

A COMPREHENSIVE APPROACH TO ANALYZING WORK MOTIVATION TO IMPROVE EMPLOYEE PRODUCTIVITY AT PT BANK DKI JAKARTA

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Abstract: This study examines the impact of work motivation on employee productivity at PT Bank DKI Jakarta. In today's competitive business environment, motivation plays a crucial role in determining employee performance, engagement, and satisfaction. The research identifies key internal factors influencing motivation, including salary, interpersonal relationships, career development opportunities, work environment, and work-life balance. A preliminary survey conducted among 21 employees revealed that salary and interpersonal relationships are the primary motivational factors. Employees face challenges in career advancement and recognition, which affect their overall productivity and job satisfaction. Using a qualitative descriptive approach, this study explores how these factors shape motivation and influence performance outcomes. Findings indicate that employees who receive adequate compensation, career growth opportunities, and a positive work environment exhibit higher commitment and productivity. The study suggests that PT Bank DKI Jakarta should adopt a holistic strategy to enhance employee motivation, incorporating competitive salaries, structured career development programs, recognition initiatives, and work-life balance policies. By addressing these factors, the bank can improve workforce engagement, reduce turnover rates, and boost overall productivity. This research provides insights for organizations aiming to optimize human resource management and sustain long-term business growth.

Keywords: Work Motivation, Employee Productivity, Career Development

INTRODUCTION

Work productivity is a critical element in today's increasingly competitive business environment, impacting employee motivation, which is key to enhancing productivity, performance, engagement, satisfaction, and overall outcomes. A lack of motivation can lead to low productivity, absenteeism, and high turnover rates. Motivation plays a vital role in determining employee productivity, particularly in the face of intense global competition, where companies must have not only competent but also motivated employees to achieve optimal performance. PT Bank DKI Jakarta, one of Indonesia's leading financial institutions, faces the challenge of maintaining and boosting employee productivity. This calls for a comprehensive approach to analyze employee motivation and its impact on productivity. The bank recognizes the importance of motivation in achieving organizational goals and improving performance in the dynamic banking sector, where employee productivity is crucial to meeting strategic objectives and providing excellent customer service. Various factors influence employee motivation, such as the work environment, rewards, career development, and work-life balance. Understanding these factors will help management devise strategies to enhance motivation. A thorough approach to studying motivation involves evaluating the fundamental needs, expectations, and interactions with external factors. This approach is particularly relevant for PT Bank DKI, as it will explore how motivation is influenced by elements like work environment, organizational culture, reward systems, and career development opportunities.

The work environment plays a significant role in shaping employee motivation. A positive and supportive work environment encourages employees to perform at their best, while a negative work environment can lead to disengagement and reduced productivity. Factors such as workplace culture, communication, and leadership styles all contribute to the overall work environment. Reward systems are another critical factor affecting employee motivation. Competitive salaries, performance-based bonuses, and recognition programs can enhance motivation and drive employees to achieve organizational goals. When

employees feel valued and rewarded for their efforts, they are more likely to stay committed and productive. Career development opportunities also contribute to employee motivation. Providing training, mentorship programs, and clear career progression paths can inspire employees to invest their time and effort in the organization. Employees who see opportunities for growth are more likely to remain engaged and motivated. Work-life balance is an essential aspect of employee motivation. Organizations that promote a healthy balance between work and personal life can reduce stress and increase job satisfaction. Flexible work arrangements, wellness programs, and supportive policies contribute to a better work-life balance, leading to improved productivity.

The management at PT Bank DKI must implement strategic initiatives to address these motivation factors. By creating a supportive work environment, offering competitive rewards, and providing career development opportunities, the bank can foster a motivated workforce capable of achieving high performance. Employee engagement is another crucial aspect that impacts motivation and productivity. Engaged employees are more likely to take initiative, contribute innovative ideas, and work collaboratively toward achieving organizational objectives. Regular feedback, recognition, and involvement in decision-making processes can enhance employee engagement. Leadership also plays a vital role in motivating employees. Effective leaders inspire and empower their teams by setting clear goals, providing guidance, and fostering a culture of trust and respect. Leadership development programs can help cultivate strong leaders who can drive motivation and performance within the organization.

Employee well-being is a key consideration in sustaining motivation and productivity. Companies that prioritize employee well-being by offering health and wellness programs, mental health support, and stress management resources create a more engaged and motivated workforce. Implementing a motivation strategy requires ongoing assessment and adaptation. Regular employee feedback surveys, performance evaluations, and benchmarking against industry standards can help PT Bank DKI identify areas for improvement and make informed decisions. Motivation is a critical driver of employee productivity and organizational success. By addressing key factors such as the work environment, rewards, career development, and work-life balance, PT Bank DKI can enhance motivation levels and achieve strategic business objectives. A motivated workforce contributes to higher job satisfaction, better customer service, and sustainable business growth.

To achieve long-term success, organizations must view employee motivation as a continuous process that requires strategic planning, commitment, and investment. By fostering a culture of motivation, companies can retain top talent, improve performance, and maintain a competitive edge in the evolving business landscape.

Table 1. This table shows the types of motivation programs provided to employees at PT Bank DKI Jakarta

No	Type of Motivation Given	Motivation Program Given	Description	2020	2021	2022	2023
1	Physiological Needs	Meal Allowance	Employees receive daily meals according to grade	All employees	All employees	All employees	All employees
2	Safety Needs	Pension and Health Insurance	Employees receive BPJS Health and BPJS Employment insurance	All employees	All employees	All employees	All employees
3	Social Needs	Career Path	Meeting targets will lead to a grade increase; 5 employees met this target	None	None	None	None

No	Type of Motivation Given	Motivation Program Given	Description	2020	2021	2022	2023
4	Esteem Needs	Annual Bonus	Meeting targets will result in an annual bonus	All employees	13 people got it	17 people got it	All employees
5	Self-Actualization Needs	Training	Employees receive personal development training periodically	All employees	All employees	All employees	All employees

Based on the data, two main issues affecting employee motivation at PT Bank DKI are the difficulty in advancing positions and the lack of recognition for employees. This research aims to address these problems by implementing an intensive payment system and clear career progression for well-performing employees. With the right motivation, employees will be more inclined to compete healthily and showcase their best abilities. A strong focus on employee motivation is expected to boost morale and contribute to achieving the company's goals.

Despite various motivation programs being implemented, there are still indications that employee productivity at PT Bank DKI Jakarta is not optimal. Some issues that need further investigation include:

1. Are the current motivation factors aligned with employees' needs?
2. What is the relationship between work motivation and employee productivity at PT Bank DKI Jakarta?
3. What obstacles do employees face in achieving high motivation?

Work productivity is a critical element in today's increasingly competitive business environment, impacting employee motivation, which is key to enhancing productivity, performance, engagement, satisfaction, and overall outcomes. A lack of motivation can lead to low productivity, absenteeism, and high turnover rates. Motivation plays a vital role in determining employee productivity, particularly in the face of intense global competition, where companies must have not only competent but also motivated employees to achieve optimal performance.

PT Bank DKI Jakarta, one of Indonesia's leading financial institutions, faces the challenge of maintaining and boosting employee productivity. This calls for a comprehensive approach to analyze employee motivation and its impact on productivity. The bank recognizes the importance of motivation in achieving organizational goals and improving performance in the dynamic banking sector, where employee productivity is crucial to meeting strategic objectives and providing excellent customer service. Various factors influence employee motivation, such as the work environment, rewards, career development, and work-life balance. Understanding these factors will help management devise strategies to enhance motivation. A thorough approach to studying motivation involves evaluating the fundamental needs, expectations, and interactions with external factors. This approach is particularly relevant for PT Bank DKI, as it will explore how motivation is influenced by elements like work environment, organizational culture, reward systems, and career development opportunities.

This study is crucial to gain a deeper understanding of employee motivation at PT Bank DKI Jakarta. By using a comprehensive approach, the research aims to provide practical recommendations for management to address motivation issues. Additionally, the findings will contribute to the development of motivation theory in the banking sector and serve as a reference for other companies facing similar challenges. Ultimately, improving employee productivity will support PT Bank DKI Jakarta's growth and sustainability. Employee motivation has a direct impact on job satisfaction and performance. When employees are motivated, they are more likely to perform their tasks efficiently and contribute positively to the organization. Conversely, a lack of motivation can result in disengagement, decreased morale, and diminished productivity levels. The work environment plays a significant role in shaping employee motivation. A positive and supportive work environment encourages employees to perform at their best, while a negative work environment can lead to disengagement and reduced productivity. Factors such as workplace culture, communication, and leadership styles all contribute to the overall work environment.

Reward systems are another critical factor affecting employee motivation. Competitive salaries, performance-based bonuses, and recognition programs can enhance motivation and drive employees to

achieve organizational goals. When employees feel valued and rewarded for their efforts, they are more likely to stay committed and productive. Career development opportunities also contribute to employee motivation. Providing training, mentorship programs, and clear career progression paths can inspire employees to invest their time and effort in the organization. Employees who see opportunities for growth are more likely to remain engaged and motivated. Work-life balance is an essential aspect of employee motivation. Organizations that promote a healthy balance between work and personal life can reduce stress and increase job satisfaction. Flexible work arrangements, wellness programs, and supportive policies contribute to a better work-life balance, leading to improved productivity.

The management at PT Bank DKI must implement strategic initiatives to address these motivation factors. By creating a supportive work environment, offering competitive rewards, and providing career development opportunities, the bank can foster a motivated workforce capable of achieving high performance. Employee engagement is another crucial aspect that impacts motivation and productivity. Engaged employees are more likely to take initiative, contribute innovative ideas, and work collaboratively toward achieving organizational objectives. Regular feedback, recognition, and involvement in decision-making processes can enhance employee engagement. Leadership also plays a vital role in motivating employees. Effective leaders inspire and empower their teams by setting clear goals, providing guidance, and fostering a culture of trust and respect. Leadership development programs can help cultivate strong leaders who can drive motivation and performance within the organization. Employee well-being is a key consideration in sustaining motivation and productivity. Companies that prioritize employee well-being by offering health and wellness programs, mental health support, and stress management resources create a more engaged and motivated workforce.

Implementing a motivation strategy requires ongoing assessment and adaptation. Regular employee feedback surveys, performance evaluations, and benchmarking against industry standards can help PT Bank DKI identify areas for improvement and make informed decisions. In conclusion, motivation is a critical driver of employee productivity and organizational success. By addressing key factors such as the work environment, rewards, career development, and work-life balance, PT Bank DKI can enhance motivation levels and achieve strategic business objectives. A motivated workforce contributes to higher job satisfaction, better customer service, and sustainable business growth.

METHODS

This research uses a field study approach with a qualitative descriptive method. Descriptive research is aimed at describing phenomena, whether natural or human-engineered, as explained by Maleong (2018). In qualitative research, the focus is on understanding social phenomena deeply, capturing the meanings and experiences individuals create within their context, as noted by Sugiono (2021). This approach emphasizes collecting data in narrative and descriptive forms, such as through interviews, observations, and case studies. The analysis of the data involves organizing, categorizing, and interpreting it to identify meaningful themes. The research process starts with problem identification, where initial information about employee motivation and productivity at PT Bank DKI Jakarta is collected through interviews with management and employees, along with a literature review. The next step involves reviewing relevant theories and previous research to support the study, summarizing motivation theories and models that can be applied to PT Bank DKI Jakarta. Hypotheses are then formulated based on the identified problems and literature review. Following this, the research design is determined, including the selection of the research method (qualitative or quantitative) and the creation of data collection instruments.

The study collects both primary and secondary data. Primary data is gathered directly from the subjects or research location, while secondary data is obtained through interviews that address the analysis of motivation and employee productivity at PT Bank DKI Jakarta. The research will utilize non-participatory observation, where the researcher observes without engaging in the activities of the subject, allowing for the gathering of necessary information. Data processing begins with an initial exploration of the research object, collecting diverse and varied data, and conducting a pre-survey to build employee confidence. The data collected is then analyzed and presented as narrative text based on the research theme. The analysis is inductive, systematically organizing and interpreting the data to draw meaningful conclusions. The research schedule includes various activities such as problem identification, literature review, hypothesis formulation, data collection, data analysis, and final report preparation. The outcomes of this research are expected to provide practical insights into enhancing employee motivation and productivity at PT Bank DKI Jakarta.

RESULT AND DISCUSSION

RESULT

This study aims to understand the factors influencing employee motivation and how they impact productivity in the workplace. Motivation is a key element in achieving optimal performance, especially in highly competitive industries like banking. In the case of PT Bank DKI Jakarta, this analysis is expected to provide valuable insights into employees' needs and expectations, offering relevant solutions for management to enhance productivity. Using a qualitative approach, the study explores employees' experiences, perspectives, and expectations regarding motivation at the company. A pre-survey involving 21 randomly selected employees was conducted, with data collected through a questionnaire measuring factors such as salary, interpersonal relationships, health benefits, promotions, job satisfaction, and organizational culture.

Table 2. Pre-Survey of PT Bank DKI Employees

Variable	Indicator	Statement	Results (%)	Number of Responses
Work Motivation	Salary	Employees state that salary is the most important factor for meeting their living needs	42.9%	9
	Interpersonal Relations	Employees state that interpersonal relations are the most important for building connections	19%	4
	Health Insurance	Employees state that health insurance is the most important for meeting their living needs	0%	0
	Promotion	Employees state that promotion is the most important for building motivation	0%	0
	Job Satisfaction	Employees state that job satisfaction is the most important for building motivation	28.6%	6
	Organizational Culture	Employees state that organizational culture is the most important for building connections	9.5%	2
Total			100%	21

The pre-survey results indicate that 42.9% of employees feel their salary is in line with the minimum wage, while 28.6% report a decline in job satisfaction due to challenging targets. Additionally, 19% of employees find interpersonal relationships difficult due to limited contact with colleagues, and 9.5% believe the organizational culture has worsened, as employee rights are often not fairly exercised. The main issue identified is a decline in employee motivation, particularly related to their salary in relation to their workload, as well as obstacles in career advancement. An additional concern is that when employees fail to meet targets, their salary or bonuses are affected, leading to decreased motivation and productivity, which does not align with the company's expectations. This highlights the need for the company to recognize opportunities to boost employee motivation and implement quality human resource management strategies to meet both employee and organizational goals.

DISCUSSION

Work motivation is a crucial factor in determining employee productivity levels. Based on the identified issues, various internal factors contribute to work motivation, particularly social and recognition needs. Employees at PT Bank DKI Jakarta often face challenges in achieving the career advancement they aspire to, despite putting in their best efforts to reach their goals. Social and recognition needs are interrelated and mutually supportive; if one is lacking, work motivation and employee productivity will decline. To determine whether these two aspects remain a top priority for employees, researchers conducted a preliminary survey involving 21 employees and analyzed the collected data.

The survey results indicate that the majority of PT Bank DKI Jakarta employees prioritize salary and interpersonal relationships as the main factors influencing their work motivation. Understanding this situation, the company needs to adopt a more comprehensive approach to optimize its human resource potential. This approach should encompass career development, employee well-being, and organizational culture reinforcement. By doing so, the company can not only enhance employee motivation but also reduce turnover rates and improve overall productivity.

One of the key factors influencing work motivation is recognition and rewards from superiors. Research shows that employees who feel recognized and valued tend to have higher work motivation and show increased productivity. Rewards, whether financial—such as bonuses and salary increases—or non-financial—such as promotions or praise from superiors—serve as incentives that boost employee confidence and sense of competence. According to Herzberg's motivation theory, recognition is a "satisfaction factor" directly linked to job satisfaction, thereby driving better performance.

Employees who receive recognition from the company tend to demonstrate higher commitment to their work. An effective reward system encourages employees to work harder and achieve company targets more efficiently. Studies also indicate that organizations that implement effective recognition policies experience significant increases in productivity, as employees feel that their efforts are appreciated and have a tangible impact on their career progression.

Besides recognition, career development opportunities also play a crucial role in enhancing employee motivation and productivity. The opportunity to acquire new skills and develop professional competencies gives employees a greater sense of achievement. According to Maslow's hierarchy of needs theory, self-actualization needs serve as one of the primary driving factors in work motivation. With career development opportunities, employees feel more satisfied with their jobs and are more motivated to achieve the company's objectives.

A conducive work environment also plays a significant role in maintaining employee motivation and productivity levels. A comfortable, safe, and supportive work environment can create a more enjoyable work atmosphere. According to Herzberg's theory, a positive work environment can reduce dissatisfaction, even if it does not always directly increase job satisfaction. However, with a positive work environment, employees can work optimally without feeling burdened by unfavorable working conditions. Conversely, a poor work environment can increase stress levels, reduce productivity, and lead to higher absenteeism and employee turnover.

Another important factor in boosting motivation and productivity is work-life balance. Employees who maintain a good balance between work and personal life tend to be happier and experience lower stress levels. This is essential for fulfilling employees' psychological and emotional needs, thereby increasing their willingness to work. If this balance is disrupted, employees may experience burnout, which can negatively impact their performance and productivity.

Based on research findings, several strategies can be implemented by PT Bank DKI Jakarta to enhance overall employee productivity. One of these is skill development through training and professional development opportunities. By providing access to relevant training programs, the company can help employees improve their competencies, making them more prepared to face challenges in their jobs. Additionally, recognition and reward systems must be consistently applied to ensure that employees feel valued for their contributions. The company also needs to focus on promoting work-life balance by offering flexibility in working hours and supporting employees' mental well-being. Furthermore, creating a positive work environment is crucial in improving job satisfaction and strengthening collaboration among employees. When the work environment is well-managed, stress levels decrease, and productivity increases. Finally, the company must continue to provide career development opportunities for employees. By establishing clear career paths, the company can ensure that employees remain motivated to achieve higher goals. By implementing these strategies comprehensively, PT Bank DKI Jakarta can not only boost employee motivation but also create a healthier, more productive, and sustainable work environment.

CONCLUSION

This study concludes that work motivation significantly impacts employee productivity at PT Bank DKI Jakarta. Salary emerged as the most influential factor, with 42.9% of employees citing it as their primary motivation. Timely and competitive compensation helps employees meet their basic needs, fostering a sense of security and focus on tasks. Job satisfaction also plays a critical role in driving productivity, as employees who find fulfillment in their roles are more likely to deliver quality work and meet organizational goals. Interpersonal relationships and organizational culture were identified as secondary factors that contribute to a supportive work environment. Positive interactions with colleagues and a strong cultural foundation enhance collaboration, reducing stress and fostering teamwork. However, limited career development opportunities were a key area of concern. Employees expressed dissatisfaction with the lack of promotions and growth paths, which negatively impacted motivation and long-term engagement.

To improve productivity, PT Bank DKI Jakarta is recommended to implement a comprehensive motivation strategy. This includes enhancing salary structures, creating transparent career advancement programs, and fostering a collaborative work environment. Additionally, providing regular training and development opportunities can address skill gaps and empower employees to take on greater responsibilities.

By addressing these factors, the organization can boost employee motivation, achieve higher productivity, and strengthen its competitive position in the banking sector.

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