

The Influence of Work Motivation on The Level of Employee Performance Achievement at PT. PLN (Persero)

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Abstract

One of the important aspects of human resources is a factor related to motivation that affects employee performance. The purpose of this study was to determine work motivation, to determine employee performance, to test and analyze work motivation on the level of achievement of employee performance at PT PLN (Persero) UPP JJBT 1 Bandung. This research uses descriptive research and causal associative research with a quantitative approach. The sampling technique in this study was saturated sampling, as many as 43 employees at PT PLN (Persero) UPP JJBT 1 Bandung. Based on the results of the descriptive analysis related to the motivation variable, the average percentage was 86,7% included in the very good category. The results of the analysis related to employee performance variables obtained an average percentage of 88,62% included in the very good category. The data investigation approach used is simple linear regression. The results of this study indicate that H_0 is rejected and H_1 is accepted which work motivation has significant and influential effect on employee performance. Based on the coefficient of determination, it is found that the determination (R square) is 0,309 which means that the influence of the work motivation variable on employee performance is 30,9%.

Keywords

Human Resources, Work Motivation, Employee's Performance

1. Introduction

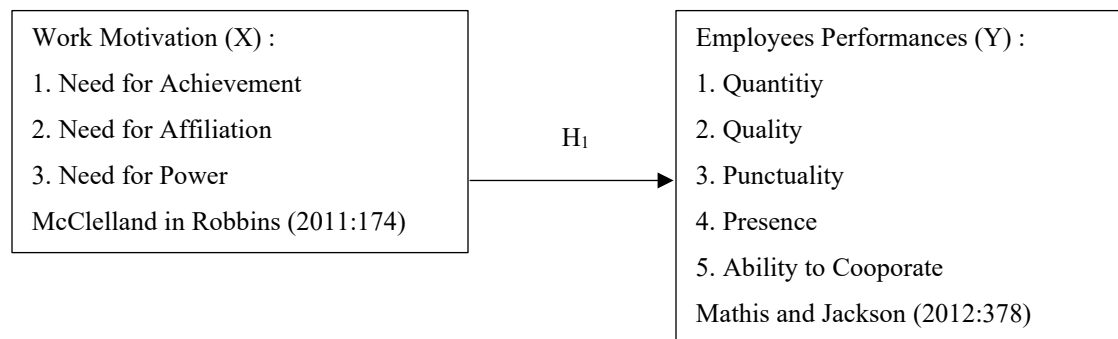
PT PLN (Persero) is one of the state-owned companies engaged in electricity, which is engaged in the generation, transmission and distribution of electricity throughout Indonesia, both in urban areas and in rural areas, both among industrial, commercial, household and general. In other words, PT PLN (Persero) is one of the state-owned enterprises with a national scale that is responsible for meeting the needs of electricity throughout Indonesia. PT PLN (Persero) as an agency that has a big responsibility in serving the community so it must have potential employees. In 1972, in accordance with Government Regulation no. 17, the status of the State Electricity Company (PLN) is set as a State Electricity General Company and as the Holder of the Electricity Business Authority (PKUK) with the task of providing electricity for the public interest. In line with the Government's policy that provides opportunities for the private sector to engage in the electricity supply business, since 1994 the status of PLN has changed from a Public Company to a Limited Liability Company (Persero) and also as a PKUK in providing electricity for the public interest until now.

According to the Regulation of the Board of Directors of PT PLN (Persero) No. 0014.P/DIR/2016 dated January 21, 2016 regarding the Organization of PT PLN (Persero) Central Java II Central Development Unit, the work area of UIP JBT II covers the areas of West Java and Central Java & DIY with the aim of increasing the effectiveness of the network construction activity management process and achievement of completion targets. UIP JBT II itself is located at Jalan Margo Utomo (formerly P. Mangkubumi) No.16 Yogyakarta, operationally active on April 1, 2016. In a company there is a phenomenon that occurs in the scope of the company, one of which is the work motivation of employees in the company which is quite influential in achieving company goals. Because, if employees have a high

enough motivation in themselves, they will provide maximum performance to carry out their duties and responsibilities as employees of a company.

Researchers conducted a survey by distributing pre-research questionnaires related to employee motivation at PT PLN (Persero) UPP JJBT 1 Bandung. Furthermore, it is known that the work motivation of employees is still relatively low. This can be seen from the answers chosen by employees regarding the statements submitted. Based on the results of the pre-research questionnaire data, it can be seen from the superior's statement that it gave inspiration, enthusiasm, and encouragement so that the optimal work results were 67% of employees who turned out to give disagreeable answers. Based on the results of these data, it can be seen from the statement that employees are motivated to work if they are given encouragement from co-workers. 57% of employees answered that they really need encouragement from their co-workers. Based on the results of these data, it can be seen from the statement that Communicating not only determines content but also builds relationships. As many as 63% of employees stated that communicating with each other between employees does not guarantee the establishment of a relationship where fellow employees can communicate only as a formality or just a greeting.

If an employee has very low work motivation in a company, it will cause other problems that have an impact on the health of the company itself. Therefore, work motivation is very important to improve employee performance in the company. If work motivation is successful, in the sense of being very effective, it will increase employee performance by a greater percentage. If the performance motivation fails, it will result in a decrease in employee performance which will have an impact on the company's failure to achieve its goals or even suffer losses.



Based on the background that has been described, the formulation of the problem in this study are:

1. How is the work motivation at PT PLN (Persero) UPP JJBT 1 Bandung?
2. How is the level of employee performance at PT PLN (Persero) UPP JJBT 1 Bandung?
3. Does work motivation have a significant effect on the level of employee performance at PT PLN (Persero) UPP JJBT 1 Bandung?

1.1 Objectives

Based on the formulation of the problem described above, the objectives of this study are as follows:

1. To determine work motivation at PT PLN (Persero) UPP JJBT 1 Bandung.
2. To determine the performance of employees at PT PLN (Persero) UPP JJBT 1 Bandung.
3. To test and analyze work motivation on the level of achievement of employee performance at PT PLN (Persero) UPP JJBT 1 Bandung.

2. Literature Review

Human resource management is an art or science in managing the roles and relationships of human resources, namely employees so that they can carry out their work effectively and efficiently and are used optimally to support the achievement of common goals between the organization, employees and society. In its implementation, the study of human resource management uses a combination of several fields of science such as sociology, psychology, and so on (Zainal et al., 2015).

According to Sutarno (2012: 67) human resource management is a process of dealing with various problems in the scope of employees, managers, and other workers to be able to support organizational or company activities in order to achieve predetermined goals. According to Sedarmayanti (2017:9) that the objectives of Human Resource Management are as follows: 1) Provide advice to management on human resource policies to ensure the

organization/company has highly motivated and high-performing human resources, equipped with the means to deal with change. 2) Maintain and implement human resource policies and procedures to achieve organizational/company goals. 3) Overcome crises and difficult situations in the relationship between employees so that there is no interference in achieving organizational goals. 4) Provide a means of communication between employees and organizational management. 5) Assist in the development of the overall direction and strategy of the organization/company by taking into account the human resource aspect. 6) Provide assistance and create conditions that can assist line managers in achieving goals.

According to Hasibuan (2016:111) motivation is the provision of a driving force that creates one's work enthusiasm so that they want to work together, work effectively, and be integrated with all their efforts to achieve satisfaction. According to Steers & Porter in Miftahun & Sugiyanto (2010:33) stated that work motivation is an effort that can lead to a behavior, direct behavior, and maintain or maintain behavior that is in accordance with the work environment in the organization. Work motivation is a basic human need and as an incentive that is expected to meet the desired basic needs, so that if the need exists, it will result in the success of an activity. Employees who have high work motivation will try to get their work done as well as possible.

In relation to needs as the basis of motivation according to Herzberg in Usman (2013: 287), there are two factors that influence motivation: 1) Motivational factors (Intrinsic) consist of achievement, appreciation, responsibility, growth and development. 2) Health factors (Extrinsic) consist of supervision, working conditions, interpersonal relationships, pay and security, as well as company policies. David McClelland's research indicates that individuals are motivated based on three needs: 1) Need for achievement (NAch): The drive to excel, to achieve in relation to a set of standards, to strive to succeed. 2) Need for power (NPower): The need to make others behave in a way that they would not have behaved otherwise. 3) Need for affiliation (NAff): The desire for friendly and close interpersonal relationships.

According to McClelland in Robbins (2011:174) that the dimensions of motivation are as follows: 1) The dimension of the need for achievement which consists of four indicators, namely the need to develop creativity, the need to improve abilities, the need to achieve high achievement, and the need to work effectively and efficiently. 2) The dimension of the need for affiliation consists of three indicators, namely the need to be accepted, the need to establish good relations between employees, and the need to participate and cooperate. 3) The dimension of the need for power consists of three indicators, namely the need to exert influence, the need to develop power and responsibility, and the need to lead and compete.

According to Afandi (2018:83) Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to enforce organizational goals illegally, not violating the law and contrary to morals and ethics.

According to Ricardianto (2018:67) performance is a description of the level of achievement of the implementation of an activity program or policy to realize the targets which include the goals of the organization's vision and mission which are regulated in the strategic plan of an organization.

With the various definitions that exist, it can be concluded that the notion of performance is the result of work or achievements given by employees to the tasks and responsibilities they have based on a predetermined time. Individual performance of employees who are very maximal will allow increased company performance which leads to the achievement of company goals.

Factors that can affect performance achievement according to Kasmir (2016:189): 1) Ability and Expertise 2) Knowledge 3) Work Design 4) Personality 5) Work Motivation 6) Leadership 7) Leadership Style 8) Organizational Culture 9) Job Satisfaction 10) Work Environment 11) Loyalty 12) Commitment 13) Work Discipline.

According to Bangun (2012:232) states that the performance appraisal of a company has various benefits, including: 1) Evaluation between Individuals in Organizations; Performance appraisal can aim to assess the performance of each individual in the organization. 2) Self-Development of Each Individual in the Organization; Performance appraisal on this objective is beneficial for employee development. Each individual in the organization is assessed for its performance, for employees who have low performance it is necessary to develop both through education and training. 3) System Maintenance; The purpose of system maintenance will provide several benefits, among others, development of the company from individuals, evaluation of the achievement of goals by individuals or teams, human resource planning, determination and identification of organizational development needs, and audits of human resource systems. 4) Documentation; The benefits of performance appraisal here relate to human resource management decisions, legal fulfillment of human resource management, and as criteria for validity testing.

Dimensions of performance are aspects that become a measure in assessing performance. As for the dimensions that are a measure of performance according to Mathis and Jackson (2012:378) are as follows: 1) Quantity 2) Quality 3) Punctuality 4) Presence 5) Ability to Cooperate. Based on the results of research conducted by Setiawan (2015) shows that work motivation has a significant effect on the performance of executive level employees in the

Operations Division of PT. Pusri Palembang. And according to the results of research by Widyanti and Hidayat (2021) the variable of work motivation affects employee performance positively and significantly at the Regional Financial and Asset Management Agency of Brebes Regency. And based on the results of research by Ardeswati and Luturlean (2019), it shows that work motivation has a significant effect on employee performance at PT. Satria Raksa Buminusa Jakarta, with an influence contribution of 61.8%, and the remaining 38.2%.

3. Research Methodology

This research uses descriptive research and causal associative research with a quantitative approach. Descriptive research according to Sugiyono (2017:35) is a descriptive research method carried out to determine the existence of independent variables, either only on one or more variables (stand-alone variables or independent variables) without making comparisons of the variables themselves and looking for relationships with other variables. According to Sugiyono (2016: 37), causal associative research is research that aims to determine whether or not there is an influence or relationship between independent variables on variables and if there is how closely the influence or relationship is and whether or not the influence or relationship is.

Quantitative method according to Sugiyono (2016:13) is a quantitative research method that can be interpreted as a research method based on the philosophy of positivism, used to examine certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis quantitative or statistical in nature with the aim of testing the established hypothesis. Furthermore, based on the implementation time, this study used a cross sectional technique. According to Indrawati (2015:118) cross sectional is research conducted in one period, the data is processed, analyzed, then a conclusion is made. The population object in this study were employees of PT PLN (Persero) UPP JJBT 1 Bandung. Sampling in this study used a non-probability sampling technique with saturated sampling. The number of samples in this study were 43 respondents. Data was collected by distributing online questionnaires to respondents.

According to Sugiyono (2017: 260) regression analysis is to make a decision whether the increase and decrease in the dependent variable can be done through increasing the independent variable or not. Simple regression is based on a functional or causal relationship between one independent variable and the dependent variable. Regression analysis is used to predict how far the change in the value of the dependent variable, if the independent variable is manipulated or changed or increased or decreased.

Hypothesis testing used in this research is using t-test and coefficient of determination. The t-test is used to determine whether the independent variable has a significant effect or not on the dependent variable partially (Priyatno, 2017: 184). According to Kuncoro (2013: 246) Correlation coefficient test is used to measure how far the model's ability to explain the variation of the dependent variable. The value of the coefficient of determination / R² is in the range of zero (0) and one (1). If the coefficient of determination is close to zero (0), it means that the model's ability to explain the dependent variable is very limited. Conversely, if the value of the coefficient of determination of the variable is close to one (1), it means that the ability of the independent variable to cause the existence of the dependent variable is getting stronger. The basis for calculating simple regression analysis in calculations using software with the SPSS for Windows program.

4. Results and Discussion

4.1 Characteristics of Respondents

Based on the results of research that has been done with the respondents used in this study, namely using a saturated sample of 43 employees. Where, the characteristics of the respondents consist of 5 characteristics, namely based on gender, marital status, age, last education, and length of work. Based on gender, it is dominated by men with a percentage of 67%. Based on marital status, those who are married are dominated by a percentage of 58%. Based on age, it is dominated by workers in productive age with a range of 20-40 years. Based on the latest education is dominated by those with S1 education with a percentage of 65%. Based on the length of work, it is dominated by those who have worked for 1-10 years.

4.2 Descriptive Analysis

The following table 1 is the result of data processing from respondents' answers through questionnaires so that it can be seen the respondents' responses regarding work motivation variables.

Table 1 Respondents' Response Regarding Work Motivation Variables

No Item	Dimensions	Total Score	Ideal Score	Average Percentage
1.	Need for Achievement	775	860	90,1%
2.	Need for Affiliation	562	645	87,1%
3.	Need for Power	536	645	83,1%
Total		1.873	2.150	86,7%

According to McClelland's theory, work motivation is centered on three dimensions, namely the need for achievement, the need for power, and the need for affiliation. Respondents' responses regarding the work motivation variable as measured by three dimensions, namely the Need Of Achievement dimension with 4 statements obtained a percentage of 90.1% included in the category of very good assessment. Dimensions of Need Of Affiliation with 3 statements obtained 87.1% included in the category of very good assessment. Dimensions of Need Of Power with 3 statements obtained 83.1% included in the category of good assessment.

The following table 2 is the result of data processing from respondents' answers through questionnaires so that it can be seen from respondents' responses regarding employee performance variables.

Table 2 Respondents' Responses Regarding Employee Performance Variables

No Item	Dimensions	Total Score	Ideal Score	Average Percentage
1.	Quantity	388	430	90,2%
2.	Quality	379	430	88,1%
3.	Punctuality	387	430	90%
4.	Presence	367	430	85,3%
5.	Ability to Cooperate	385	430	89,5%
Total		1.906	2.150	88,62%

According to Mathis and Jackson (2012:378) the dimensions of performance consist of quantity, quality, punctuality, attendance, and the ability to work together. Respondents' responses regarding employee performance variables as measured by the quantity dimension with 2 statements obtained a percentage of 90.2% included in the category of very good assessment. The quality dimension with 2 statements obtained a percentage of 88.1% included in the category of very good assessment. Dimensions of timeliness with 2 statements obtained a percentage of 90% included in the category of very good assessment. The presence dimension with 2 statements obtained a percentage of 85.3% included in the category of very good assessment. The dimension of the ability to work together with 2 statements obtained a percentage of 89.5% included in the category of very good assessment.

4.3 Simple Regression Analysis

According to Sugiyono (2012: 70) simple linear regression can be used to predict how far the functional or causal relationship of one independent variable with one dependent variable. Simple linear regression analysis, besides being used to measure the strength of the relationship between two variables, can also show the direction of the relationship between one dependent variable and one independent variable. This study uses a simple linear regression analysis technique to determine the effect of work motivation on employee performance at PT PLN (Persero) UPP JJBT 1 Bandung. The following table 3 is the result of a simple regression analysis:

Table 3 Simple Linear Regression Results

Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.103	.528		3.984	.000
	Work Motivation	.535	.121	.570	4.443	.000

a. Dependent Variable: Employee Performance

It is known that the value of Constant (a) is 2,103 while the value of Work Motivation (b / regression coefficient) is 0.535 so that the equation can be written:

$$Y = \alpha + Bx$$

$$Y = 2,103 + 0,535X$$

The constant of 2,103 means that the consistency value of the Employee Performance variable is 2,103. The regression coefficient of Work Motivation (X) of 0,535 states that for every 1% addition to the value of Work Motivation, the value of Employee Performance increases by 0,535. The regression coefficient is positive, so it can be said that the direction of the influence of the Work Motivation variable (X) on the Employee Performance variable (Y) is positive.

4.4 Hypothesis Test

According to Sugiyono (2017: 63) states that hypotension is a temporary answer to the research problem formulation, where the problem formulation is stated in the form of a statement sentence.

The T statistical test basically shows whether all independent or independent variables included in the model have an effect on the dependent or dependent variable. The following are the hypotheses in this research

H_1 : Work motivation has a significant and influential effect on employee performance.

H_0 : Work motivation has no significant effect and does not affect employee performance.

Table 4 T. Test Result

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.103	.528		3.984	.000
	Work Motivation	.535	.121	.570	4.443	.000

a. Dependent Variable: Employee Performance

With the number of samples taken as respondents, namely 43 respondents with the number of independent variables 1 (one), it can be calculated using the formula to determine the value of t table as follows: 1) Confidence level = 95% or significance level (α) = 0,025. 2) Number of independent variables (k) = 1. 3) Degrees of freedom (df) = $n-k-1 = 43 - 1 - 1 = 41$. 4) Then t table = 2,01954.

Based on table 4, the results of the partial hypothesis test (t test) are known that there is a work motivation variable that has a t count value of 4,443 > t table 2,01954. The Sig value generated from the X variable is known to be 0.000 in the coefficient table compared to the probability value of 0,05. Thus, it can be concluded that H_0 is rejected and H_1 is accepted, which means "Work Motivation Has a Positive and Significant Effect on Employee Performance".

4.4 Coefficient of Determination

According to Kuncoro (2013: 246) Correlation coefficient test is used to measure how far the model's ability to explain the variation of the dependent variable. The value of the coefficient of determination / R^2 is in the range of zero (0) and one (1). If the coefficient of determination is close to zero (0), it means that the model's ability to explain

the dependent variable is very limited. Conversely, if the value of the coefficient of determination of the variable is close to one (1), it means that the ability of the independent variable to cause the existence of the dependent variable is getting stronger. The formula for its use is as follows: $Kd = R^2 \times 100\%$

Information:

Kd = Coefficient of determination

R2 = Correlation coefficient of independent variable with dependent variable

The following table 5 is the result of the R. Test.

Table 5 R. Test Result

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.570 ^a	.325	.309	2.650
a. Predictors: (Constant), Work Motivation				

The table above explains the magnitude of the correlation or relationship (R) value, which is 0,570. From the output, the coefficient of determination (R square) is 0,309, which means that the influence of the work motivation variable on employee performance is 30,9%. Thus, from the results of 43 simple regression data processing of Work Motivation and Employee Performance above, it can be concluded that Work Motivation affects Employee Performance with an influence of 30,9% while the remaining 69,1% is influenced by other factors outside of work motivation.

5. Conclusion

Based on the results of the study indicate that work motivation has a positive and significant effect on employee performance at PT PLN (Persero) UPP JJBT 1 Bandung. Where, if the work motivation of employees is high, it will have an impact on the achievement of employee performance in the company. Maintaining employee motivation should be one of the focuses for every Human Resource Management in a company. One of the factors that influence employee performance is the motivation factor, where motivation is a condition that encourages someone to try to achieve goals or achieve the expected results. A strong form of motivation can produce good and quality results or performance from the work he does. This means that every increase in employee motivation in carrying out their work will improve their performance. Work motivation is a basic human need and as an incentive that is expected to meet the desired basic needs, so that if the need exists, it will result in the success of an activity. Employees who have high work motivation will try to get their work done as well as possible. By paying special attention to employees regarding the needs needed at work, it will have a good impact on their performance results. The needs that can be met for employees are related to the need for achievement, the need for affiliation, and the need for power. The results of employee performance can be seen from the quantity of work, quality of work, timeliness in completing work according to the specified deadline, attendance at work, and the ability of employees to cooperate with other employees both in the same field or not.

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Biography

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