

# The Effect of Work Motivation on Employee Performance at Bukit Raya Sekawan Mining Company

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## ABSTRACT

The aim of this study is to examine the relationship between job motivation and employee performance at Bukit Raya Sekawan Mining Company. A quantitative associative technique was used in this study. This study's population consists of all 45 employees of Bukit Raya Sekawan Mining Company. Then, as tools and procedures for collecting data, observation, interviews, literature reviews, documentation studies, observation guidelines, and questionnaires are used. The results demonstrated that job motivation has a favorable and significant influence on staff performance at Bukit Raya Sekawan Mining Company. Therefore, Bukit Raya Sekawan Mining Company has to monitor and evaluate staff performance in order to ensure that corporate goals are met to the fullest and employee welfare is ensured. To guarantee a fair allocation of jobs, encourage collaboration among staff members, and provide opportunities for professional growth, Bukit Raya Sekawan Mining Company needs to collect accurate data. This is how it is expected that in the future, Bukit Raya Sekawan Mining Company and its employees would collaborate to fulfill their rights, obligations, and aspirations as one single unit.

**Keywords:** work motivation, employee performance, mining company

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## **INTRODUCTION**

According to Winanto & Hanantijo (2023), the extractive industry is one of the sectors that significantly contributes to state revenue annually, making it one of Indonesia's most important resources. The global economic crisis brought on by Covid-19 had a negative impact on governmental revenue sources, which were augmented by the revenues from commodities. As per Aidar & Ferdian (2023), the extractive industry generated IDR 124.4 trillion in revenue for the state in 2021. This amount includes taxes, exit fees, and state revenue that is not taxed. This assertion is supported by the Directorate General of EBTKE (2023), which reports that 60 mining companies with coal mining concession work agreements are now operating in Indonesia under a number of special mining business licenses and business permits. Additionally, the Directorate General of EBTKE (2023) made it clear that the Ministry of Energy and Mineral Resources is currently developing a variety of technologies to decrease the consequences of the extractive industries, as these activities are often related to environmental harm. The Directorate General of EBTKE (2023) states that in order to limit negative impacts on the environment and increase benefits to the community, innovations in the extractive sector must be supported by top-notch human resources in order for them to eventually assist sustainable development.

Suyanto (2018) suggest that a supporting factor that can affect employee work is motivation. Employees need motivation to do their jobs well, so companies, institutions, or organizations need to create a good working atmosphere so that employees are self-motivated. Therefore, it should be understood that the motivation possessed by employees has the potential to improve the quality of their work (Idris & Wahyudi, 2021; Ouyang, Zhu, & Ma, 2022). Nasution & Priangkatara (2022) explained that work motivation is something that raises employee enthusiasm or encouragement to work, so work motivation is often referred to as a booster. According to Schröder (2023) and Suyanto (2018), work motivation is closely related to something employees do at work and is an important factor in achieving high performance for these employees. Motivation becomes an important thing because it can raise, direct, and support one's behavior to want to work with enthusiasm to achieve optimal results. In other words, motivation can shape and improve employee discipline and work ethic (Farhah, Ahiri, & Ilhamet, 2020).

Employees need motivation to do their jobs well, so companies, institutions, or organizations need to create a good working atmosphere so that employees are self-motivated. Therefore, it should be understood that the motivation possessed by employees has the potential to improve the quality of their work (Jufrizen, 2018; Ma'ruf & Chair, 2020; Ratna, Nur, Felix, Narendra, & Riyanti, 2022). Pulungan & Wasiman (2023), Ratna, Nur, Felix, Narendra, & Riyanti (2022), and Yuliantini & Santoso (2020) explained that work motivation is something that raises employee enthusiasm or encouragement to work, so work motivation is often referred to as a booster. According to Aulia & Wijaya (2023) and Rozalia, Utami, & Ruhana (2015), work motivation is closely related to something employees do at work and is an important factor in achieving high performance for these employees.

According to the principle of motivation proposed by Farhah, Ahiri, & Ilhamet (2020), performance is a function of ability. Without motivation, employees tend not to have the ability to do work management. Motivation becomes an important thing because it can raise, direct, and support one's behavior to want to work with enthusiasm to achieve optimal results. In other words, motivation can shape and improve employee discipline and work ethic (Farhah, Ahiri, & Ilhamet, 2020). To motivate employees, companies, institutions, or organizations must know the motives of the desired motivation from the employees themselves (Subariyanti, 2017). The principle of motivation also intersects with the concept of compensation that has been previously conveyed that the efforts of companies, institutions, or organizations in providing compensation financially and non-financially aim to increase employee motivation to complete work and help companies, institutions, or organizations in achieving their goals (Pulungan & Wasiman, 2023; Subariyanti, 2017).

The statement is supported by a preliminary study conducted by researchers on 25 employees at Bukit Raya Sekawan Mining Company related to work motivation and employee performance which are

variables in this study. The likert scale used in preliminary studies in research is the provision of categories of answers that are quantified and given scores into numbers such as very appropriate (5), appropriate (4), normal (3), not appropriate (2), and very inappropriate (1). The following is a table that presents the results of a preliminary study of 25 employees at Bukit Raya Sekawan Mining Company.

Table 1: Work Motivation and Employee Performance Preliminary Study

Variable	Dimension	Answer Score									
		5		4		3		2		1	
		F	%	F	%	F	%	F	%	F	%
Work motivation	Discipline	8	32%	10	40%	7	28%	0	0%	0	0%
	Work ethic	6	24%	13	52%	6	24%	0	0%	0	0%
	Target achievement	10	40%	11	44%	4	16%	0	0%	0	0%
Employee performance	Quality of work	9	36%	15	60%	1	4%	0	0%	0	0%
	Productivity	8	32%	13	52%	4	16%	0	0%	0	0%
	Competence	6	24%	17	68%	2	8%	0	0%	0	0%

Source: Preliminary study 2024, processed

The results of a preliminary study of 25 employees at Bukit Raya Sekawan Mining Company shows that work motivation is an aspect that has achieved optimal results. This can be seen from most employees in preliminary studies who stated that they were satisfied with their work motivation. Then, the aspect of employee performance at Bukit Raya Sekawan Mining Company shows quite optimal results, but still needs improvement. This can be seen from most employees in preliminary studies who say that they are quite satisfied with the performance produced at work. Based on the results of the preliminary study, overall, researchers want to see the effect of work motivation on employee performance at Bukit Raya Sekawan Mining Company as a whole. In addition, the formulation of the problem in this study is how the work motivation and its effect on employee performance at Bukit Raya Sekawan Mining Company.

## LITERATURE REVIEW

### Work Motivation

Employees need motivation to do their jobs well, so companies, institutions, or organizations need to create a good working atmosphere so that employees are self-motivated. Therefore, it should be understood that the motivation possessed by employees has the potential to improve the quality of their work (Jufrizen, 2018; Ma’ruf & Chair, 2020; Ratna, Nur, Felix, Narendra, & Riyanti, 2022). Pulungan & Wasiman (2023), Ratna, Nur, Felix, Narendra, & Riyanti (2022), and Yuliantini & Santoso (2020) explained that work motivation is something that raises employee enthusiasm or encouragement to work, so work motivation is often referred to as a booster. According to Aulia & Wijaya (2023) and Rozalia, Utami, & Ruhana (2015), work motivation is closely related to something employees do at work and is an important factor in achieving high performance for these employees.

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institutions, or organizations in providing compensation financially and non-financially aim to increase employee motivation to complete work and help companies, institutions, or organizations in achieving their goals (Pulungan & Wasiman, 2023; Subariyanti, 2017).

According to Harahap & Khair (2019) and Tupti, Simarmata, & Arifet (2022), motivation is the desire for employees to do work, the willingness to invest at a high level to achieve the goals of the company, institution, or organization, and is a requirement for the ability to exert efforts to meet employee needs. In other words, motivation is a process or factor that encourages people to act or behave (Cahya, Ratnasari, & Putraet, 2021; Tupti, Simarmata, & Arifet, 2022). While Aulia & Wijaya (2023) mentioned that employees will be easy to motivate, if their needs are met, so that the employee has a high enthusiasm to complete the work given. Here are three types of needs that make employees motivated, according to Aulia & Wijaya (2023):

1. Need for achievement, can motivate employees to develop creativity and exert all their abilities and energy to achieve maximum work performance.
2. Need for affiliation, every employee wants to be accepted by their workplace, wants to be appreciated, wants to get progress, and wants to be included in an activity.
3. Need for power is the driving force behind the attainment of power.

Aliyyah, Prasetyo, Rusdiyanto, Endarti, Mardiana, Winarko, Chamariyah, Mulyani, Grahani, Rochman, Kalbuana, Hidayat, & Tjaraka (2021), Pancasila, Haryono, & Sulisty (2020), and Vo, Tuliao, & Chen (2022) stated that the purpose of motivation is related to employees who work through companies, institutions, or organizations, with the hope that these employees provide the best performance and ability so that the results of their work also have a good impact on the company, institution, or organization itself. Employees cannot do all their own work, so these employees need to ask for help from other parties (Aliyyah, Prasetyo, Rusdiyanto, Endarti, Mardiana, Winarko, Chamariyah, Mulyani, Grahani, Rochman, Kalbuana, Hidayat, & Tjaraka, 2021; Pancasila, Haryono, & Sulisty, 2020; Vo, Tuliao, & Chen, 2022). explained that the inability of employees to complete work does not entirely come from internal, but there is no attention from companies, institutions, or organizations. In other words, the inability of employees to complete work is also caused by the unfulfilled needs of these employees by companies, institutions, or organizations that provide work (Goldfarb, Golan, & Galet, 2023; Henning, Stenling, Tafvelin, Ebener, & Lindwaltet, 2023; Schröder, 2023).

### **Factors that Impact to Work Motivation**

Motivation as a psychological process in employees is influenced by several factors. According to Fahmi, Sudjono, Parwoto, Supriyatno, Saluy, Safitri, Effiyaldi, Rivaldo, & Endri (2022) and Phytanza & Burhaein (2020) these factors can be divided into internal and external factors as follows:

1. Internal factors
  - a. The need of life  
The needs of life are the needs of every employee, so to be able to stay alive, employees are willing to do anything, such as need to get compensation, need to get a job, and need to get safe and comfortable working conditions. These needs support employees in meeting basic individual needs such as primary needs, secondary needs, and tertiary needs.
  - b. The need to have  
The need to have is one of the reasons employees want to work. It can be seen in everyday life, that the desire to have something becomes an encouragement for employees to work hard. The needs of having these include having an award, having income, having objects, and having a position.
  - c. The need for rewards  
Employees want to work because of the need to be recognized and respected by other individuals. To obtain a high status in society, such as education, health, and economy needs to be supported by income earned through hard work. Based on these needs, there is an encouragement for employees to work hard.
  - d. The need for recognition

Another need that exists in employees is the need to get recognition. The need to obtain recognition includes appreciation of achievement, recognition of harmonious and cohesive working relationships, recognition of fair and wise leaders, and recognition of companies, institutions, or organizations where work that is valued by the community.

e. The need to acquire power

The need to gain power is also one of the motivations for employees to work hard. However, the need to obtain power has the potential to make employees make efforts that are not in accordance with the rules, so it takes parties who have objective capacity such as parties from companies, institutions, or organizations to control employees when meeting the need to obtain power.

2. External factors

a. Working environment conditions

A good and clean work environment, getting enough light, and free from noise and distractions is a motivation for employees in doing work. Conversely, a bad work environment will make employees tired quickly and reduce their creativity. Therefore, companies, institutions, or organizations play a role in forming a good work environment for employees.

b. Adequate compensation

Compensation is a source of income for employees to meet their living needs. Adequate compensation can be one of the supports provided by companies, institutions, or organizations to motivate employees to work well.

c. Good supervisor

Companies, institutions, or organizations with supervisors who are close to employees, supervisors who master the twists and turns of work well, and supervisors who have a wise leadership spirit have the potential to create a comfortable working atmosphere and motivate employees to work well.

d. Job guarantee

Job guarantee will make employees work well. The guarantee includes promotion, rank, and employee opportunities to develop themselves.

e. Job titles and responsibilities

Getting a position in a job is a necessity for every employee at work. By occupying a certain position, employees feel trusted and given responsibility, so that the position of the position can encourage employees to meet the needs of a sense of achievement.

f. Flexible regulations

Every company, institution, or organization have rules that must be obeyed by all employees. Regulations that protect and support employees can be one of the factors for employees to be motivated to work better.

### Employee Performance

According to Basirun, Mahmud, Syahnur, & Prihatinet (2022) and Soden, Fernandes, Niha, Perseveranda, & Adrianuset (2023), employee performance is an evaluation of the standard and results of work completed in achieving a company, institution, or organization's goals. Employee performance includes not just the volume of work produced but also its quality and the extent to which workers meet predetermined objectives and standards. Employee performance is influenced by a number of aspects, including productivity, job quality, meeting objectives, initiative, devotion, and professionalism (Basirun, Mahmud, Syahnur, & Prihatinet, 2022; Soden, Fernandes, Niha, Perseveranda, & Adrianuset, 2023). Basirun, Mahmud, Syahnur, & Prihatinet (2022) and Sudargini (2021) state that technical skills, interpersonal abilities, task and responsibility awareness, and competencies relevant to the work at hand are examples of what constitutes an employee's performance.

Employee performance reviews can be carried out using a range of methods, such as direct observation, interviews, and quantitative assessments using exact measurement scales (Hafid, Azis, Arwaty, & Sudirman, 2022). Decisions about employee promotions, training, competency enhancement, recognition, and career advancement are frequently based on performance assessments (Hafid, Azis, Arwaty, & Sudirman, 2022). The purpose of employee performance reviews, according to Astuti (2022) and Jufrizen & Rahmadhani (2020), is to improve work effectiveness and more successfully meet institutional, corporate, or organizational objectives. According to Marniati & Rauf (2022) and Pusparani (2021), businesses, institutions, or organizations may identify employee strengths and shortcomings and provide the required help so that workers may achieve optimal performance.

### **Factors Affecting Employee Performance**

A worker's performance may be impacted by a number of factors. The following variables affect performance, according to Basirun, Mahmud, Syahnur, & Prihatinet (2022) and Soden, Fernandes, Niha, Perseveranda, & Adrianuset (2023):

1. **Skillful administration**  
When they provide their team members with ample support and clear instructions, effective leaders can motivate them to work well.
2. **Contentment with one's work**  
When workers are content with their jobs, they are more likely to put in more effort and produce better work.
3. **Capabilities and expertise**  
Employee performance is dependent on their level of skill and knowledge. Employee competence and abilities are positively associated with their performance.
4. **A cozy work environment**  
An environment that is supportive, safe, and conducive to work may have an impact on employee performance.
5. **Awards and incentives**  
Fair and enticing awards and incentives may motivate employees to do higher-quality work.
6. **Education and training**  
The opportunity to take part in training and development can improve an employee's performance by expanding their knowledge and skill set.
7. **Performance evaluation system**  
Staff members may receive candid and objective feedback from an efficient performance evaluation system, helping them to recognize where they need to improve.
8. **Harmony between work and life**  
If workers have a good work-life balance, they are more likely to be more productive and perform better.

### **METHOD**

Regarding the quantitative associative technique and the kind of linear regression used in this investigation, Creswell (2020) offers guidelines. The study subjects consist of 45 employees of Bukit Raya Sekawan Mining Company; the number was obtained by census techniques, which means that each person in the population is a research responder. This is because there are less than 100 employees overall at Bukit Raya Sekawan Mining Company (Creswell, 2020). In this study, a likert scale was used to assess the alternative reply categories that were very acceptable, appropriate, normal, incorrect, and severely inappropriate. Field records, study notes, questionnaires, and observations are the main sources of research data. The study uses the Bukit Raya Sekawan Mining Company profile as secondary data.

Researchers developed the following computation technique for the determination coefficient test based on Creswell (2020).

$$kd = r^2 \times 100\%$$

**Information:**

kd = Coefficient of determination  
 r = Value of Pearson coefficient of determination

**RESULT AND DISCUSSION**

**An Overview of Bukit Raya Sekawan Mining Company**

Bukit Raya Sekawan Mining Company has a total of 45 employees. Based on the profile of Bukit Raya Sekawan Mining Company, the company has 16 types of operational activities, namely geotechnical and hydrology assessment, evaluator prospecting, data analysis and reporting, laboratory analysis, geophysical drilling exploration, logging, geoelectric survey, geodetic services, geographic information system, geotechnical and geo-hydro, mine feasibility study, mine design, mine plan short term and long term, mobile system monitoring for slope stability, Automatic weather station and sump water level monitoring, as well as environmental real time system monitoring.

**Respondent's Profile**

To learn about the backgrounds of respondents who can aid in the clarification of research data, a respondent's profile is required. The age and educational attainment of the study participants are displayed in the accompanying figure.

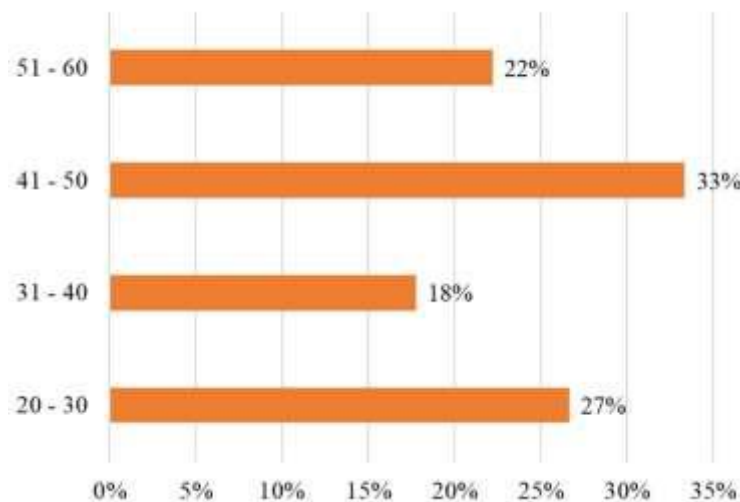


Figure 1: Respondent's Profile by Age

The data shown in figure 1 indicates that 27% of human resources are in the age group of 20 to 30 years old. This figure, which is quite noteworthy, demonstrates that Bukit Raya Sekawan Mining Company has a young, productive generation. In the business sector, this younger generation is frequently seen as a major source of creativity and innovation. The proportion of human resources between the ages of 31 and 40 is just 18%, which is a low percentage. When an employee is in this age range, their experience and expertise are mature enough to be productive. On the other hand, a low proportion might suggest that Bukit Raya Sekawan Mining Company tends to hire a younger workforce or that turnover in this age group is considerable. The age group of 41 to 50 years old comprises 33% of human resources, with Bukit Raya Sekawan Mining Company having the greatest percentage in this age group. This ratio shows that Bukit Raya Sekawan Mining Company has a higher proportion of older age groups. The employment experience of this age group is more extensive and steady. Additionally, having these workers on staff may guarantee continuity and stability in the work that is performed. 51 to 60 years of age account for 22%. This age group's presence in Bukit Raya Sekawan Mining Company,

where some employees have been there for a long period, demonstrates continuity within the organization. Through their expertise and experience, this age group may also offer value addition.

Overall, the data shows variations in the age distribution of human resources in Bukit Raya Sekawan Mining Company. The presence of employees from various age ranges can provide benefits for Bukit Raya Sekawan Mining Company, such as a combination of innovation and experience that can increase the productivity and performance of Bukit Raya Sekawan Mining Company as a whole. However, it is important to maintain a balance between age to avoid knowledge gaps and generations that can develop. Thus, Bukit Raya Sekawan Mining Company must have policies that support the development of human resources both at a young and old age, and create an inclusive work climate for all employees.

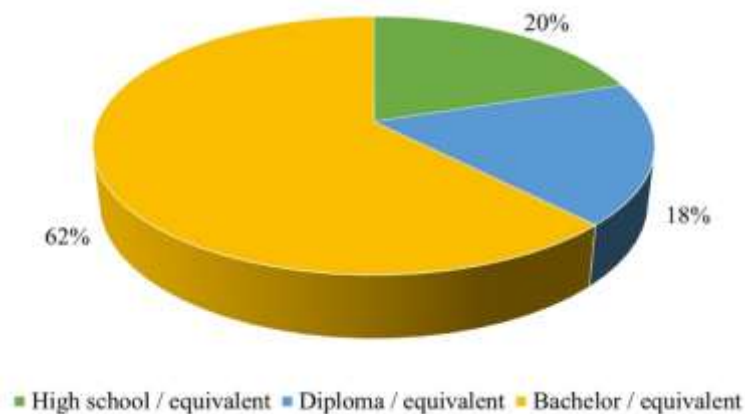


Figure 2: Respondent's Profile by Education Level

Based on the data listed in figure 2, there are three categories of education levels of 45 employees of Bukit Raya Sekawan Mining Company, namely high school / equivalent, diploma / equivalent, and bachelor / equivalent. The percentage of high school / equivalent is 20%. This shows that some employees of Bukit Raya Sekawan Mining Company has a lower educational background, which may affect the employee's ability to deal with the demands of a more complex job. Then, the percentage of diploma / equivalent education is 18%. This percentage shows that a small number of employees of Bukit Raya Sekawan Mining Company can indicate an increase in awareness and accessibility of higher education. The percentage of bachelor / equivalent is 62%. This figure shows that the majority of Bukit Raya Sekawan Mining Company has a fairly high level of education and many have taken higher education to improve work qualifications.

In order to choose the best staff development program, Bukit Raya Sekawan Mining Company may also refer to the data in figure 2. Companies can, for instance, offer advanced training to high school graduates to help them become more skilled and ready for activities that need more complexity. In the interim, Bukit Raya Sekawan Mining Company may lead and support its strategic efforts by utilizing and developing people resources with a bachelor's degree or comparable education. This information sheds light on the cycle of human capital renewal as well. Given that the bulk of its human resources hold bachelor's degrees or their equivalents, Bukit Raya Sekawan Mining Company must take into account the hiring and development of young professionals with advanced degrees in order to secure the company's long-term viability.

### **Normality Test**

The outcomes of the normality test may be used to determine if the independent and dependent variables have normal distributions. If the probability value is greater than 0.05, the data can be said to have a normal distribution (Creswell, 2020). The results of the normality test, which was carried out using IBM SPSS 26 Windows 10 output in this study, are shown in the following table.



Table 2: Normality Test Result

One Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		45
Normal parameters	Mean	34,000
	Standard deviation	4,838
Most extreme differences	Absolute	0,112
	Positive	0,112
	Negative	-0,112
Test statistic		0,112
Asymp. Sig. (2-tailed)		0,195

Source: Primary data 2024, processed

Asymmetric significant (2-tailed) was determined with a p-value of  $0.195 > 0.05$ , based to table 1's normality results. As such, data from independent as well as dependent variables fall into the normal distribution category.

### Work Motivation at Bukit Raya Sekawan Mining Company

In this subchapter, an explanation of the results of research conducted through observation with the help of observation guidelines and questionnaires given to 45 employees at Bukit Raya Sekawan Mining Company. The data obtained from questionnaires are then interpreted descriptively to answer and find out the identification about work motivation variables. Here is table 3 which presents a descriptive analysis of work motivation variables at Bukit Raya Sekawan Mining Company.

Table 3: Descriptive Analysis of Work Motivation

Category	Score	Frequency	Number of Scores
Very appropriate	5	69	345
Appropriate	4	136	544
Normal	3	61	183
Inappropriate	2	3	6
Very inappropriate	1	1	1
<b>Total</b>			<b>1,079</b>

Source: Primary data 2024, processed

Based on table 3, it is known that the total score on work motivation at Bukit Raya Sekawan Mining Company is **1,079**. In order to make it easier to describe the results of descriptive analysis, researchers set very appropriate categories equivalent to very large, appropriate to large, normal equivalent to moderate, inappropriate equivalent to small, and very inappropriate equivalent to very small. Then, the researcher described those results with the following continuum.

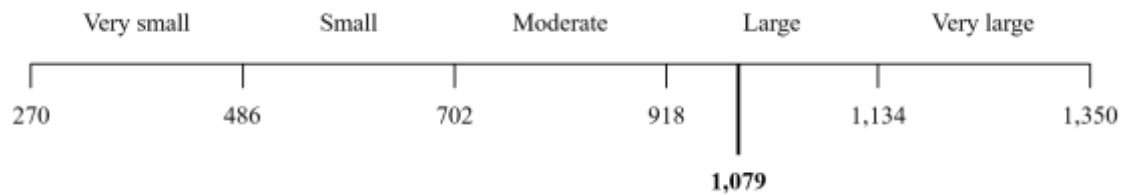


Figure 3: Continuum of Descriptive Analysis of Work Motivation

Based on the results of a questionnaire on employee motivation at Bukit Raya Sekawan Mining Company, can be seen from the position of the descriptive analysis line which is in a large class interval in the continuum line in figure 3 which is equivalent to the good category. This shows that most employees feel quite motivated at work. However, there are also a number of employees who consider their work motivation to be in the normal category equivalent to the sufficient category. This shows that there are some employees who feel their motivation is only average, not too high. In addition, there are also employees who consider their work motivation to be in the inappropriate category which is equivalent to the poor category. This shows that there are a number of employees who feel that their work motivation is not in accordance with expectations or needs.

The results of research on work motivation variables descriptively show that most employees at Bukit Raya Sekawan Mining Company feels quite motivated at work, which shows satisfaction in their work motivation. This is a positive aspect of human resource management, because motivated employees tend to be more productive and contribute better to the company. However, the results also show that there are a number of employees who feel their motivation is only average or not too high. This shows the potential to increase employee motivation, so that they can reach their full potential. In the context of human resource management, it is important for companies to identify factors that influence work motivation and implement strategies to improve them. Some strategies that can be tried are providing appropriate rewards and incentives, providing career development opportunities, and increasing employee communication and participation in decision making.

In addition, the results of the study also showed that there were a number of employees who felt their work motivation was not in accordance with expectations or needs. This can indicate a lack of understanding and communication between management and employees, as well as a potential gap between expectations and work reality. Bukit Raya Sekawan Mining Company needs to conduct further analysis to identify the reasons behind this negative perception. If problems are found in understanding or communication, Bukit Raya Sekawan Mining Company should strive to improve communication, provide appropriate rewards and support to employees, and find joint solutions to overcome work motivation problems.

The results of the study showed variations in the level of employee work motivation. Bukit Raya Sekawan Mining Company has an important role in motivating employees to work optimally. One factor that can affect work motivation is compensation and incentive policies. If the compensation and incentive policies applied by Bukit Raya Sekawan Mining Company is inadequate, employees may not feel motivated to work well. However, in the results of previous studies, compensation applied by Bukit Raya Sekawan Mining Company has been good and according to the needs of employees, so there are other factors that can have an impact on employee work motivation. For example, Bukit Raya Sekawan Mining Company must pay attention to justice, career development, and psychological support. If employees feel that there is unfairness in task arrangements or the absence of career development opportunities, this can reduce employee motivation.

Bukit Raya Sekawan Mining Company must also create a conducive work environment and support productivity. If the existing work environment is not supportive, for example there is conflict between employees or lack of teamwork, this can also reduce employee work motivation. In order to increase employee motivation, Bukit Raya Sekawan Mining Company needs to evaluate existing policies and practices. If necessary, Bukit Raya Sekawan Mining Company can also hold training and development programs to improve employee skills and competencies. In addition, Bukit Raya Sekawan Mining Company also needs to pay special attention to employees who feel their motivation is low or

inappropriate. Get more information about the causes of low employee motivation and work to find solutions together with the employee concerned.

The discussion is in accordance with the presentations of Jufrizen (2018), Ma’ruf & Chair (2020), Ratna, Nur, Felix, Narendra, & Riyanti (2022), Pulungan & Wasiman (2023), Ratna, Nur, Felix, Narendra, & Riyanti (2022), Yuliantini & Santoso (2020), Rozalia, Utami, & Ruhana (2015), Farhah, Ahiri, & Ilhamet (2020), Subariyanti (2017), Harahap & Khair (2019), Tupti, Simarmata, & Arifet (2022), Cahya, Ratnasari, & Putraet (2021), and Aulia & Wijaya (2023), which stated that motivation as an asset needed by employees to do their work, because the results of employee work will determine the performance and quality of Bukit Raya Sekawan Mining Company. Work motivation is also something that can shape and improve the discipline and work ethic of employees. When employees already have discipline and good work ethic, then every job done by these employees will provide results in accordance with the objectives of Bukit Raya Sekawan Mining Company. That way, Bukit Raya Sekawan Mining Company must provide a good working atmosphere so that employees are automatically motivated. Employee work motivation is an asset that can build employee enthusiasm or encouragement to work, is closely related to something employees do at work, and is an important factor in achieving high performance.

Employee needs related to achievement, affiliation, and strength are also one of the supporters that employees need to have motivation, because by having motivation, employees will get awards from Bukit Raya Sekawan Mining Company. Then employees always be needed by companies, institutions, or organizations to be able to work, in other words motivation can make employees recognized and needed by their affiliates. When these achievements and affiliations are fulfilled, the employee has indirectly gained personal strength to be able to develop himself, because through the process of fulfilling achievements and affiliations, indirectly the employee is also improving his abilities and knowledge. If these needs cannot be met, especially by Bukit Raya Sekawan Mining Company, then this has the potential to hinder employees from obtaining motivation at work, as explained by Pancasila, Haryono, & Sulisty (2020), Vo, Tuliao, & Chen (2022), Goldfarb, Golan, & Galet, (2023), Henning, Stenling, Tafvelin, Ebener, & Lindwaltet (2023), and Schröder (2023).

**Employee Performance at Bukit Raya Sekawan Mining Company**

This subchapter provides an explanation of the findings from an observation-based study that was carried out with the assistance of observation guidelines and questionnaires distributed to 45 employees of the Bukit Raya Sekawan Mining Company, the study's subjects. In order to answer and identify the research problems that have been previously described, the data from observation guidelines and questionnaires are then descriptively interpreted. This allows the study to describe the distribution of research subjects' responses regarding employee performance variables. A descriptive study of the employee performance factors at Bukit Raya Sekawan Mining Company is shown in table 4.

Table 4: Descriptive Analysis of Employee Performance

Category	Score	Frequency	Number of Scores
Very appropriate	5	229	1,145
Appropriate	4	366	1,464
Normal	3	75	225
Inappropriate	2	5	10
Very inappropriate	1	0	0
<b>Total</b>			<b>2,844</b>

Source: Primary data 2024, processed

Based on table 4, it is known that the total score on employee performance at Bukit Raya Sekawan Mining Company is **2,844**. In order to make it easier to describe the results of descriptive analysis, researchers set very appropriate categories equivalent to very large, appropriate to large, normal equivalent to moderate, inappropriate equivalent to small, and very inappropriate equivalent to very small. Then, the researcher described those results with the following continuum.

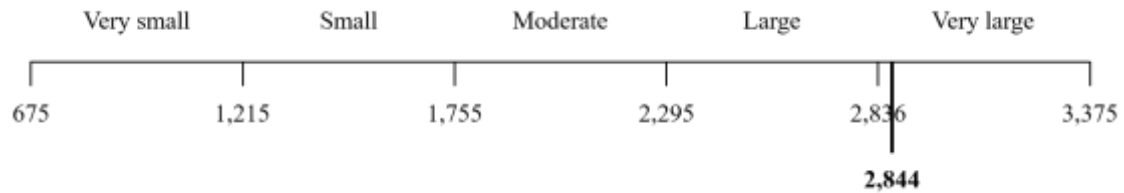


Figure 4: Continuum of Descriptive Analysis of Employee Performance

The majority of respondents believe that employees at Bukit Raya Sekawan Mining Company perform well enough to meet their needs, as can be seen from the descriptive analysis line's position in a very large class interval in figure 4's continuum line, which is equivalent to the very good category. Furthermore, the findings of the descriptive analysis indicated that the majority of respondents also thought that Bukit Raya Sekawan Mining Company employees' performance matched their demands. In the meantime, respondents who fell into the non-conforming category, which corresponds to the less good category, and the normal category, which corresponds to the sufficient category, said that a number of employee performance areas needed to be improved in order to reach a higher or satisfactory appropriate level. The fact that a small percentage of respondents assigned improper or extremely unsuitable rankings suggests that most workers at Bukit Raya Sekawan Mining Company are satisfied with their work.

The results of research on employee performance variables descriptively show that the majority of respondents feel that employee performance at Bukit Raya Sekawan Mining Company is enough to suit the needs of employees. This can be interpreted as a sign that human resource management in the company is successful in managing employee performance. The importance of employee performance in accordance with company needs is one of the main aspects of human resource management. Achieving good performance can provide significant benefits to the company, such as increased productivity and operational efficiency.

A tiny proportion of respondents, meanwhile, provide typical category answers that are consistent with the sufficient category rather than the less good category. This indicator suggests that in order to reach a better level of satisfaction, some areas of employee performance need to be addressed. This illustrates the possibility for advancement in both human resource development and management within the framework of human resource management. In order to enhance employee performance, human resource management must carry out more analysis to determine which parts require improvement. This can be achieved by focusing on replies from participants who provide suitable, sufficient, and normal assessments.

The study's findings also give a general picture of Bukit Raya Sekawan Mining Company's achievements in personnel development and management. Based on the majority of outcomes, Bukit Raya Sekawan Mining Company has been successful in hiring, developing, and inspiring staff members to perform successfully. However, the hiring, training, and performance review processes for employees all require review and improvement. Additionally, Bukit Raya Sekawan Mining Company must take into account incentives and career development plans that might raise worker performance and motivation. The outcomes of studies conducted on worker performance at Bukit Raya Sekawan Mining Company might also reveal details on the effectiveness of HRM inside the organization. Although most respondents in this instance believed that employee performance matched needs, there was still opportunity for improvement.

Important for Bukit Raya Sekawan Mining Company to continuously monitor and improve human resource management in order to achieve competitive advantage through optimal employee

performance. The results of this study are a guide for the human resource management of Bukit Raya Sekawan Mining Company to take corrective actions and develop more specific human resources in accordance with the company's needs. In addition, it is also important for human resource management to retain the majority of employees who feel that their performance is good. This can be done by rewarding employees who have achieved good performance, as well as improving communication and good working relationships between management and employees.

The discussion is in accordance with the presentations of Basirun, Mahmud, Syahnur, & Prihatinet (2022), Soden, Fernandes, Niha, Perseveranda, & Adrianuset (2023), Sudargini (2021), Hafid, Azis, Arwaty, & Sudirman (2022), and Marniati & Rauf (2022) which states that employee performance includes all work results and contributions shown by an employee in carrying out their duties and responsibilities. Employee performance can be measured based on target achievement, work quality, productivity, and competence possessed. Ability to achieve good work results and meet the expectations of Bukit Raya Sekawan Mining Company is an important factor in determining the performance of an employee. As a result of good performance, employees can make a meaningful contribution to Bukit Raya Sekawan Mining Company and achieve its personal and professional goals. Share Bukit Raya Sekawan Mining Company, employee performance can also be used as a reference in improving and developing policies, programs, and strategies to increase productivity and work effectiveness. Thus, employee performance becomes important in the formulation of human resource development policies as well as employee coaching and career development.

**The Effect of Work Motivation on Employee Performance at Bukit Raya Sekawan Mining Company**

In this subchapter, the results of the correlation coefficient are displayed which is an analysis of the effect of work motivation on employee performance at Bukit Raya Sekawan Mining Company. Here is table 5 that presents the results of correlation coefficient based on IBM SPSS 26 output Windows 10.

Table 5: Correlation Coefficient Results

Correlations			
		Work Motivation	Employee Performance
<b>Work Motivation</b>	Pearson correlation	1	.748**
	Sig. (2-tailed)		0,000
	N	45	45
<b>Employee Performance</b>	Pearson correlation	.748**	1
	Sig. (2-tailed)	0,000	
	N	45	45

Source: Primary data 2024, processed

Table 5 shows the calculation results using the Pearson correlation which produces the value of the relationship between work motivation and employee performance at Bukit Raya Sekawan Mining Company amounted to **0.748**. The number is included in the calculation based on the following coefficient determination formula.

$$kd = r^2 \times 100\%$$

$$\begin{aligned} &= (0,748)^2 \times 100 \\ &= \mathbf{56.0} \end{aligned}$$

Based on the calculation of coefficient determination formula, a figure of **56.0** was obtained, indicating that the relationship between work motivation and employee performance at Bukit Raya Sekawan Mining Company has a strong category, in other words, work motivation contributes to influencing employee performance at Bukit Raya Sekawan Mining Company by **56.0%**.

Based on the results, it is known that there is a strong relationship between work motivation and employee performance at Bukit Raya Sekawan Mining Company. This shows that work motivation has a significant contribution to employee performance. The effect of work motivation on employee performance of **56.0%** shows that most employee performance variables can be explained by work motivation. In this case, the higher the level of work motivation, the better the performance of employees.

High work motivation can positively affect employee performance in several aspects. First, work motivation can increase the level of commitment and dedication of employees to work. When employees feel motivated, they tend to be more passionate and dedicated to achieving the goals of Bukit Raya Sekawan Mining Company. Second, work motivation can increase employee productivity. When employees feel motivated, they tend to work efficiently and effectively, thus increasing the quality and quantity of work produced. Third, work motivation can also affect employee job satisfaction. When employees feel motivated in their work, they tend to feel satisfied and happy with the work they do. This can have a positive impact on quality of work life and employee retention rates.

Although the relationship between work motivation and employee performance at Bukit Raya Sekawan Mining Company shows strong results, there are still other factors that can affect employee performance. Factors such as work environment, compensation, and individual ability also need to be considered in forming optimal performance. Work motivation has a significant influence on employee performance at Bukit Raya Sekawan Mining Company. This shows the importance of Bukit Raya Sekawan Mining Company to pay attention to work motivation factors in improving employee performance. By increasing work motivation, Bukit Raya Sekawan Mining Company can achieve better performance and achieve goals more effectively.

The discussion is in accordance with the presentations of Jufrizen (2018), Ma'rif & Chair (2020), Ratna, Nur, Felix, Narendra, & Riyanti (2022), Pulungan & Wasiman (2023), Ratna, Nur, Felix, Narendra, & Riyanti (2022), Yuliantini & Santoso (2020), Rozalia, Utami, & Ruhana (2015), Farhah, Ahiri, & Ilhamet (2020), Subariyanti (2017), Harahap & Khair (2019), Tupti, Simarmata, & Arifet (2022), Cahya, Ratnasari, & Putraet (2021), Aulia & Wijaya (2023), Basirun, Mahmud, Syahnur, & Prihatinet (2022), Soden, Fernandes, Niha, Perseveranda, & Adrianuset (2023), Sudargini (2021), Hafid, Azis, Arwaty, & Sudirman (2022), and Marniati & Rauf (2022), which stated that motivation as an asset needed by employees to do their work, because the results of employee work will determine the performance and quality of Bukit Raya Sekawan Mining Company. Work motivation is also something that can shape and improve the discipline and work ethic of employees. When employees already have discipline and good work ethic, then every job done by these employees will provide results in accordance with the objectives of Bukit Raya Sekawan Mining Company. That way, Bukit Raya Sekawan Mining Company must provide a good working atmosphere so that employees are automatically motivated. Employee work motivation is an asset that can build employee enthusiasm or encouragement to work, is closely related to something employees do at work, and is an important factor in achieving high performance.

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process of fulfilling achievements and affiliations, indirectly the employee is also improving his abilities and knowledge. If these needs cannot be met, especially by Bukit Raya Sekawan Mining Company, then this has the potential to hinder employees from obtaining motivation at work, as explained by Aliyyah, Prasetyo, Rusdiyanto, Endarti, Mardiana, Winarko, Chamariyah, Mulyani, Grahani, Rochman, Kalbuana, Hidayat, & Tjaraka (2021), Pancasila, Haryono, & Sulisty (2020), Vo, Tuliao, & Chen (2022), Goldfarb, Golan, & Galet, (2023), Henning, Stenling, Tafvelin, Ebener, & Lindwaltet (2023), Schröder (2023), Basirun, Mahmud, Syahnur, & Prihatinet (2022), Soden, Fernandes, Niha, Perseveranda, & Adrianuset (2023), Sudargini (2021), Hafid, Azis, Arwaty, & Sudirman (2022), and Marniati & Rauf (2022).

## CONCLUSION

Most of the employees at Bukit Raya Sekawan Mining Company feels quite motivated at work, but there are also a number of employees who feel their motivation is only limited to average or not too high. This can be seen from the aspect of employees who still find it difficult to do more than one job at the same time. In the context of human resource management, it is important for companies to identify factors that influence work motivation and implement strategies to improve it, especially factors that have an influence on employee motivation when hiring employees with more than one type of work at a time. Furthermore, work motivation has a strong relationship with employee performance at Bukit Raya Sekawan Mining Company. The higher the level of work motivation, the better the performance of employees. High work motivation has a positive impact on employee performance, such as increased commitment and dedication to work, increased productivity, and increased job satisfaction. Although work motivation has a significant influence, there are still other factors that affect employee performance such as work environment, compensation, and employee ability.

Bukit Raya Sekawan Mining Company needs to ensure employees have a clear understanding of their duties and responsibilities. In this case, make sure they know which ones are top priorities and focus on that job first before moving on to other tasks. As for Bukit Raya Sekawan Mining Company needs to provide training and development related to multitasking and time management for employees. By providing them with the right tools and knowledge, they can develop multitasking skills and improve their work efficiency. Bukit Raya Sekawan Mining Company can also provide time management methods that allow employees to manage priorities well, such as compiling daily to-do lists or using a reminder system. This will help employees manage time and work more efficiently.

Although work motivation has a significant influence on employee performance at Bukit Raya Sekawan Mining Company by **56.0%**, there are other factors that are not observed in the study that also have an influence on employee performance. Therefore, research is needed to identify these factors and optimize the effect of work motivation on employee performance at Bukit Raya Sekawan Mining Company, such as researching aspects of personality, leadership, compensation, social environment, and employee workload.

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