

EXPLORATION OF EMPLOYEE WORK MOTIVATION TO IMPROVE EMPLOYEE PERFORMANCE AT KSP CU PANCUR KASIH TEMPAT PELAYANAN LEDA

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Abstract

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This study aims to explore employee work motivation in improving performance at KSP CU Pancur Kasih Tempat Pelayanan Ledo. The research method used is qualitative with a phenomenological approach. Data collection techniques include observation, in-depth interviews, and documentation. The research participants consisted of five employees with a work period of more than five years. The results of the study indicate that factors that influence work motivation include recognition, work environment, leadership style, and opportunities for development. Work motivation has been shown to have a positive impact on improving employee performance in terms of discipline, responsibility, and loyalty to the organization. This study provides recommendations for management to develop effective strategies in improving employee motivation and performance in a sustainable manner

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1. Introduction

Human resources (HR) are an important element in an organization that cannot be separated from achieving institutional goals. In the midst of global competition, the challenge for organizations is not only in the aspects of technology and products, but also how to manage HR effectively. Employee work motivation is one of the main factors in determining the success of an organization. Work motivation is the drive from within an individual to work diligently, enthusiastically, and consistently in order to achieve organizational goals.

Performance plays a crucial role for an organization or company, as well as for the employees themselves. Therefore, employee performance effectiveness can be achieved if supported by work motivation. The current human resources needed are people who are able to adapt quickly, master technology and respond quickly to technological changes. Human resources who are unable to meet the demands of globalization tend to see work as a burden by doing it solely because of obligation, not because of encouragement or commitment, so they can be categorized as human resources with a low work ethic. The development of quality Human Resources (HR) in a company begins with the selection process of individuals who are able to carry out tasks according to their respective expertise with their fields of knowledge in the company. Human Resources, as owners, processors, managers, and users of knowledge, need facilities that can support the achievement of useful information to improve their knowledge. Thus, the development of human resources in an organization is needed, both for leaders and staff, in order to improve the quality of human resources (Hasibuan 2012).

Work motivation plays a very important role for every employee because it can increase their work enthusiasm. With motivation, employees are encouraged to work harder by maximizing all their potential and skills to achieve company goals (Khaeruman 2021). Work motivation is a factor that drives or arouses enthusiasm for work, or in other words, as a trigger for work enthusiasm. Without

motivation, an employee or employee cannot carry out their duties according to the standards set or even exceed those standards, because the driving factors in work are not met.

Employee performance is influenced by various factors such as leadership, work environment, compensation system, and work motivation itself. In the context of KSP CU Pancur Kasih Tempat Pelayanan Ledo, the decline in employee attendance and lack of productivity indicate problems related to work motivation. Based on attendance data in 2021, the average full employee attendance only reached 54.84%. This phenomenon shows the importance of further study of work motivation and its impact on performance.

This study was conducted to understand more deeply how work motivation is formed, the factors that influence it, and its implications for improving performance in the savings and loan cooperative environment, especially at the Ledo Service Center.

2. Literature review

Work motivation can be defined as a series of forces originating from within and outside the individual that trigger enthusiasm, direction, and persistence in achieving work goals. This motivation shapes a person's work personality through attitudes, traits, mindsets, emotions, and values that are believed in. All of these elements will affect how individuals respond to tasks and responsibilities given by the organization. In other words, motivation is not just a desire to work, but is the energy that directs individuals to act correctly and in accordance with the expectations of the work environment.

According to Diawati, et al (2019) motivation is a series of attitudes related to how to encourage employee work enthusiasm, so that they are willing to work with full dedication and give all their abilities and skills to achieve company goals. According to Hardianto (2011) motivation is a concept that describes the forces within employees that initiate and direct behavior. Employees will be motivated to give their best contribution if the organization is able to meet their needs.

Herzberg (1959) proposed a two-factor theory, namely motivator factors (achievement, recognition, responsibility) and hygiene factors (working conditions, salary, interpersonal relationships). Motivator factors encourage job satisfaction, while hygiene factors prevent dissatisfaction. This theory emphasizes that job satisfaction and dissatisfaction are two separate things, not on the same spectrum. This means that eliminating dissatisfaction does not automatically increase satisfaction, so different approaches are needed to address each of these aspects.

According to Clayton Alderfer (1969) human needs are divided into three categories: Existence, Relatedness, and Growth. This theory states that if high-level needs are not met, individuals will refocus on lower needs (frustration-regression). By recognizing the primary needs in ERG theory, a person can be wiser in designing personal and professional strategies to achieve a more balanced and satisfying life. This theory also provides insight for leaders and managers of organizations in creating a work environment that supports individual growth and builds healthy and productive relationships in the workplace. Thus, ERG theory not only helps individuals in meeting their needs but also provides benefits to the organization in achieving its long-term goals.

Employee performance is the work results that can be achieved by someone in carrying out their duties according to the responsibilities and roles given. Mangkunegara (2017) states that performance includes indicators such as loyalty, responsibility, work quality, and discipline. According to Brahmasari (2008) Performance is the success in achieving organizational goals, which can be manifested in the form of quantitative and qualitative work results, innovation, adaptability, reliability, and other aspects considered important by the organization. According to Fahmi (2016) in Hadiwijaya & Mintarsih (2021) Employee performance is the achievement obtained by an organization, both profit-oriented and non-profit, within a certain period of time.

Alderfer's ERG theory is also relevant because it divides human needs into three: existence, relatedness, and growth. Previous research shows that work motivation can be influenced by the work environment, leadership style, compensation, and development opportunities. Meanwhile, employee performance is defined as the work results achieved in carrying out their duties and responsibilities. Factors that influence performance include ability, motivation, work environment, and reward systems. Motivated employees will show higher loyalty, responsibility, and quality of work.

From the description above, it can be concluded that employee performance is the achievement of work results obtained by an individual in carrying out their duties and responsibilities in an organization. This performance reflects the effectiveness and efficiency of employees in completing their work within

a certain period of time. Previous research by Cahyani & Alamsyah (2024) showed a positive relationship between work motivation and increased performance in the government sector. Similar results were found by Panggabean et al. (2022) in the cooperative environment. However, there is still a lack of in-depth qualitative studies that explore the personal experiences of employees in the context of cooperatives, especially in West Kalimantan.

3. Methodology

This study uses a qualitative method with a phenomenological approach, which focuses on the role of employee work motivation to improve employee performance at KSP CU Pancur Kasih, Ledo service location. According to Creswell, et al (2007) phenomenology is one of the five main methods used in qualitative research to understand an individual's subjective experience of a phenomenon. Phenomenology aims to explore human experience by exploring the meaning they give to an event or incident. So that it can understand the context of work motivation that can affect employee performance at KSP CU Pancur Kasih, Ledo service location. Thus, researchers can dig deeper into how work motivation is very important in an organization. This approach was chosen because it can explore employees' subjective experiences regarding work motivation and its impact on performance.

This research was conducted at CU Pancur Kasih Ledo Service Place, West Kalimantan. This location was chosen because of its relevance to the research topic regarding employee work motivation to improve employee performance and the availability of information needed to analyze employee work motivation at CU Pancur Kasih. The limitations of this study include a scope that is limited to employees at CU Pancur Kasih Ledo Service Place and does not include employees from other service places or other companies in the same group. In addition, this study only focuses on employee work motivation to improve employee performance during the study.

Participants consisted of five employees with more than five years of service, selected using purposive sampling technique based on work experience criteria and direct involvement in service operations. employees of the CU Pancur Kasih division. These employees consist of one manager, one person in the financial transaction management section, one person working in credit and loan management, one person working in human resource development (HRD) and member education, and one person working in credit worthiness analysis and credit agreement binding. In addition, these participants are employees who have worked for a long time at KSP CU Pancur Kasih. The collection technique is the most important step in the study because it aims to obtain valid and reliable data. Data collection techniques are carried out through in-depth interviews, observations, and documentation. Interviews are conducted directly with semi-structured guidelines to dig deeper into the factors that influence work motivation. The validity of the data is tested using triangulation of sources, techniques, and time. Data analysis techniques include transcription, data reduction, coding, interpretation, presentation, and drawing conclusions.

4. Results and discussions

The results of the study show that employee work motivation at KSP CU Pancur Kasih Tempat Pelayanan Ledo feels motivated in working when they receive recognition and appreciation from their superiors. Forms of appreciation such as gratitude, praise, or incentives for their contributions can increase self-confidence and work enthusiasm. In fact, employee involvement in the decision-making process and giving greater responsibility are forms of recognition that are highly appreciated, because they create a positive work atmosphere and strengthen a sense of belonging to the organization. In addition, a comfortable work environment and harmonious relationships between employees also support the creation of high work motivation. Open communication, mutual support, and a conducive atmosphere make employees more enthusiastic in carrying out their duties, while reducing stress levels and potential conflicts that can hinder productivity.

Another factor that greatly influences motivation is an open and supportive leadership style. Superiors who are able to be open to suggestions, provide direction with a persuasive approach, and become role models for their subordinates are considered able to create a sense of security, emotional support, and a sense of being involved in the organizational process. This has an impact on increasing employee loyalty and responsibility towards their work. In addition, the opportunity to develop oneself is also an important aspect in maintaining work enthusiasm. Through regular training, job rotation, and a clear career ladder system, employees feel that they are given space to grow and advance. This

opportunity makes them feel cared for and increasingly motivated to show their best performance in order to get greater promotion opportunities in the future.

Employees who feel appreciated and have room to grow demonstrate more positive work behaviors, such as increased responsibility, commitment to tasks, and high discipline. They are more enthusiastic in achieving targets, more cooperative in teams, and show loyalty to the institution. In the context of CU Pancur Kasih TP Ledo, motivation has been shown to play a role in reducing absenteeism, improving service quality, and strengthening organizational culture based on SEJATI values (Solidier, Empathy, Honest, Accountable, Resilient, Innovative). This study confirms that an effective HR management strategy must include aspects of intrinsic motivation (recognition, sense of belonging, inner satisfaction) and extrinsic motivation (salary, facilities, career opportunities) in a balanced manner. This holistic approach is important to improve employee performance sustainably. In the context of microfinance institutions such as CU, where excellent service is highly prioritized, maintaining employee motivation is the key to long-term success.

These findings support Herzberg's theory that motivator factors play a major role in improving performance. The application of ERG theory is also reflected in the needs of participants for a decent existence (salary, security), good social relationships (work relationships), and growth (promotion opportunities). The practical implication of these results is the importance of organizations to pay attention to the motivational aspect in HR management. Increasing motivation can be done through training, giving awards, and creating a positive work culture.

5. Conclusion

Based on the results of in-depth interviews with a number of employees at KSP CU Pancur Kasih Tempat Pelayanan Ledo, it can be concluded that work motivation plays an important role in encouraging increased employee performance. This motivation is formed from various aspects that are interrelated and directly affect work enthusiasm and productivity. One important aspect that underlies work motivation is the fulfillment of basic employee needs, such as the provision of decent salaries, the availability of adequate work facilities, and the creation of a sense of security in the work environment. Fulfillment of these needs fosters a feeling of being appreciated and increases the drive to work optimally.

In addition, a harmonious working atmosphere, both in the relationship between co-workers and between employees and superiors, also helps create a comfortable working environment. This harmony creates positive collaboration and encourages employees to be more productive in carrying out their duties. Motivation is also strengthened through the opportunity to develop themselves and climb the career ladder. Employees feel more enthusiastic about working when they see opportunities to improve their skills and obtain better positions in the future. Recognition of work results is also an important element in strengthening work enthusiasm. Forms of appreciation such as selecting exemplary employees have a positive impact on pride and the desire to continue to provide the best contribution to the institution. Satisfaction with management policies is also reflected in the positive attitude of employees towards the institution, indicating that the strategies implemented in motivating have been effective. Even though faced with challenges such as target demands and the possibility of transfer, employees are able to see the situation as an opportunity to learn and develop, not as an obstacle.

Overall, the results of this study indicate that work motivation has a close relationship with increased performance. When employees feel motivated, they will work more optimally, show high loyalty, and behave professionally, so that they are able to support the achievement of organizational goals as a whole. Work motivation plays an important role in improving employee performance at KSP CU Pancur Kasih Tempat Pelayanan Ledo. Internal factors such as the desire to develop and commitment, as well as external factors such as leadership and work environment, are the main determinants. Motivated employees show loyalty, discipline, and high work quality. Cooperative management needs to design strategies to increase motivation through reward programs, career development, and creating a supportive work environment. These findings also provide theoretical contributions in the context of work motivation research in microfinance cooperatives.

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