

# The Influence of Motivation and Work Ability on Employee Performance

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## Abstract

This research aims to determine the influence of motivation and work ability on employee performance at PT Jasa Marga Toll Road Operator. The population in this research was 150 employees who worked at PT Jasa Marga Toll Road Operator, while the sample in this research used cluster random sampling. So the units selected as samples were not individuals, but organized groups of individuals, where the samples were all 120 operational employees. The results of multiple linear regression analysis show that motivation and work ability have a positive and significant effect on employee performance. For motivation variable, hoped that there will be an opportunity to provide promotions to employees by simplifying the conditions and stages in the consideration and selection process provided. Meanwhile, for the work ability variable, hoped that the Company can become a forum that facilitates employees to improve their abilities. Apart from that, companies also need to provide opportunities for employees to provide input and responses in resolving the problems and challenges.

Keywords: Motivation, Work Ability, Employee Performance.

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## INTRODUCTION

The Industrial Revolution 5.0 will create new technologies that are sophisticated and can help the work within the company, with the creation of this new technology it will help human resources in dealing with various types of work, and more quickly in carrying out tasks, with new breakthroughs and With new advances in technology there will be many new things to learn (Kaushik & Kumar, 2023). However, this will give rise to various challenges that will be faced by Human Resources (HR) (Qiu Zhang & Wu, 2004). The main challenge is that human resources will be replaced by technology (Schwab & Karlen, 2019).

This problem is certainly being a threat to Indonesia, because Indonesia still has a fairly low level of human resource quality (Resosudarmo & Abdurohman, 2018). Based on human resources research by "Human Development Indices and Indicators 2019", Indonesia is in 115th position out of 189 countries (Worrell, 2020). And if it was compared with neighboring countries, such as Singapore which is in 8th position, Malaysia in 57th position, Brunei Darussalam in 40th position, and even Australia which has been able to occupy 3rd position (Kulakhmetova et al., 2019). Based on the data, it

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can be concluded that Indonesia still has low quality of human resources (Wibowo et al., 2015).

In the service industry, consumer satisfaction is greatly influenced by the quality of interactions between consumers and employees who makes service contacts (Altinay et al., 2019). The example of service field that is highly depends on the role of HR performance is toll road services (Ronchi et al., 2020). The Kayuagung – Palembang toll road is a toll road in South Sumatra and connects Kayuagung to Palembang (Kapal Betung) with total road section is 111.69 KM (Permata et al., 2021). Construction of this toll road section began in August 2016 and consists of 3 sections. The concession owner of this toll road is PT. Waskita Sriwijaya Toll (Zheng, 2024).

PT. Waskita Sriwijaya Toll used third party for two kind of service. First is PT. Waskita Karya which functions as the contractor or company that builds the toll road, and also PT. Jasa Marga Toll Road Operator (JMTO) which is the company that operates the toll road. The three companies synergize with each other to create the best toll services for public (Bhakti, 2014).

Being one of the companies engaged in service field, PT. Jasa Marga Toll Road Operator (JMTO) is a company engaged in the field of toll road operations (Maulana et al., 2023). PT. Jasa Marga Toll Road Operator was founded on August 21 2015, initially named PT Jasa Service Operations (JLO). JMTO is a subsidiary of PT Jasa Marga (Persero) Tbk with a share composition of 99.9 percent owned by PT Jasa Marga (Persero) Tbk and 0.1 percent owned by the parent Jasa Marga Employee Cooperative. PT Jasa Marga Tollroad Operator (JMTO) itself consists of several branches spread throughout Indonesia, one of which is Palembang branch.

**Table 1**  
**Amount of Employees at PT. Jasa Marga Toll Road Operator (JMTO) In 2023**

No	Departement	Amount of Employees
1	Traffic	77
2	Transaction	25
3	Maintenance	48
<b>Amount of Employees</b>		<b>150</b>

Source: PT. Jasa Marga Tollroad Operator (JMTO), 2023

Based on the data in Table 1, it shows that the number of employees at PT. Jasa Marga Tollroad Operator (JMTO) in 2023 were 150 employees. The traffic department has 77 employees, the transactions department has 25 employees, and meanwhile the maintenance department has 48 employees.

Performance achievements at PT Jasa Marga Toll Road Operator are assessed from several service areas, which are divided into transaction, traffic and maintenance services and where these service areas also have several aspects of their own assessment. Based on this data, when compared during 2020 - 2022, the realization of performance achievements from various fields tends to decrease from year to year, with the lowest performance achievements from all fields being in 2022 (Dong et al., 2022). This shows that the performance achievements of PT. Jasa Marga Toll Road Operator has not met the work targets that already set by company (Sugiyono et al., 2020).

Recapitulation of the response time data of PT. Jasa Marga Toll Road Operator employees regarding handling obstacles in the field, the data shows that the average employee response time from 2020-2022 tends to fluctuate, and in 2021 and 2022, the response time of PT. Jasa Marga Tollroad Operator employees has exceeds the maximum limit of Standard Operational Procedures (SOP) that already set by company (Deevaly &

Wicaksono, 2023). The phenomena indicates that employees increasingly need more time to follow up on their work (Van der Heijden & De Vos, 2015).

According to one of the employee performance indicators by Robbins (2018), namely punctuality, where employees should be able to complete their tasks according to the agreed time or even faster, and maximize the time they have to carry out other tasks, but in the fact, PT. Jasa Marga Tollroad Operator employees are not able to work according to the standards that have been set, and this indicates that the performance of PT. Jasa Marga Tollroad Operator employees is still not good because they didn't optimized their working time.

Another phenomena shows that the performance of PT. Jasa Marga Tollroad Operator employees is still not good, that in 2019 PT (Agus Rohmat Hidayat, Nur Alifah, 2023; Selvyana et al., 2023). Jasa Marga Tollroad Operator also operates toll road of Terbanggi Besar-Kayuagung toll road owned by PT. Hutama Karya, and the Kayuagung-Palembang toll road belong to PT Waskita Sriwijaya Tol, however, the contract between PT. Hutama Karya and PT. Jasa Marga Tollroad Operator only lasted for 1 year, and after that, the contract was not extended again. This was caused by the performance of employees from PT. Jasa Marga Tollroad Operator which PT. Hutama Karya felt was still unsatisfactory, so PT. Hutama Karya looked for another vendor to replace the duties of PT. Jasa Marga Tollroad Operator (Prakoso, 2021).

There are causes for the decline in employee performance at PT. Jasa Marga Tollroad Operator. After reviewing it, several phenomena emerged that caused a decline in employee performance, one of which was caused by a lack of employee motivation. The problem is related to the status of promotion given by PT. Jasa Marga Toll Road Operator. Only 1 employee received a promotion during 2020 – 2022, namely from the transactions department only. Meanwhile, for the traffic and maintenance department, no one has received a promotion. This could be the cause of the performance of PT. Jasa Marga Tollroad Operator employees being less than optimal due to a lack of motivation to work because they are not appreciated by promotion.

Apart from the reasons for the low performance of employees provided by PT. Jasa Marga Tollroad Operator, researchers chose PT. Jasa Marga Tollroad Operator as the research object because PT. Jasa Marga Tollroad Operator has met the qualifications that researchers need, that having 120 employees so that it meets the standards for can be used as an object for research. Seeing the condition of the problems at PT. Jasa Marga Tollroad Operator which attracted attention for further research, and after seeking the views of experts and previous research which showed that employee motivation, work ability and performance were interconnected.

## **LITERATURE REVIEW**

### **1. Motivation**

According to Steers (2019), motivation provides the power to influence a person's tendency to be involved in a work activity. This motivation can take the form of feeling happy and working voluntarily to achieve work goals.

### **2. Work Ability**

According to Gibson (2018), work abilities can be innate traits or abilities learned by an employee to support an employee in carrying out mental or physical work.

### **3. Kinerja Karyawan**

Employee performance is a result achieved by employees in their work according to certain criteria that apply to a job (Robbins et al., 2019).

## RESEARCH METHOD

The population in this study were employees who worked at PT. Jasa Marga Toll Road Operator who had different positions, positions, levels and demographic conditions, totally 150 peoples, while the sample in this study used cluster random sampling. Random sampling based on area or cluster random sampling is a sampling method used where the population does not consist of individuals, but rather consists of groups of individuals or clusters. So, the units selected as samples were not individuals, but organized groups of individuals, where the samples were all operational employees of PT. Jasa Marga Tollroad Operator were 120 peoples.

### Research Result

- 1) The motivation variable ( $X_1$ ) shows a significance value of 0.016 (smaller value  $\alpha = 0.05$ ). It means that work motivation has a significant effect on employee performance at PT. Jasa Marga Toll Road Operator. It proves that the first hypothesis that motivation has a positive and significant effect can be accepted.
- 2) The work ability variable ( $X_2$ ) shows a significance value of 0.000 (smaller value  $\alpha = 0.05$ ). It means that work ability has a significant effect on employee performance at PT. Jasa Marga Toll Road Operator. It proves that the second hypothesis that work ability has a positive and significant effect can be accepted.

## RESULTS AND DISCUSSION

### The Influence of Motivation on Employee Performance at PT. Jasa Marga Toll Road Operator

The analysis results obtained in this research show that motivation has a positive and significant effect on employee performance so that the first hypothesis can be accepted. The results of this research are in line with the results of research from (M. Weni, 2023); (Anugrah, 2023); (Nurhaedah et al., 2018); (Kristiani et al., 2023); (Pham et al., 2022); (Ibrahim et al., 2022); (Setiawan, 2022); (Antika & Dwiridotjahjono, 2022); (Alimuddin & Artiyany, 2022); (Leman et al., 2022); (Wicaksono, 2021); (Suaiba et al., 2021); (Tanuwijaya et al., 2023); (Tupti et al., 2021); (Pratiwi, 2021); (Jayaweera et al., 2020); (Shahzadi et al., 2020); (Nzewi et al., 2020); (Paais & Pattiruhu, 2020); (Kiruja & Mukuru, 2013); (Ulfah, 2020); (Côté et al., 2019); (Olusadum & Anulika, 2018) which shows that motivation has a positive and significant effect on employee performance.

The appreciation dimension shows the average percentage of answers Agree (31.48%) and Strongly Agree (41.66%). This shows that the award for work carried out in accordance with the results of the work produced is included in the "Pretty Good" category. It shows that employees will provide good work results in accordance with company expectations. However, there are indications that some employees still feel that there is a lack of opportunities for employees to get promotions or positions during their work. Employees feel that providing opportunities for promotion or position must go through a process that requires quite a lot of conditions and stages that employees must go through, it still felt to make it difficult for employees to get this opportunity.

The self-actualization dimension shows the average percentage of answers Agree (28.98%) and Strongly Agree (33.16%). This shows that the self-actualization of employees at PT. Jasa Marga Toll Road Operator is in the "Pretty Good" category. Employees feel that the company provides opportunities for employees to develop abilities to support their work. However, with there still being respondents who stated "Disagree", there is an indication that some employees feel that they are not given the opportunity to express criticism of something. It means that employees are not given the freedom to express opinions in the realm of negative responses.

## The Influence of Work Ability on Employee Performance at PT. Jasa Marga Toll Road Operator

The analysis results obtained in this research show that work ability has a positive and significant effect on employee performance so that the second hypothesis can be accepted. The results of the frequency of respondent's questionnaire answers show that work ability has a positive and significant effect on employee performance. This research is in line with research results from (Mache et al., 2023);(Lindegaard et al., 2023); (Dewa, 2023); (N. N. Weni et al., 2023); (Agus Rohmat Hidayat, Nur Alifah, 2023); (ANUGRAH, 2023); (Nurhaedah et al., 2018); (Bustari et al., 2023); (Anggra Kristiani, 2023); (Chasanah et al., 2022); (Duval et al., 2020); (Khayat et al., 2020); (Gencil Bek & Prieto Blanco, 2020); (Wagenaar et al., 2020) shows the results that work ability has a positive and significant effect on employee performance.

In the intellectual ability dimension at PT Jasa Marga Toll Road Operator, the average percentage of answers Agree (37.66%) and Strongly Agree (35.18%). It shows that employees are able to recognize a logical sequence in a problem. However, with respondents who stated "Disagree", there is an indication that some employees felt they did not understand what they heard, which resulted in a misscom. There is a need to provide clearer information in writing or verbally, so that what you want to be informed about will provide an appropriate response.

The cognitive ability dimension shows the average percentage of answers Agree (42.16%) and Strongly Agree (38.34%). This shows that employees at PT Jasa Marga Toll Road Operator are able to learn and are in the "Good" category. However, with there still being respondents who stated "Strongly Disagree" and "Disagree", there is an indication that employees are able to solve existing problems even though there are still many considerations in making decisions. This opportunity given will make employees more respected for being able to solve problems they are facing in the area of work that is their job description and responsibilities.

## CONCLUSION

Based on the results of the research and analysis that has been carried out, the following conclusions can be drawn: Motivation and work ability have a positive and significant effect on employee performance (case study at PT. Jasa Marga Toll Road Operator).

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