Jurnal Manajemen (Edisi Elektronik)

Sekolah Pascasarjana Universitas Ibn Khaldun Bogor

Analysis of The Influence of Work Motivation on Employee Performance at PT Pertamina EP CEPU (PEPC) Regional 4

Herman[a*], Erik Irawan Suganda[b], Nanda Dhiena Oktavia[c]
[abc]Universitas Pakuan, Indonesia
* Corresponding author e-mail: herman_fhz@unpak.ac.id

A R T I C L E   I N F O

A B S T R A C T

This research aims to analyze the influence of work motivation on employee performance at PT Pertamina Ep Cepu (PEPC) Regional 4 Function Supply Chain Management. The type of research used is quantitative research with descriptive analysis methods. Data collection techniques were obtained from observation and questionnaires. The samples used in this research were 40 samples using the sampling method, namely census. The analytical method used is descriptive analysis, simple linear regression, with the testing conditions namely hypothesis testing where there are several testing stages, namely the partial test (t) and the coefficient of determination test (R2). The results of the hypothesis test state that the influence of work motivation on employee performance shows significant results and has a positive sign. Based on a value of 4.216 greater than 2.026 or a value > 4.216 > 2.026 then H_0 is rejected and Ha is accepted. The Functional Relationship between the influence of work motivation on employee performance is Y = 14.368 + 0.567, with a regression coefficient of r = 0.565 and a coefficient of determination R Square = 0.319. So these results show that work motivation as a variable (X) has a positive and significant effect on employee performance, namely the variable (Y). The large value of the coefficient of determination shows that the independent variable, namely work motivation (X), can explain the dependent variable, namely employee performance (Y), by 31.9%, while the remaining 69.1% is explained by other variables not included in this research model.

1. INTRODUCTION

Human resources play a crucial role in the corporate world (Hasibuan, 2021). The presence of human resources allows companies to determine their direction and progress in achieving predetermined goals (Sutrisno, 2018). The success of a company depends greatly on its ability to utilize available resources. In this context, human resources become valuable assets that contribute to the company's operational success (Sutrisno, 2018). A company's achievement can be measured by the quality of available human resources. Success will be quickly achieved if the related natural resources can meet quality human resources (Priansa, 2021). On the other hand, if success is hampered, it refers to factors such as limited natural resources and human resources. Therefore, human resource management is an important factor that is very important in achieving company goals. The workforce, which consists of employees, is an important element in achieving company goals. Company performance is not only determined by the modern equipment and complete facilities provided by the company but more so by the contribution of the people who carry out the related work (Bintoro & Daryanto, 2017). Employees, as the company's main assets, act as thinkers, planners, and controllers of organizational activities, so their performance requires greater and greater attention from the company (Kasmin & Rahman, 2018). Based on many definitions above, performance refers to (Mangkunegara, 2017), as the result of the work of individuals or employees in carrying out tasks according to their responsibilities. Organizations believe that individual performance greatly influences the performance of the team and the organization as a whole. Good performance is expected by every company, and motivation refers to a key component in achieving related things, as stated (Afandi, 2018). Amelia et al (2022) emphasizes that employee performance depends on ability, experience, ability, and time utilized optimally.

A very influential factor in human resources is the motivation factor. By motivating a company, employees will be encouraged to work optimally according to what the company desires (Kasmir, 2018). Without motivation for employees, the company will have difficulty achieving the achievements desired by the company (Meidina et al., 2023). The development of a company can be observed from the performance of employees in related companies, making the related company superior in competition (Elizar & Tanjung, 2018). At PT. Pertamina EP Cepu (PEPC) part of the SCM or Supply Chain Management Regional 4 function is present in a company to make it easier for the company to process planning, controlling, and running product flows where employees will deal with many aspects such as procurement, production, distribution, and management stock (Pertamina, 2020).

Strong motivation can accompany employees to stay focused, overcome pressure, and maintain enthusiasm in overcoming challenges that may arise, such as changes in market demand, logistical problems, or policy changes (Maslow, 2017). With high motivation, employees can provide greater contributions to the efficiency and success of company operations (Christian & Kurniawan, 2021).

Table 1. Work Motivation of Employees PT Pertamina EP Cepu (PEPC)

NO.	INDICATOR	CONDITION
1.	Physical Needs	Not Good
2.	Security Needs	Good
3.	Social Needs	Good
4.	Reward Requirements	Not Good
5.	The Need for Self-Realization	Good

Source: Data processed, 2025

It can be seen from the table presented that the work motivation of PT Pertamina Ep Cepu (PEPC) Regional 4 Supply Chain Management Function employees is in poor condition, physical needs and the need for rewards can encourage employee work motivation to be hampered by a lack of support for work benefits, existing in the relevant company so that it will have an effect on reducing employee performance, and the company will be affected by it (Purwanto, 2020).

Table 2. Results of PT Employee Performance Assessment Pertamina EP CEPU Regional 4

REMARK		QUALITY STANDARD		
CRITERIA	AVERAGE	2020	2021	2022
6 – 8	Above of criteria	13	20	27
5	Fulfill	22	12	6
1 – 4	Under of criteria	5	8	7
Total Employee		40	40	40

Source: Data Processed, 2025

Based on Table 2, it can be seen that there is a performance assessment of employees PT Pertamina EP Cepu (PEPC) Regional 4. The Employee who has received Work Quality Standard Classification. The criteria for meeting the average are if you get a score of 5, in 2020 refers to the year when there were the most 22 employees who met the average, and in 2021 there were 12 employees, and in 2022 there were 6 employees who met the average for the relevant quality work standards. In 2020, with below average criteria with a score weight of 1-4, there were 5 employees, in 2021 there were 8 employees below average, followed by 2021 there were 7 employees below average. The employee performance appraisal system is carried out by leadership behavior and achievement of individual goals and a direct assessment is provided by the company leadership by the procedures applicable at PT. Pertamina EP CEPU (PEPC) Regional 4.

Based on the background of the problem that has been stated previously, the main problems in the research carried out are, among others: How is employee work motivation at PT Pertamina EP Cepu (PEPC) Supply Chain Management, how is employee performance at PT Pertamina EP Cepu (PEPC) Supply Chain Management, is there an influence between work motivation and employee performance at PT Pertamina EP Cepu (PEPC) Supply Chain Management?

Based on the problem formulation described above, the objectives of the research carried out are, among others: To find out how motivated the employees of PT. Pertamina EP Cepu (PEPC) Supply Chain Management, to find out how employees perform at PT. Pertamina EP Cepu

(PEPC) Supply Chain Management, to find out how work motivation influences employee performance at PT. Pertamina EP Cepu (PEPC) Supply Chain Management.

RESEARCH METHODS

The type of research used in the research carried out is verification with a research method, namely exploratory survey (Hamzah & Susanti, 2021). Based on the characteristics of the problems in the research carried out, it is included in the correlational type because the research carried out utilizes hypotheses by testing the influence between the two variables where in the research carried out the independent variable is employee work motivation and the dependent variable is employee performance at PT Pertamina Ep Cepu (PEPC) and the research technique used is descriptive statistics. The sampling method can be interpreted as the individuals who will be investigated from all individuals. According to (Sugiyono, 2022), the sample is part of the number and characteristics of the relevant population. The population in the research carried out was the Supply Chain Management function of PT Pertamina EP Cepu (PEPC) Regional 4 employees (Ghozali, 2018). In the research carried out there were 40 people who were the research samples. The sampling technique used in the research carried out was Non-Probability Sampling with the Saturated Sampling method, which is a sampling method when all members of the population are used as samples.

2. RESULTS AND DISCUSSION

The following are the results of data analysis obtained from 40 respondents for the Linear Regression Analysis, Rsquare Determination Coefficient Test Analysis, and Regression Coefficient Hypothesis Significance Test Analysis.

a. Linear Regression Analysis

Table 3. Linear Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.368	8.866		1.621	.113
	Motivasi Kerja	.567	.134	.565	4.216	.000

a. Dependent Variable: Kinerja Karyawan

Source: Primary Data, 2025

Based on the table above, by utilizing SPSS 27, the regression equation obtained includes:

Y = 14.368 + 0.567

From the related figures, it can be interpreted as:

The constant value is 14,368, which means that if work motivation is 0, the employee performance value is 14,368.

The regression coefficient value is 0.567, meaning that if work motivation increases by 1, employee performance will also increase by 0.567.

b. Rsquare Determination Coefficient Test Analysis

$$R_{square}$$

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.565ᵃ	.319	.301	4.559

a. Predictors: (Constant), Motivasi Kerja

Figure 1. Analysis of the Determination Coefficient Test

Source: Primary Data, processed 2024

KD $= r^2$ x 100

KD   = 0.306 x 100

KD   = 9.36

Information:

KD: Coefficient of determination,   : Correlation coefficient

Based on the data in the table above, it is found that the coefficient of determination or R Square value is 0.319, or the equivalent of 31.9%. This indicates that the work motivation factor (X) significantly explains around 31.9% of the variation in employee performance (Y), while the remaining 69.1% is caused by other factors not included in the research model being carried out. These findings indicate that other factors also play a role in determining employee performance, apart from work motivation which has been considered in the research carried out. Based on the table above, the value of the coefficient of determination is 0.319 or 31.9%.

The associated coefficient value reflects the relationship between work motivation and employee performance, where increasing work motivation has the potential to encourage employee performance. In addition, the significance value of 0.000 is in the Sig table. which is less than α = 0.05 confirms that the hypothesis regarding the influence of work motivation on employee performance is accepted significantly.

c. Regression Coefficient Hypothesis Significance Test Analysis

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.368	8.866		1.621	.113
	Motivasi Kerja	.567	.134	.565	4.216	.000

a. Dependent Variable: Kinerja Karyawan

Figure 2. Hypothesis Significance Test Analysis of Regression Coefficients

Source: Primary Data, processed 2024

The formula for finding the value t_{tabel} is, among others:

$t_n =$; n – k – 1

$t_n =; 40 - 2 - 1$

$= 0.025 ; 37$

$= 2.026$ (Can be observed at t_{tabel})

Information:

α: 0.05 (5%)

: Calculated t value

n: Amount sample

k: A lot amount variable

Then look for the value distribution t_{tabel} to obtain a value of 2.026. Based on the table presented it can be concluded:

Based on the significance value from *the coefficients table*, a significance value of 0.000 <0.05 is obtained, so it can be concluded that the work motivation variable influences employee performance.

Based on the value $t_{count} > t_{tabel}$ 4,216 > 2,026 so it is H_0 rejected and H_a accepted so it can be concluded that work motivation as a variable (X) affects employee performance, namely variable (Y), which means there is an influence between work motivation and employee performance.

The findings of the hypothesis test carried out by the author determined that the influence of work motivation on employee performance reflects significant results and has a positive sign (Tarigan & Priyanto, 2021). The related matter is expressed in the significance value in the coefficients table, which is 0.000 < 0.05, and then a conclusion can be drawn if the work motivation variable influences employee performance. From the value t_{count} of 4.216 which exceeds t_{tabel} 2.026 or the value $t_{count} > t_{tabel}$ 4.216 > 2.026 so that H_0 is rejected and H_a is accepted. The functional relationship between the influence of work motivation on employee performance is shown by the equation Y = 14.368 + 0.567. The regression coefficient is r = 0.565, and the coefficient of determination is R Square = 0.319. Therefore, the findings reflect that the work motivation variable (X) has a positive and significant effect on employee performance, which is represented by the variable (Y). From the results of the research conducted, it can be concluded that of the five indicators included in a variable (X), namely Work Motivation, there are two weaknesses in the Physical Needs and Reward Needs indicators with a level of 84%. Meanwhile, the average total score reached 87.63%.

Therefore, it appears that companies do not provide sufficient attention to aspects of physical needs and appreciation for their employees. The author suggests that companies encourage attention to the physical needs and rewards of employees to provide appreciation and improve their performance. From the research that has been conducted, it can be concluded that of the five indicators in a variable (Y), namely employee performance, two indicator weaknesses are significant in terms of quality and quantity, amounting to 85%, while the total average score is 86%. This confirms that employees still need improvement in terms of the quality and quantity of their work. Therefore, employees in this company need to be consistent in completing their tasks by specified company standards so that they consistently provide quality results and meet

predetermined targets. With dedication and high-quality work, employees at this company not only fulfill the company's expectations but also assist in driving the growth and progress of the company as a whole.

Conducted research supported by research by Khaerunnissa & Winarno (2019) with the title Influence Motivation Work Regarding Employee Performance in the Paraxylene Refinery Section of PT Pertamina (Persero) Refinery Unit IV Cilacap. Related stuff is proven with t count (8.844) > t table (1.995), which means H1 is accepted. Based on coefficient determination obtained If motivation Work employee at PT Pertamina (Persero) RU IV Cilacap part Paraxylene refinery amounts to 0.535 or 53.5% and the remaining 46.5% is caused by variables others who don't observed. Based on the results testing hypothesis Can conclude If available a significant influence on motivation Work with performance employees in the section PT Pertamina (Persero) RU IV Cilacap Paraxylene Refinery.

3. CONCLUSION & SUGGESTION

Conclusion. A possible conclusion researcher can from the results of existing research carried out, namely: Motivation work at PT Pertamina EP Cepu (PEPC) is divided into five aspects main, which cover physical, security, social, appreciation, and actualization of self. The recapitulation results and average responses from 40 respondents reflect that the average motivation level is 87.63%. This score reflects the very high category in the interval (81%-100%), according to Table 4.20. The highest average value of the related indicators is available in the Need for Security aspect, with a percentage of respondents reaching 92.17%. A related thing can be seen in the question regarding respondents' expectations of the company "I expect the company to provide guarantees for safety, health and protection from work accidents", which received a percentage of 93%. On the other hand, the indicator that reflects the lowest average value is the physical needs aspect, with a percentage of 84%, which is reflected in the question regarding "The company provides adequate rest hours for one hour." with a percentage of 79.50%.

Employee performance at PT Pertamina EP Cepu (PEPC) is measured through five main aspects, including quantity, quality, implementation of duties, and responsibility. Summarizing responses from 40 respondents, the average employee performance score was 86%. Of the four aspects evaluated, the corresponding value reflects the average achievement for each indicator correctly. The average indicator value reflects that the highest respondent responses were in the responsibility aspect, reaching a percentage of 87%. In particular, on the question about the level of responsibility, "Employees reflect a high level of responsibility for all tasks assigned to them" the percentage reached 90.50%. On the other hand, the lowest score was recorded in the quantity indicator, with a percentage of 85%, which is explained in the question "Workers can complete the additional tasks assigned" with a percentage of 80%.

The results of the hypothesis test confirm that work motivation has a significant and positive impact on employee performance. Evidence for this is available in the significance value obtained from the coefficients table, namely 0.000, which is lower than 0.05. Therefore, it can be concluded that the Work Motivation variable effectively influences employee performance.

With a count value of 4.216 which exceeds the table value, namely 2.026, or a count that is greater than the table (4.216 > 2.026), the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted. The regression model reflects the functional relationship between work motivation and employee performance, where Y = 14.368 + 0.567. The regression coefficient (r) is 0.565, and the coefficient of determination (R Square) is 0.319. Thus, the findings reflect that work motivation positively and significantly influences employee performance.

Suggestion. Based on the conclusions above, the suggestions that researchers can provide include: There are weaknesses in work motivation indicators related to Physical Needs and Reward Needs, with a weakness level reaching 84%, while the average total score is 87.63%. Therefore, it is recommended that companies pay more attention to the physical needs and rewards of employees to appreciate them and encourage increased performance.

Employee performance, there are 2 (two) weak indicators for Quality and Quantity, namely 85%, while the average total score is 86%. This reflects that employees are still lacking in quality and quantity of work. Therefore, employees in this company need to be consistent in completing their tasks by specified company standards so that they consistently provide quality results and meet predetermined targets. With dedication and high-quality work, employees at this company not only fulfill the company's expectations but also assist in driving the growth and progress of the company as a whole (Akgunduz et al., 2023).

Cooperation between agencies and employees in maintaining work motivation is very important. Agencies must always pay attention to and provide things that increase employee work motivation, so that employees can work optimally and indirectly optimal employee performance can accompany the agency to achieve its goals (Pramiana, 2018).

Future researchers are advised to carry out a careful review of previous research. This is necessary because there are several other factors outside of work motivation that influence employee performance.

ACKNOWLEDGEMENT.

ultimately benefit their professional development and the overall improvement of work motivation and performance at PT Pertamina EP Cepu (PEPC) Regional 4.

REFERENCES

Afandi, P. (2018). *Manajemen Sumber Daya Manusia Teori Konsep dan Indikator*. Pekanbaru: Zanafa Publishing.

Akgunduz, Y., Bardakoglu, O., & Kizilcalioglu, G. (2023). Happiness, job stress, job dedication and perceived organizational support: a mediating model. *Journal of Hospitality and Tourism Insights*, *6*(2), 654–673. https://doi.org/10.1108/JHTI-07-2021-0189

Amelia, A., Manurung, K. A., & Purnomo, D. B. (2022). Peranan manajemen sumberdaya manusia dalam organisasi. *Mimbar Kampus: Jurnal Pendidikan Dan Agama Islam*, *21*(2), 128–138. https://doi.org/10.17467/mk.v21i2.935

Bintoro, & Daryanto. (2017). *Manajemen Penilaian Kinerja Karyawan*. Yogyakarta: Penerbit Grava Media.

Christian, D., & Kurniawan, M. (2021). Pengaruh disiplin kerja dan motivasi kerja terhadap kinerja karyawan PT Yala Kharisma Shipping Cabang Palembang. *Jurnal Nasional Manajemen Pemasaran & SDM*, *2*(2), 113–125. https://doi.org/10.47747/jnmpsdm.v2i2.283

Elizar, E., & Tanjung, H. (2018). Pengaruh pelatihan, kompetensi, lingkungan kerja terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, *1*(1), 46–58. https://doi.org/10.30596/maneggio.v1i1.2239

Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25*. Badan Penerbit Universitas Diponegoro: Semarang.

Hamzah, A., & Susanti, M. A. D. L. (2021). *Metode Penelitian Kuantitatif Kajian Teoretik & Praktik Dilengkapi Desain, Proses, Dan Hasil Penelitian*. Malang: CV Literasi Nusantara Abadi.

Hasibuan, M. S. P. (2021). *Manajemen Sumber Daya Manusia*. Jakarta: PT. Bumi Aksara.

Kasmin, M., & Rahman, M. R. (2018). Pengaruh Motivasi, Disiplin Kerja Dan Budaya Organisasi Terhadap Kinerja Karyawan Pt Pertamina (Persero) Marketing Operation Region VII. *Competitiveness*, *7*(1), 10–19. https://doi.org/10.26618/competitiveness.v7i1.4437.g3176

Kasmir. (2018). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Depok: PT Raja Grafindo Persada.

Khaerunnissa, N. A. D., & Winarno, A. (2019). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Di Bagian Kilang Paraxylene Pt Pertamina (persero) Refinery Unit Iv Cilacap. *eProceedings of Management*, *6*(2), 4387–4394.

Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT Remaja Rosdakarya.

Maslow, A. H. (2017). *Motivation and Personality (Achmad Fawaid dan Maufur: Penerjemah)*. Yogyakarta: Cantrik Pustaka.

Meidina, S. R., Sudaryanto, E., & Atika, D. (2023). Pengaruh Motivasi Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Bank BJB Kantor Cabang Cileungsi. *Jurnal Online Mahasiswa (JOM) Bidang Manajemen*, *8*(1).

Pertamina. (2020). *Anak Perusahaan*. Pertamina. https://pertamina.com/id/anak-perusahaan

Pramiana, O. (2018). Motivasi Kerja Dan Kinerja Karyawan Administrasi Pt Bpr Pahalapakto. *JIMFE (Jurnal Ilmiah Manajemen Fakultas Ekonomi)*, *3*(2), 1–13. https://doi.org/10.34203/jimfe.v3i2.642

Priansa, D. J. (2021). *Perencanaan dan Pengembangan Sumberdaya Manusia. Cetakan keempat*. Bandung: Alfabeta.

Purwanto, H. (2020). *Pegaruh Disiplin Kerja, Motivasi Kerja Dan Kompetensi Terhadap Kinerja Karyawan PT. Pertamina Persero Surabaya*. STIE Mahardhika.

Sugiyono. (2022). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.

Sutrisno, E. (2018). *Manajemen Sumber Daya Manusia. Edisi Pertama. Cetakan Kedua*. Jakarta: Kencana Prenada Group.

Tarigan, B., & Priyanto, A. A. (2021). Pengaruh motivasi dan disiplin terhadap kinerja karyawan pada PT Bank DBS Tangerang Selatan. *WACANA EKONOMI (Jurnal Ekonomi, Bisnis Dan Akuntansi)*, *20*(1), 1–10. https://doi.org/. https://doi.org/10.22225/we.20.1.2890.1-10