



## **The Influence of Motivation on Employee Productivity at PT. Telkom Tbk. Makassar Branch**

**Muhammad Junaid Kamaruddin**

*STIM LPI Makassar, Indonesia*

### **Article Info**

*Article history:*

*Received: 15 June 2024;*

*Accepted: 20 August 2024;*

*Published: 1 December 2024.*

*Keywords: Marketing Mix,  
Purchasing Decisions.*

### **Abstract**

This study aims to analyze the influence of motivation on employee performance at PT. TelkomTbk. Makassar Branch in 2015, reviewed from the aspects of external and internal motivation. The data of this study were obtained from the method of data presentation and the results of respondent responses (questionnaires), as well as other research results relevant to the object studied, in this case primary data from the telecommunications company PT. TelkomTbk. Makassar Branch. The statistical analysis used in this study is multiple regression analysis using the SPSS 18 program. The findings of this study indicate that motivation variables consisting of external motivation and internal motivation simultaneously (together) have a significant effect on employee productivity at PT. TelkomTbk. In 2015. This is evidenced by the results of the F test with a significance level below 0.05. External and internal motivation variables have a significant partial effect on employee productivity. This is evidenced by the results of the t test, the independent variables partially affect the dependent variable if the significance level is below 0.05. External Motivation with a significance level of 0.037 and Internal Motivation with a significance level of 0.048. The most dominant variable affecting employee work productivity is External motivation. This is evidenced by the Beta coefficient of External motivation which is greater than Internal motivation, which is 0.522.

### **Abstrak**

Penelitian ini bertujuan untuk menganalisis pengaruh motivasi terhadap kinerja karyawan pada PT. Telkom Tbk. Cabang Makassar tahun 2015, ditinjau dari aspek motivasi eksternal dan internal. Data penelitian ini diperoleh dari metode penyajian data dan hasil tanggapan responden (kuisisioner), serta hasil penelitian lainnya yang relevan dengan obyek yang diteliti, dalam hal ini data primer dari perusahaan telekomunikasi PT. Telkom Tbk. Cabang Makassar. Analisis statistik yang digunakan dalam penelitian ini adalah analisis regresi berganda dengan menggunakan program SPSS 18. Temuan penelitian ini menunjukkan bahwa variabel motivasi yang terdiri atas motivasi eksternal dan motivasi internal secara simultan (bersama-sama) berpengaruh signifikan terhadap produktivitas karyawan PT. Telkom Tbk. Tahun 2015. Hal ini dibuktikan dengan hasil uji F dengan taraf signifikansi di bawah 0.05. Variabel motivasi eksternal dan internal berpengaruh secara parsial dan signifikan terhadap produktivitas karyawan. Hal ini dibuktikan dengan hasil uji t, variabel independen secara parsial masing-masing memengaruhi variabel dependen jika tingkat signifikasinya dibawah 0.05. Motivasi Eksternal dengan taraf signifikansi sebesar 0.037 dan Motivasi Internal dengan taraf signifikansi sebesar 0.048. Variabel yang paling dominan mempengaruhi produktivitas kerja karyawan adalah motivasi Eksternal. Hal ini dibuktikan oleh koefisien Beta dari motivasi Eksternal yang lebih besar dibandingkan dengan motivasi Internal yaitu sebesar 0.522.

### **How to Cite:**

Kamaruddin, M.J. (2024). The Influence Of Motivation On Employee Productivity at PT. Telkom Tbk. Makassar Branch. *Economic, Management, Business and Accountancy International Journal*, 1(2), 38-50.  
<https://doi.org/10.21009/EMBAIJ.001.1.4>

\* Corresponding Author.

[mjk.uta45jakarta@gmail.com](mailto:mjk.uta45jakarta@gmail.com). Muhammad Junaid  
Kamaruddin

ISSN

XXXX-XXXX (online) DOI:

[doi.org/10.21009/EMBAIJ.001.1.04](https://doi.org/10.21009/EMBAIJ.001.1.04).

## INTRODUCTION

A company in carrying out its activities, whether a company engaged in industry, trade or services, will strive to achieve predetermined goals. One important thing is that the success of various activities within the company in achieving goals not only depends on technological superiority, available operating funds, facilities or infrastructure owned, but also depends on aspects of human resources. This human resource factor is an element that must be considered by the company, especially when considering that the era of free trade will soon begin, where the competitive climate faced will be very different. This forces each company to work more efficiently, effectively and productively. The high level of competition will spur each company to be able to maintain its survival by paying attention to aspects of human resources. So humans can be seen as a determining factor because it is in the hands of humans that all innovations will be realized in an effort to realize company goals.

Like the work partners held by PT Telkom by making a cooperation agreement with PT Ovis International in publishing the "Priority Care" community shown to Telkom customers, a guarantee of special services which include new telephone installation services, interference, isolir book complaints and bill complaints. From the above cooperation, we can see that employees will work more optimally to be able to carry out this cooperation and be able to serve customers well. Therefore, motivation in this activity is very influential to maximize the performance of PT Telkom employees.

To get the human resources expected by the organization to contribute positively to all company activities in achieving its goals, each employee is expected to have high work motivation so that later it will increase high work productivity. Motivation is a very important thing for management to pay attention to if they want every employee to make a positive contribution to achieving company goals. Because with motivation, an employee will have high enthusiasm in carrying out the tasks assigned to him. Without motivation, an employee cannot fulfill his duties according to standards or even exceed standards because what is his motive and motivation at work is not fulfilled. Even if an employee has good operational skills if he does not have motivation at work, the final result of his work will not be satisfactory.

Related to some explanations about motivation above, it is good to know in detail what the definition of motivation itself is. Some notions associated with motivation (Reskar R. 2001: 7):

- a. Motivation is *desires, wants, aims, goals, needs*, drives, motives, attitudes, incentives.
- b. Motivation is an internal drive that relates to the level, direction and persistence of effort that a person makes at work.
- c. Internal motivation is drives and attitudes. We are all motivated, both positively and negatively

Related to motivation, Reskar in 2001 conducted research and obtained positive results regarding the effect of motivation on productivity. The more motivated the employee is in doing the job, the higher the employee's work productivity. Conversely, if employees are not motivated in a job, the productivity of employee performance is low.

When motivating yourself, the motivating factor is Recognition & Responsibility. The biggest motivator in the self is Belief, namely, the belief that the self is responsible for its own actions and behavior. When people accept responsibility, things get better: quality, productivity, relationships and cooperation.

Herzberg proposed a two-factor theory, namely (1) Hygiene Factors which include salary, personal life, quality of supervision, working conditions, job security, interpersonal relationships, company policies and administration. In this case Hygiene Factors are also called External Motivation; (2) Motivation Factors associated with job content include success, recognition, challenging work, improvement and growth in work. Motivation Factors are also called Internal Motivation. (Koontz, 1990: 123)

The classic motivation theory expressed by Frederick Taylor, states that workers are only motivated solely because of money. This concept states that a person will decrease his work enthusiasm if the wages received are always small or not proportional to the work that must be done. (Griffin, 1998: 259)

The conclusion that can be cited from Herzberg's theory is that employee motivation is divided into two types, namely Hygiene Factors (External Motivation) and Motivation Factors (Internal Motivation). Meanwhile, Fredrick Taylor suggests that external motivation has more influence on employee productivity than internal motivation.

To motivate others, we can reward, appreciate, create more interesting work, be a good listener, provide challenges, and help but not do something for others that can actually be done by themselves.

One of the things that managers can do to motivate their subordinates is to provide rewards. In order for the influence of rewards to be used optimally, managers need to, respect individual diversity and differences,

Clearly understand what others want from a job and Allocate rewards to satisfy individual and organizational needs.

Given the importance of motivation, the form of attention of management regarding the problem of employee motivation at work is to make efforts by motivating employees in the company through a series of certain efforts in accordance with company policy, so that employee motivation at work will be maintained. To motivate employees, company leaders must know the motives and motivations desired by employees. One thing that must be understood is that people want to work because they want to fulfill their needs, both realized and unconscious needs, in the form of material or non-material, physical and spiritual needs.

There are many kinds of motivation such as providing proper and fair compensation, giving awards and so on. This is so that whatever the needs of employees can be met and then it is hoped that employees can work well and feel happy with all the tasks they carry. After employees feel happy with their work, employees will respect the rights and obligations of fellow employees so that a conducive work atmosphere is created, in the end employees seriously give their best abilities in carrying out their duties and responsibilities, and this means that work discipline will be shown by employees, because they are motivated in carrying out their duties in the company.

In this case PT Telkom Tbk, as a company engaged in the Telecommunications sector with its mission of becoming the main communication network provider, should have employees who are enthusiastic and highly motivated in working and doing their jobs effectively and efficiently, to then ultimately show high productivity in an effort to realize the mission and goals that have been set.

In connection with the above, motivation is a very important issue in a company, because it can increase employee productivity. So that the ability of management to provide motivation will determine the success or failure in achieving company goals.

Realizing how important motivation is in an effort to increase employee productivity. So PT Telkom Tbk, with all the limitations it has tried to implement the program.

This situation is the background for the author in the preparation of the Final Report which the author then captures in the Final Project Report entitled: **“THE EFFECT OF MOTIVATION ON EMPLOYEE WORK PRODUCTIVITY AT PT. TELKOM”**

## LITERATURE REVIEW

This section contains objective, critical summary of published research literature relevant to a topic under consideration for research.

### Definition and Function of Human Resource Management

Employee motivation and performance (work performance) is one part of human resources or what is often also called personnel management. But before entering further discussion, the author will first discuss the definition of management, then discuss the definition of human resource management itself. Based on the origin of the word, management comes from the word *management* which is the noun form of the verb to manage which means taking care of, organizing, implementing, and managing, so management is management, arrangement, implementation, management. The word human resources refers to the understanding of humans as human resources, which can be described as the management of humans as resources.

Early twentieth century management expert Mary Parker Follet (2003:6) defined “*management* as the art of getting things done through people.” More recently, leading management theorist, Peter Drucker (2003:6), stated that “*the manager's job is to provide direction to the organization, lead, and decide how it should use resources to achieve specific goals, Getting things done through people and other resources, providing leadership, and direction is what managers do.*”

While the meaning of Management from the book management management , Richard L daft “(*management*) is the achievement of organizational goals in an effective and efficient manner through planning, organizing, directing, and controlling organizational resources” management management, Richard L daft (2003: 6). There are 2 important definitions above, namely: (1) the four functions, namely planning, organizing, mobilizing, and controlling, and (2) achieving organizational goals in an effective and efficient manner. Managers

use a variety of skills to perform these functions. Conceptual management, human skills, and technology will be discussed then showing the process of how managers use resources to achieve organizational goals.

After understanding the management function in general, the understanding of Human Resources will be explained next. According to Nitisemito (1992:9), the definition of “management is a science and art to achieve goals through the activities of others”. This means that management can only be carried out if the achievement of these goals is not carried out by one person alone, but through organizing the activities of others to carry out the work needed. To further explain the understanding of human resource management, the author will elaborate on the opinions of several experts, among others:

According to Newman and Hodgetts (1998: 4), “Human Resources Management (HRM) is the process by which organizations ensure the effective use of their associates in the pursuit of both organizational and individual goals”. “Human resource management is a process carried out by an organization or company to ensure that existing human resources are used effectively in an effort to achieve organizational or company goals as well as individual goals”.

Meanwhile Dessler (1997: 2) says, “Human resources management refers to the policies and practices one needs to carry out the people or human resources aspects of a management job”. “Human resources management leads to the policies and actions that a person (manager) needs to organize or carry out the human resources aspects of a management task” Dessler (1972: 9). So, human resource management is management that focuses its attention on the human production factor with all its activities to achieve company goals. Human resources are an investment that plays an important role for the company. Without human resources, other production factors cannot be run optimally to achieve company goals.

Furthermore, the Human Resource Management Function is, “the process of acquiring, training, assessing, and compensating employees, paying attention to labor relations, health, safety, and justice issues”. Gary Dessler (2003: 5) Meanwhile, the Management Function according to Henry Fayol (2010: 179) is that all human resources functions are the same.

According to Newman and Hodgetts (1998: 4), “Human Resources Management (HRM) is the process by which organizations ensure the effective use of their associates in the pursuit of both organizational and individual goals”. “Human resource management is a process carried out by an organization or company to ensure that existing human resources are used effectively in an effort to achieve organizational or company goals as well as individual goals”.

Meanwhile Dessler (1997: 2) says, “Human resources management refers to the policies and practices one needs to carry out the people or human resources aspects of a management job”. “Human resources management leads to the policies and actions that a person (manager) needs to organize or carry out the human resources aspects of a management task” Dessler (1972: 9). So, human resource management is management that focuses its attention on the human production factor with all its activities to achieve company goals. Human resources are an investment that plays an important role for the company. Without human resources, other production factors cannot be run optimally to achieve company goals.

Furthermore, the Human Resource Management Function is, “the process of acquiring, training, assessing, and compensating employees, paying attention to labor relations, health, safety, and justice issues”. Gary Dessler (2003: 5). While the Management Function according to Henry Fayol (2010: 179) that all “managers carry out management functions, namely planning, organizing, coordinating, and controlling. And also commonly known as: planning, organizing, leading and controlling” Henry Fayol (2010: 179).

This is the purpose of the management function according to Henry Frayol (2010: 180):

1. “The planning function, including the tasks of compiling a plan for the future activities of an organization, which includes long-term, medium, short-term plans, activity plans and setting targets to be achieved.
2. The organizing function, including what tasks to do, who does it, how the tasks are grouped, who pioneers to whom, where decisions must be made.



3. Leadership function, because an organization is made up of people it is the job of a manager to direct and coordinate these people. When they direct, motivate, choose effective communication channels or solve conflicts between members all of this is the leadership function of a manager.
4. The control function, after the objectives are determined, the plan is poured, the structural arrangement is described, and the people are hired, trained, motivated there is still a possibility that something is wrong to make sure all affairs go as it should a manager must monitor the performance of the organization “.

Meanwhile, according to *Cherrington (1995: 11)*, the functions of human resources consist of:

### **Staffing/Employment**

This function consists of three important activities, namely planning, attracting, and selecting human resources. Managers are actually responsible for anticipating human resource needs. As the company grows, managers become more dependent on the human resource department to gather information on the composition and skills of the current workforce. Although manpower attraction is done entirely by the human resources department, other departments remain involved by providing descriptions of job specifications to aid the attraction process. In the selection process, the human resources department conducts screening through interviews, tests, and investigating the background of applicants. The responsibility of the human resources department for the procurement of this workforce is further increased by equal employment opportunity laws and various conditions required by the company.

### **Performance Evaluation**

Human resource performance evaluation is the responsibility of the human resource department and managers. Managers bear the primary responsibility for evaluating their subordinates and the human resources department is responsible for developing effective forms of performance appraisal and ensuring that they are conducted company-wide. The human resources department also needs to train managers on how to set good performance standards and make accurate performance appraisals.

### **Compensation**

Compensation/reward requires good coordination between the human resources department and managers. Managers are responsible for salary increases, while the human resources department is responsible for developing a good salary structure. A compensation system requires a balance between pay and benefits provided to the workforce. Pay includes salaries, bonuses, incentives, and profit sharing received by employees. Benefits include health insurance, life insurance, leave, and so on. The human resources department is responsible for ensuring that the compensation provided is competitive among similar companies, fair, in accordance with applicable laws, and provides motivation.

### **Training and Development**

The human resources department is responsible for helping managers become good trainers and advisors for their subordinates, creating effective training and development programs for both new (orientation) and existing employees (skills development), engaging in these training and development programs, estimating the company's needs for training and development programs, and evaluating the effectiveness of training and development programs. The responsibility of the human resources department in this case also concerns the issue of termination of employment. This responsibility helps restructure the company and provides solutions to conflicts that occur within the company.

### **Employee Relations**

In companies with labor unions, the human resources department plays an active role in negotiating and managing agreements with labor unions. Helping companies deal with labor unions is the responsibility of the human resources department. Once an agreement is reached, the human resources department assists managers on how to manage the agreement and avoid more grievances. The main responsibility of the human resources

department is to avoid unhealthy practices (e.g. strikes, demonstrations). In companies that do not have labor unions, the human resources department is required to be involved in employee relations. In general, employees do not join unions if their salaries are adequate and they believe that the company is responsible for their needs. The human resources department in this case needs to ensure whether employees are treated well and whether there is a good and clear way to address grievances. Every company, whether unionized or not, needs a firm way to improve discipline and address grievances in an effort to solve problems and protect the workforce.

## **Safety and Health**

Every company is required to have and implement a safety program to reduce adverse events and create healthy conditions. An effective safety program can reduce the number of accidents and improve the general health of the workforce. The human resources department has primary responsibility for conducting safety training, identifying and correcting conditions that endanger the workforce, and reporting accidents.

## **Personnel Research**

In its efforts to improve the effectiveness of the company, the human resources department analyzes individual and company problems and makes appropriate changes. Problems that the human resources department often pays attention to are the causes of employee absenteeism and tardiness, how to have good attraction and selection procedures, and the causes of labor dissatisfaction. The human resources department is responsible for collecting and analyzing information that touches on these issues. The results are used to assess whether or not existing policies need to be changed.

Furthermore, Human Resource Managers perform three different specialized functions, namely

1. Line function, the HR Manager directs the activities of employees within his/her own division and related service areas (such as the factory cafeteria). In other words, the person exercises line authority within the HR department. Although they generally cannot exercise implied authority. This is because line managers know HR has a management ear in areas such as testing and approval actions.
2. Coordinative function. HR managers also coordinate personnel activities, an obligation often thought of as functional control. Here HR managers and departments act as the “right hand of the top executive” to ensure that line managers implement the company's HR goals, policies, and procedures.
3. Staff function (service) assisting and providing goals to line managers is the job of HR managers. HR managers assist in creating and implementing the company's strategy by helping the CEO better understand the personnel aspects of the company's strategic choices. HR assists in hiring, training, evaluating, rewarding, counseling, promoting, and terminating employees. (*Gary Dessler 2003: 7*)

In addition, managers in the company are closely related to their employees. There are many types of close relationships, including kinship, carrying out cooperation, achieving the company's vision & mission together, etc. In relation to the motivation needed by employees which will automatically affect the work of the employees themselves. It is a difficult task for leaders to provide special motivation to their employees so that they can produce maximum performance.

## **METHOD**

### **Research Design**

This type of research uses analytical observations with a CrossSectional design, which is to determine the relationship between work motivation variables and work productivity. With this research, a theory can be built that can serve to explain, predict, predict and control a symptom. This research is quantitative because it uses data that requires calculation and uses qualitative analysis to describe the data that has been obtained so that the data will be clearer. In this study there are two related variables, namely variable X (Motivation) and variable Y (Work Productivity).

### **Location and Time of Research**

In writing this thesis the author conducted research at PT. TELKOM Indonesia located in Makassar. This company is a state-owned company, this company is engaged in services, precisely telecommunications. The

company is located at JL. Pettarani, Makassar.  
The research plan will be conducted in October - November 2012.

### Population and Data Source

The population in this study are all employees who work at PT Telkom Tbk. Makassar Branch which amounted to 540 people. Determination of the sample using *simple random sampling* technique. Sugiyono and Hair (1998: 123) argue that in the simple random sample technique, if the research subject is less than 100 it is better to take all so that the research is population research. Furthermore, if the subject is large, it can be taken between 10-15%, or 20-25% or more, so that the sample size is determined as 10% of the total population, namely 54 people.

### Types and Sources of Data

The types of data used in writing this thesis are as follows:

1. Qualitative data, namely data obtained in the form of information, such as the system for providing financial rewards and its effect on improving employee performance.
2. Quantitative data is data in the form of written reports, such as; the amount of employee salaries.

While the data sources used in writing this thesis are:

1. Primary Data: Is data obtained from observations by means of interviews and giving or distributing questionnaires with company leaders and employees who can provide data or information related to the writing of this thesis.
2. Secondary Data: Is data obtained from written reports and information about the state of the company.

### Data Analysis

To see the effect of motivation on employee performance, multiple regression analysis is used. The multiple regression analysis aims to see whether there is a significant influence between motivation on employee performance productivity at PT. TELKOM. To analyze the data into simple regression, SPSS software is used. The results of this data processing will be interpreted in the discussion of the results.

*"Simple regression analysis model is used to see the effect of motivation on employee performance productivity, which is quoted in the book Walpole (1995: 342)" with the following formula:*

$$Y = a + b_1X_1 + b_2X_2 + e$$

Where:

Y = Performance of PT Telkom (Work Productivity)

a = Kostanta

X<sub>1</sub> = External Motivation

X<sub>2</sub> = Internal Motivation

b<sub>1</sub>, b<sub>2</sub> = Regression coefficient

e = Standard error

To determine the magnitude of the influence between motivation on employee performance, the correlation coefficient formula (r) quoted in Walpole 's book (1995: 371) is used as follows:

Where:

r : Correlation coefficient

x : Motivation

y : Employee Performance

n : Number of Respondents

If the correlation coefficient value is known, then to get the coefficient of determination can be obtained by squaring it. The function of the coefficient of determination is the ability of variable X to influence variable Y. The greater the coefficient of determination, the better the ability of X to influence Y.

### Hypothesis Testing

A good research instrument (questionnaire) must meet the requirements, namely valid and reliable. To determine the validity and reliability of the questionnaire, it is necessary to test the questionnaire using the validity test and reliability test.

- The reliability test is intended to measure a questionnaire which is an indicator of the variable. Reliability is measured by the *Cronbach's alpha* ( $\alpha$ ) statistical test. A variable is said to be reliable if it provides a *Cronbach's alpha* value  $> 0.60$  (Imam Ghazali, 2007: 41).
- The validity test is used to measure whether a questionnaire is valid or not. The validity test is carried out by conducting a bivariate correlation between each indicator score and the total variable score.

## RESULTS AND DISCUSSION

### Regression Analysis

#### 1. Multiple Regression Analysis Results

Making multiple regression equations can be done by interpreting the numbers in the unstandardized coefficient beta. The following are the results of the spss version 18 test table with the independent variables of External motivation and Internal motivation on Performance.

**Table 10. Multiple Regression Analysis Coefficients<sup>a</sup>**

Variables	Regression Coefficient	Sig	Thitung
X1	0.522	0.037	6.028
X2	0.322	0.048	5.068
Constant	4.888	0.030	2.233
R = 0,691		F count = 25.943	
R2 = 0,477		Sig = 0.000	

Source: Data processed using SPSS.

Based on the results of data processing, the multiple regression equation can be arranged as follows  

$$Y = 4.888 + 0.522X_1 + 0.322X_2$$

From the regression equation above, several things can be interpreted, among others

- The constant value of the equation above is 4.888. This figure shows the level of employee performance if the level of external and internal motivation is ignored.
- The External Motivation variable has a regression coefficient value of 0.522. The positive coefficient value indicates a positive relationship between External Motivation and the level of Employee Performance. This means that if there is an increase in External Motivation, the performance value will increase by the multiplier coefficient, assuming that the other independent variables are considered constant.
- The Internal Motivation variable has a coefficient value of 0.322. This also shows a positive relationship between Internal Motivation and the level of Employee Performance. It can be concluded that if there is an increase in internal motivation, the performance value will increase by the multiplier coefficient, assuming that the other independent variables are considered constant.
- From both values between the External and Internal motivation variables, there is a difference where the External Motivation variable has a greater effect on performance than Internal motivation.

#### 2. Determination Coefficient Test $R^2$

Test the coefficient of determination to determine how closely the influence of external and internal motivation in employee work productivity. Based on the results of data processing using spss obtained the coefficient of determination  $R^2$  of 0.477, this shows that 47.7% of the performance of employees of PT Telkom is influenced by variations in the two independent variables used, namely external motivation and internal motivation while the rest is influenced by other factors from this study. Thus the relationship between the two variables can be said to be quite strong because  $R^2$  is worth almost half of the factors that affect performance

#### 3. F test

In the F test, the result of F count is 25,943 with a significance level of 0.000 ( $\text{sig } \alpha < 0.05$ ), it can be concluded that the independent variables including external motivation and internal motivation simultaneously and significantly affect employee performance.

### Hypothesis Testing



## 1. Reliability Test

The reliability test is intended to measure a questionnaire which is an indicator of the variable. Reliability is measured by the *Cronbach's alpha* ( $\alpha$ ) statistical test. A variable is said to be reliable if it provides a *Cronbach's alpha* value  $> 0$ .

**Table 12.**  
**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.909	.910	25

Source: processed through SPSS V.18

It can be seen based on data processing that the Cronbach's Alpha value is 0.909. This value is greater than  $> 0.60$ . This means that the indicators in this study have been realiaabeled using the independent variable External and Internal motivation and the dependent variable Employee Performance.

## 2. Validity Test

For the validity test it is said to be valid if all indicators in the study have numbers above 0.30. Based on this, it can be seen from the following table the results of the SPSS test on external and internal indicators of employee performance.

**Table 13**  
**Item-Total Statistics**

Variables	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
EK11	98.37	66.653	.363
EK12	98.57	65.230	.427
EK13	98.52	66.405	.352
EK14	98.59	65.038	.369
EK15	98.41	65.038	.441
EK16	98.67	66.679	.274
EK17	98.72	66.469	.380
EK18	98.63	62.389	.663
EK19	98.67	63.660	.591
EK20	98.44	63.836	.616
EK21	98.72	63.978	.577
I11	98.63	64.653	.559
I12	99.11	63.233	.576
I13	98.94	64.695	.466
I14	98.91	65.633	.385
I15	98.63	63.785	.621
I16	98.50	64.519	.446
I17	98.83	63.009	.584
I18	98.57	64.853	.575
I19	98.48	63.462	.679
I20	98.69	62.107	.700
K11	98.57	65.381	.470
K12	98.61	65.638	.464
K13	98.52	63.500	.653
K14	98.46	63.989	.607

Source: processed through SPSS V.18

From the table above it can be concluded that there are indicators in the study that are valid and invalid. The following are valid indicators ( $> 0.30$ ), respectively, namely EK11. EK12. EK13. EK14, EK15, EK17, EK 18, EK 19, EK 20, 21, I11, I12, I13, I14, I15, I16, I17, I18, I19, I20, K11, K12, K13, and K14 where these results are based on the *Corected Item-Total Correlation* column. (said to be valid if the value is  $> 0.30$ )

The external motivation variable (X1) that most affects work productivity is EK18, namely good communication between employees and superiors, after that EK20, namely a good work environment, and EK19, namely superiors always give praise. While the external motivation that does not really affect productivity is EK16, namely salary, then EK13, namely in solving problems, the supervisor acts wisely, and then EK11, namely working in this company makes an employee useful.

Internal motivation variables (X2) that most affect work productivity are I20, namely work achievements owned, then I19, namely satisfaction in completing tasks and then I15, namely interesting work. While internal motivation that less affects work productivity is I14, namely the ability to develop, then I16, namely family support, then I13, namely work according to the field

## Discussion

From the results of the above research, it can be seen that the effect of external motivation on work productivity is very high compared to internal motivation. The relationship of external motivation to work productivity greatly affects the increase in employee work by 52.2%. In this study, the external motivation that most affects employee work productivity is good communication between employees and superiors, a good work environment, and superiors always give praise. The three main factors that can improve employee performance in completing tasks. Meanwhile, from the respondents' responses, the relationship between internal motivation and employee work productivity averaged 32.2%. In this study, the three main factors of internal motivation that influence work productivity are work achievements, satisfaction in completing tasks, and interesting work.

This research is supported by Herzberg's two-factor theory which explains two motivational factors, namely:

1. Hygiene Factors, which include salary, private life, quality of supervision, working conditions, security, interpersonal company policies and administration. (External)
2. Motivation Factors, which are associated with job content, include success, recognition, challenging work, improvement and growth in the job. (Internal).

The results that researchers can be supported by the theory and results of previous studies. In Herzberg's theory that says Hygiene Factors (external motivation) which includes salary, does not match the results obtained by researchers that salary has a significant effect on productivity. In this study, it can be seen from the respondents' responses regarding salary, 74% of the average employee agrees with the salary given. It can be seen that PT Telkom employees are not motivated by the salary given, because the needs and productivity of the work they do are in accordance with the salary they expect. This result is supported by the Expansion Theory, expressed by Vroom. Vroom argues "that people will be motivated to do certain things to achieve goals if they believe that their actions will lead to the achievement of these goals". In this theory, it can be seen that an employee works not solely on the salary factor but there are other goals that are more supportive than the salary factor.

This is supported by Maslow's Theory, "Hierarchy of Needs" Maslow views human needs based on a hierarchy of needs from the lowest needs to the highest needs. The basic human needs identified by Maslow in order of importance are as follows:

- a. Physiological Needs (Basic Needs) For example clothing, food, shelter and individual well-being.
- b. The need for a sense of security (Security Needs) Attributed to work, the need for security while working, a feeling of security regarding the future of employees
- c. Affiliation or Acceptance Needs (Social Needs)
  - The need to feel accepted where he works
  - The need to feel respected
  - The need to excel
  - The need to be able to participate
- d. Esteem Needs This type of need produces satisfaction such as power, achievement, status and confidence in oneself.
- e. Self-Actualization Needs This need is the highest need, namely the need to become the person who is aspired to and feels capable of realizing it. *Koontz, (1990: 121)*

In Maslow's theory, PT Telkom employees are no longer motivated by Salary / Wages which are categorized as physiological needs, because the wages received by Telkom employees are sufficient to meet their physiological needs. After physiological needs are met now the need for a sense of security greatly affects the work productivity of current employees, where in the results obtained the total average number of respondents 64% of employees are motivated by the need for a sense of security at work / a good work environment. In Maslow's theory, acceptance needs are also currently greatly affecting employee productivity, which gets an average result of 66% of the total respondents, where PT Telkom employees are motivated by good

communication between employees and good superiors, which means that an employee wants to be noticed by his superiors, wants to be given attention by his superiors and wants to be respected by other employees. Furthermore, the need for appreciation, from the results of obtained by PT Telkom employees, it turns out that they really need appreciation from their superiors as their motivation in achieving productivity, this can be seen from the average respondent's response regarding superiors always giving praise, which is 68%, so the level of appreciation needs at PT Telkom is very high in increasing productivity. Furthermore, Self-realization Needs, in this study the average employee of PT Telkom has not yet reached the Self-realization Needs

The results of this study are supported by the results of research conducted by Hendrietta Putri, in 2010 the researcher obtained the results "Work motivation is a factor of the level of work atmosphere, leadership attention and social welfare simultaneously has a significant effect on the work motivation of production employees at PT Candi Baru Sugar Factory Sidoarjo"

Based on the results of the R square determination coefficient test, the result is 0.477. This means that external and internal motivation together affect employee performance by 47.7%. The rest is influenced by other factors outside this study. This also answers the existing problems regarding the relationship between external and internal motivation to employee performance

Based on the results of the linear regression test, the *unstandardized coefficient B* value of external motivation is 0.522, greater than the external motivation of 0.322. This means that 52.2% of employee performance is influenced by external motivation. From the results of this study it can be concluded that External Motivation is more dominant in increasing employee productivity. Indicators of external motivation include good supervisors, working conditions and financial & social security. In this research, the salary factor does not make an employee motivated by work productivity because their physiological needs have been met.

## CONCLUSIONS AND SUGGESTION

Based on the results of the analysis and discussion, the conclusions that can be drawn are as follows:

1. External motivation in the company PT.Telkom has a significant influence on performance productivity based on employee perceptions.
2. From the results of the analysis, the results obtained that external motivation (Working Conditions, Good Bosses, Financial and Social Security) provides an influence on the productivity of company performance. While the analysis obtained from internal motivation (Fun Work, Challenging Work, and Interesting Work) provides an influence on productivity. Thus, the proposed hypothesis is proven.
3. External and internal motivation simultaneously affect employee performance. This is evidenced by the coefficient of determination test, which is 47% of employee performance is influenced by variations in the two variables used in the study, the remaining 53% is influenced by other factors.
4. External motivation has a more dominant effect on employee performance. This is evidenced by the regression coefficient of external motivation is greater than internal motivation.
5. The most dominant external motivation affecting productivity is good communication between employees and superiors / while internal motivation is work performance, based on research conducted.

## Advice

Some suggestions that can be made in relation to the conclusions are as follows:

1. It is recommended that companies maximize internal motivation. Because when external and internal motivation is given in balance, employee performance is sure to increase.
2. Companies should pay more attention to external motivation on communication between employees and superiors, if employees feel comfortable with communication, their work productivity will automatically increase. Because it is influenced by the surrounding environment
3. For future research, it is recommended to add other components in further research, such as leadership style, compensation, training and others.

## REFERENCES

- Algifari. 1997. *Analisis Regresi Teori, Kasus dan Solusi*. Yogyakarta
- Baccal, Robert. 2005. *Performance Management*. Jakarta : GM
- Carray. 2008. *Faktor-faktor yang mempengaruhi Produktivitas Kerja*. Dalam Sondang, P.Siagian. 2005(Ed.),

- pengertian produktivitas. (<http://makalahdanskripsi.blogspot.com/2008/11/faktor-faktor-yang-mempengaruhi.html>, diakses 28 Sept. 2012)
- Chandradewi, Ayuningtyas. 2008. *Faktor yang Mempengaruhi Produktivitas Kerja. Dalam Komaruddin. 1992(Ed.), pengertian produktivitas dan factor-faktor yang mempengaruhi.* (<http://www.scribd.com/doc/56524013/15/Faktor-Yang-Mempengaruhi-Produktivitas-Kerja>, diakses 29 Sept. 2012)
- Chandradewi, Ayuningtyas. 2008. *Faktor yang Mempengaruhi Produktivitas Kerja. Dalam Sjahmien, Moefli. 2003(Ed.), factor yang mempengaruhi produktivitas.* (<http://www.scribd.com/doc/56524013/15/Faktor-Yang-Mempengaruhi-Produktivitas-Kerja>, diakses 29 Sept. 2012)
- Chandradewi, Ayuningtyas. 2008. *Faktor yang Mempengaruhi Produktivitas Kerja. Dalam Sinungan. 2003(Ed.), pengukuran kinerja produktivitas.* (<http://www.scribd.com/doc/56524013/15/Faktor-Yang-Mempengaruhi-Produktivitas-Kerja>, diakses 29 Sept. 2012)
- Dearden Bedford, Anthony. 1985. *Sistem Pengendalian Manajemen Edisi 5*. Bandung : Erlangga
- Gary, Dessler. 2003. *Manajemen SDM*. Jakarta : Indeks
- H. Hadari, Nawawi. 2000. *Management strategic organisasi non profit bidang Pemerintahan*. Yogya penerbit: UGM
- H. Hadari, Nawawi. 2000. *Management strategic organisasi non profit bidang Pemerintahan*. Dalam William. dan Davis. 2003(Ed.), *perbedaan motivasi eksternal dan internal*. Yogya penerbit: UGM
- Jsupranto. 1984. *Ekonometrik*. Jakarta : Lembaga Penerbit FE-UI
- Maulana, Sulastiana. 2009. *Kepemimpinan melalui Motivasi Karyawan.* ([http://pustaka.unpad.ac.id/wpcontent/uploads/2009/12/kepemimpinan\\_melalui\\_motivasi.pdf](http://pustaka.unpad.ac.id/wpcontent/uploads/2009/12/kepemimpinan_melalui_motivasi.pdf), diakses 20 Sept. 2012)
- Munizu, Musran. 2010. *Praktik Total Quality Management (TQM) dan Pengaruhnya Terhadap Kinerja Karyawan. Jurnal Manajemen dan Kewirausahaan, Vol. 12, No. 2.* Dalam Henry, Frayol. 2010(Ed.), *Tujuan dan Fungsi manajemen*. Makassar-FE UH
- Nizar, Natsir. 2005. *Pengaruh pemberian motivasi dan lingkungan kerja terhadap kepuasan kerja pada PT. Hj.Kalla Alauddin. Skripsi tidak diterbitkan*. Makassar : FE-Unhas
- Pratama, Aidhil. 2011. *Pengaruh Motivasi terhadap Kinerja Karyawan.* (<http://lompoulu.blogspot.com/2012/02/pengaruh-motivasi-terhadap-kinerja.html>, diakses 21 Sept. 2012)
- Prof. Dr. Veithzal, Rivai, M.BA. Prof. Dr. Deddy, Mulyadi, M.Si. 2010. *Kepemimpinan dan perilaku organisasi. Edisi 3.* Dalam koontz. 1990(Ed.), *Teori Motivasi & Pengertian Motivasi*. Jakarta : PT. Raja Grafindo Persada.
- Putri Ismiyaning Dyah, Hendrietta. 2012. *Motivasi Kerja Karyawan di PT. Pabrik Gula Candi Baru Sidoarjo. Skripsi diterbitkan*. Surabaya : Universitas Pembangunan Nasional “Veteran”.
- Reskar R. 2001. *motivasi terhadap kinerja karyawan pada PT. surya cipta mandiri. Skripsi tidak diterbitkan*. Makassar : FE-Unhas
- Richard L, Daft. 2003. *Manajemen Management. Edisi 6*. Jakarta : Salemba Empat
- Richard L, Daft. 2003. *Manajemen Management. Dalam Mary. Follet. 2003(Ed.), Mendefinisikan Manajemen. Edisi 6*. Jakarta : Salemba Empat
- Richard L, Daft. 2003. *Manajemen Management. Dalam Petter, Drucker. 2003(Ed.), Mendefinisikan Manajemen dan Manajer. Edisi 6*. Jakarta : Salemba Empat
- Robert Bacal. 2005. *Performance Management. Dalam manulung. 1982(Ed.), Definisi Motivasi*. Jakarta : GM
- Robert Bacal. 2005. *Performance Management. Dalam As'Ad. 1995(Ed.), Definisi Motivasi*. Jakarta : GM
- Robert Bacal. 2005. *Performance Management. Dalam Sarwoto. 1983(Ed.), Definisi Motivasi*. Jakarta : GM
- Sekaran, Uma. 2006. *Metodologi Penelitian untuk Bisnis, Dalam Sugiyono, dan Hair. 1998(Ed.), Sumber data Edisi 4*. Jakarta : Salemba Empat.
- Stephen P, Robbins. Timothy A, Judge. 2008. *Perilaku organisasi*. Jakarta : Salemba Empat
- Stephen P, Robbins. 2002. *Prinsip-prinsip Perilaku Organisasi*. Jakarta : Erlangga.
- Viklund, Andreas. 2009. *Fungsi Manajemen Sumber Daya Manusia. Jurnal diterbitkan* (<http://jurnal-sdm.blogspot.com/2009/07/manajemen-sumber-daya-manusia-fungsi.html>, diakses 20 Sept. 2012)
- Viklund, Andreas. 2009. *Fungsi dan Peran Manajemen Sumber Daya Manusia. Jurnal diterbitkan* Dalam Dessler. 1997(Ed.), *HRM*. (<http://jurnal-sdm.blogspot.com/2009/07/fungsi-dan-peran-manajemen-sumber-daya.html>, diakses tanggal 21 Sept. 2012)
- Viklund, Andreas. 2009. *Fungsi dan Peran Manajemen Sumber Daya Manusia. Jurnal diterbitkan* Dalam

- Cherrington. 1995(Ed.), *Fungsi MSDM*. (<http://jurnal-sdm.blogspot.com/2009/07/fungsi-dan-peran-manajemen-sumber-daya.html>, diakses tanggal 21 Sept. 2012)
- Viklund, Andreas. 2009. *Faktor yang mempengaruhi kinerja Karyawan*. Dalam Nitisemito. 1992(Ed.), *manajemen. Jurnal diterbitkan*. (<http://jurnal-sdm.blogspot.com/2009/07/kinerja-karyawan-definisi-faktor-yang.html>, diakses 29 Sept. 2012).
- Wayne R., Pacedon F. Faules. 2005. *Komunikasi organisasi strategi meningkatkan kinerja perusahaan*. Dalam Sunarto. 2003(Ed.), *Pengertian Kinerja Karyawan*. Bandung : Erlangga
- Wayne R., Pacedon F. Faules. 2005. *Komunikasi organisasi strategi meningkatkan kinerja perusahaan*. Dalam Bernanding, dan Russel. 1993(Ed.), *Pengertian Kinerja Karyawan*. Bandung : Erlangga
- Wayne R., Pacedon F. Faules. 2005. *Komunikasi organisasi strategi meningkatkan kinerja perusahaan*. Dalam Robbins. 1996(Ed.), *Pengertian Kinerja Karyawan*. Bandung : Erlangga
- Wayne R., Pacedon F. Faules. 2005. *Komunikasi organisasi strategi meningkatkan kinerja perusahaan*. Dalam Timpe. 2003(Ed.), *Faktor-Faktor Yang Mempengaruhi Kinerja*. Bandung : Erlangga