encourage employees to complete more work effectively and efficiently. With good motivation, employees can utilize their time, energy, and abilities more optimally.

Besides influencing work productivity, motivation is also related to employee loyalty and commitment to the company. Employees who feel cared for by the company are more likely to build emotional bonds with their workplace. They are more likely to want to stay, contribute, and support the company's progress. At PT Roseg Indo Properti, well-managed motivation can be one way to retain employees with high potential and work abilities. Therefore, motivation is not only crucial for improving short-term performance but also for maintaining the long-term sustainability of the company's human resources.

However, research also shows that employee performance is not solely influenced by motivation. Other factors play a role, such as individual abilities, work experience, the work environment, management systems, leadership style, internal communication, and organizational culture. These factors can strengthen or weaken the influence of motivation on performance. A highly motivated employee still needs clear direction, a supportive work environment, and a sound work system to perform to the best of their ability. Therefore, motivation needs to be supported by appropriate organizational management.

In terms of leadership, employee motivation is greatly influenced by how leaders provide direction, support, and recognition. Leaders who are able to build good communication, provide clear direction, and appreciate employee contributions will more easily foster work enthusiasm. Conversely, if leaders provide insufficient attention or are not open in their communication, employees may feel underappreciated. This situation can decrease motivation and impact performance. Therefore, the role of leadership is crucial in creating a work environment that can encourage employee motivation.

Overall, this study concludes that motivation is a crucial factor in improving employee performance at PT Roseg Indo Properti. Intrinsic motivation drives employees to work due to awareness, responsibility, and a desire to achieve. Meanwhile, extrinsic motivation provides encouragement through rewards, compensation, the work environment, and company support. These two forms of motivation complement each other in fostering a positive work attitude. Highly motivated employees tend to be more disciplined, productive, responsible, loyal, and able to adapt to changes in the work environment.

Thus, the higher the work motivation of employees, the greater the opportunity for improved performance. Motivation is one of the important keys

in mobilizing the potential of human resources to work more effectively and efficiently. Therefore, PT Roseg Indo Properti needs to continuously focus on efforts to increase employee motivation as part of its human resource management strategy. These efforts can be achieved through providing fair rewards, improving welfare, creating a comfortable work environment, good communication, opportunities for self-development, and supportive leadership. If employee motivation can be managed well, the company will have a greater opportunity to continuously improve employee performance and optimally achieve organizational goals.

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