

The Influence of Intrinsic Motivation and Quality of Work Life on Employee's Performance of Production Units of PT Perkebunan Nusantara XIV Makasar, South Sulawesi

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Informasi Artikel	Abstract
E-ISSN. : 3026-6874 Vol: 2 No: 3 Maret 2024 Halaman: 124-133 Keywords: <i>Intrinsic Motivation</i> <i>Quality of Work Life</i> <i>Employee's Performance</i>	<i>This study, held at the Production Unit of PT Perkebunan Nusantara XVI Makasar, South Sulawesi is aimed at analyzing the influence of intrinsic motivation and quality work life on employee's performance. The sample in this research, which is quantitative in nature, was the employees of the production unit with a total number of 86 respondents. It is done with data analysis method, using multiple linear regressions. The result of this study indicates that the variables of intrinsic motivation and quality of work life simultaneously affect the employee's performance with a contribution of 37,3%, while the remaining 52,7% is influenced by other factors, which are beyond this study. Partially, intrinsic motivation variables negatively affect and have a significant influence on performance. This is due to the different work cultures in the sector.</i>

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh motivasi intrinsik dan kualitas kehidupan kerja terhadap kinerja karyawan. Penelitian ini di adakan di unit produksi PT.Perkebunan Nusantara XIV Makasar Sulawesi Selatan. Sampel dalam penelitian ini adalah karyawan unit produksi yang berjumlah 86 orang responden. Penelitian ini adalah penelitian kuantitatif dengan metode analisis data dengan menggunakan regresi linier berganda. Hasil dari penelitian ini menunjukkan bahwa variable motivasi intrinsik dan kualitas kehidupan kerja secara simultan berpengaruh terhadap kinerja karyawan dengan kontribusi 37,3%. Sedangkan sisanya 52,7% di pengaruhi oleh faktor lain yang tidak di teliti dalam penelitian ini. Secara parsila variable motivasi intrinsik berpengaruh negatif dan signifikan terhadap kinerja, sedangkan variabel kualitas kehidupan kerja berpengaruh positif dan tidak berpengaruh signifikan terhadap kinerja. Hal ini di sebabkan oleh budaya kerja yang berbeda di sector ini.

INTRODUCTION

In the business world, competition between companies often happens. This competition does not only occur in the local environment, but also regionally and globally. At local environmental companies' competition occurs in the fields of food, textiles, automotive and electronics. Meanwhile, at the global level companies there is competition in the digital technology, manufacturing, food, plantation products, paper, and electronics. The same is true of competition in the industry plantation. The competition between these companies is due to the existence of the struggle for market share and consumers.

Competition can be a product the same as competitors' products, product quality, price, and brand product. Thus, companies must need to have advantages so that their products are accepted by the market. In addition, there are other supporting factors to complement and support the advantages that exist owned by a company, namely raw materials, capital, machinery, and qualified employees. Employees are intangible assets that needed to carry out operational activities within the company. Companies certainly need employees who have good performance. It is meant that the employees show good performance and achieve the goal of company.

Regarding with, company and its leaders need to think about how to create the program to improve the continuity of the quality of life of the employees. The goal is to obtain the balance between organization, work, and life. Quality of work life program needs to exist because it affects the performance employee. As it is known, every employee's needs are varied.

The company must afford and think about how to improve employee intrinsic motivation and the quality of work life. By paying attention to intrinsic motivation and quality of work life of employees, this is believed to be able to impact on the goal achievement of the company.

PT. Perkebunan Nusantara XIV Makasar is a branch company from Holding Perkebunan Nusantara III which is in eastern part of Indonesia. At this time, PT.Perkebunan Nusantara XIV manage 4 plantation units with palm oil community and 1 special mill managing palm oil, 3 sugar mills, 2 plantation units with commodities rubber, 1 unit of plantation with coconut commodity. PT. Perkebunan Nusantara XIV is currently focusing more on oil palm plantations and processing of oil palm fruit into crude palms oil (CPO) and kernels. The kernel is the core of the oil palm fruit and will be processed into Kernel Palm Oil (KPO). PT. Perkebunan Nusantara XIV has headquartered and located on Jl. Urip Sumoharjo no. 54 Makasar, South Sulawesi, while the business unit is located on the village of Lagego, Kecamatan Burau, Kabupaten Luwu Timur, South Sulawesi. PT Pekebunan XIV becomes the object for this research.

Table 1 : Data Lost Production 2023

No	Month Year (2019)	Sorting Section (Kg)	%	Cooking /Boiling Section (Kg)	%	Bagian Screw Press (Kg)	%
1	January	80.546,7	0,52	185.877	1,2	66.605,9	0,43
2	February	51.023,8	0,34	165.077	1,1	10.504,9	0,07
3	March	34.751,99	0,26	53.464,6	0,4	144.354,4	1,08
4	April	11.184,6	0,08	13.980,75	0,1	97.865,25	0,7
5	May	42.081,66	0,27	124.686,4	0,8	12.468,64	0,08
6	June	36.675,04	0,32	74.496,2	0,65	143261,9	1,25
7	July	29.146,6	0,21	183.206,9	1,32	120.748	0,87
8	August	27.468,7	0,31	116.077,3	1,31	117.849,4	1,33
9	September	20.365	0,22	206.426,6	2,23	9.257	0,1
10	October	12.973,9	0,13	155.687	1,56	57.883,6	0,58
11	November	558,43	0,01	18.428,2	0,33	36.856,3	0,66
12	December	0	0	0	0	0	0

Data Source: Strategic Planning and Asset Optimization of PT Perkebunan Nusantara XIV in 2020

Based on the data on the achievement of Key Performance Indicators, it shows that there are also problem that occurs at PT.Perkebunan Nusantara XIV caused by low or poor performance of employees so that the achievement of the company's target on the results of achieving CPO, its yield, and Kernel are not achieved yet.

PT. Perkebunan Nusantara XIV Makasar has provided or fulfilled the right of employees as referred to the intrinsic motivation indicator in the form of giving awards to employees who meet company targets, placing employees in areas of interest, giving a sense that employees are needed to be in the company by providing officially housing, schools, shuttle employees, pick up employees' children to school, build schools, provide health benefits outside BPJS, and also career promotions for employees. Then the company also provides employees rights referred to the quality of work life such as a decent wage (according to the regional minimum wage), creating a good work environment, providing opportunities for training and further education for outstanding employees. However, the company's goal to improve employee's performance and the expected

production targets are not achieved.

METHODE

This study applied qualitative research with a descriptive approach to answer the problems obtained from the research location. The research instrument test uses a validity test, which is carried out to determine whether the indicators that exist in each research variable are appropriate in measuring these variables and the reliability test is carried out to determine whether the indicators in each research variable have consistent assessment results if measured more than one time at a different time. (Siregar, 2017:46-55).

To test the effect and significance between the variables, the study uses the t- test to determine how far the influence of one independent variable individually in explaining the dependent variables. By comparing the t -table and t arithmetic obtained based on the significant level ($\alpha = 0.05$) and multiple linear regression analysis test to determine the extent of the simultaneous influence between variable data X1 and X 2 on variable Y data (Siregar, 2017:303)

This study consists of 3 variables, namely 2 independent variables and 1 dependent variable. Independent variables are variables that influence or cause to determine the size of the value of other variables. The dependent variable is the value influenced by the variation of the independent variable. This variable is known as predictive variable or variable response. The independent variables of this study are Intrinsic Motivation (X1) and Quality of Work Life (X2), and the dependent variable is Employee Performance (Y).

According to Herzberg in Amir (2017) intrinsic motivation has several dimensions, namely: work, achievement, recognition, and advancement opportunities. Then according to Adya and Nasharuddin (2016) the quality of work life has dimensions, namely: rewards, work environment, involvement, and growth. Meanwhile, according to Busro (2018), performance has dimensions, namely: quality, quantity, efficiency, discipline, thoroughness, honesty, and creativity. Based on the description above, the following is the table instrument grid of research variables.

Table 2 – Research Variables Grid Instrument

No.	Variabel	Dimension	Indicator	No. Inst
	Intrinsic Motivation (X1) Herzberg in Amir (2017:78-79)	1. Job	1. Guidance/working instruction	1,2
			2. Working spirit	
		2. Achievement	1.Work Performance Result	3,4
			2. Challenging	
		3. Recognition	1. Reward	5,6
			2. Work Relationship	
		4. Opportunity for Advancement	1.Self- Potential	7,8
			2. Skills	
	The Quality of work life (X2)	5. Award	1. Adequate Salary	9,10

	Adya and Nasharudin(2016:25-33)		2. Allowance	
		6. Working Environment	1. Lighting	11,12
			2. Cleanliness	
		7. Engagement	1. Proud	13,14
			2. Self- Confident	
		8. Growth	1. Further Education	15,16
			2. Career	
		9. Quality	1. Quality Standard	17,18
	Performance Employee (Y) Busro (2018)		2. Suppress Error	
		10. Quantity	1. Production Target	19,20
			2. Number of Work	
		11. Efficiency	1. Working Hour	21,22
			2. Work Target	
		12. Discipline	1. Work Routines	23,24
			2. Postpone work	
		13. Accuracy	1. Vapor Check Pressure	25,26
			2. Laboratory Check	
		14. Honest	1. Supervised by supervisor	27,28
			2. Manipulating Data	
		15. Creativity	1. Inovation	29,30
			2. Creativity facility	

RESULTS AND DISCUSSION

1. Validity Test

Validity test aims to measure the validity or validity of a questionnaire, whether the existing statements can explain and describe the variables to be studies. A questionnaire is mentioned to be valid or acceptable if the correlation value of r -count > than r -table and is positive (Ghozali, 2016:52-54). The table of test results for the validity of intrinsic motivation, quality of work life and

employee performance is below:

Table 3. Intrinsic Motivation Validity Test

No	Items	r -count	r table	remarks
1	X1.1	0,526	> 0,212	Valid
2	X1.2	0,355	> 0,212	Valid
3	X1.3	0,221	> 0,212	Valid
4	X1.4	0,761	> 0,212	Valid
5	X1.5	0,619	> 0,212	Valid
6	X1.6	0,618	> 0,212	Valid
7	X1.7	0,327	> 0,212	Valid
8	X1.8	0,427	> 0,212	Valid

Source: SPSS Processing Results

Table 4- Work Life Quality Validity of Test

No	Items	r -count	r tabel	Remarks
1	X2.1	0,654	> 0,2120	Valid
2	X2.2	0,235	> 0,2120	Valid
3	X2.3	0,471	> 0,2120	Valid
4	X2.4	0,355	> 0,2120	Valid
5	X2.5	0,455	> 0,2120	Valid
6	X2.6	0,520	> 0,2120	Valid
7	X2.7	0,373	> 0,2120	Valid
8	X2.8	0,249	> 0,2120	Valid

Source: SPSS Processing Results

Tabel 5 Employee Performance Validity Test

No	Items	r count	r tabel	Remarks
1	Y.1	0,346	>0,2120	Valid
2	Y.2	0,532	> 0,2120	Valid
3	Y.3	0,473	> 0,2120	Valid
4	Y.4	0,555	> 0,2120	Valid
5	Y.5	0,637	> 0,2120	Valid
6	Y.6	0,435	> 0,2120	Valid

7	Y.7	0,410	> 0,2120	Valid
8	Y.8	0,451	> 0,2120	Valid
9	Y.9	0,238	> 0,2120	Valid
10	Y.10	0,428	> 0,2120	Valid
11	Y.11	0,610	> 0,2120	Valid
12	Y.12	0,510	> 0,2120	Valid
13	Y.13	0,391	> 0,2120	Valid
14	Y.14	0,527	> 0,2120	Valid

Source: SPSS Processing Results

Based on tables 3, 4 above, the calculated r- value on all indicator items on the intrinsic motivation variable, quality of work life and employee performance is greater than the r- table value of 0.2120 or it can be said that $r\text{-count} > r\text{-table}$, so it can be concluded that all indicator items used to measure variables X1, X2 and Y are valid.

2. Reliability Test

Reliability test is a tool to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable of a person's answer to the statement is consistent or stable from time to time. A variable can be said to be reliable if it gives Cronbach Alpha value 0.60 (Ghozali, 2016:47). The table of reliability test results is as follows:

Tabel 6 Research Variable Reliability Test

No	Variable	Cronbach alpha	Description
1	Intrinsic Motivation	0,619	Reliable Moderate
2	Quality of Work Life	0,611	Reliable Moderate
3	Employee Performance	0,860	Reliable

Based on table 6, it shows that the variables of Intrinsic Motivation, Quality of Work Life and Employee Performance have a Cronbach alpha calculation result 0.60, so it can be concluded that all variables are this study are declared reliable.

3. Multiple Linear Regression Test

Multiple linear regression test was used to determine how much influence the independent variables consisting of intrinsic motivation (X1) and quality of work life (X2) had the dependent variable, namely employee performance (Y). From the results of statistical calculations using the SPSS program obtained liner regression equations as follows:

Table 7 Multiple Linear Regression Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	39,614	4,726		8,382	,000
	X1	-1,301	,199	-,666	-6,527	,000
	X2	,412	,346	,121	1,189	,238

a. Dependent Variable: Y

From the result of multiple linear regression test result obtained:

- Variable X1 (Intrinsic motivation) has a negative effect on employee performance variables. This can be seen from the standardized coefficients beta value of -0.666.
- Variable X2 (Quality of work life) has a positive influence on employee performance variables. This can be showed from the standardized coefficients beta value of 0.121

4. T- Test

The t- test is used to show how far the influence of the independent variables individually in explaining the dependent variable. The t-test is carried out by comparing the difference between the 2 average values with the standard error of the difference in averages of the two samples (Ghozali, 2016:97)

Decision making by comparing t-count and t-table:

1. If t-count < t-table or -t-count > -t-table; it can be concluded that the independent variable has no effect on the dependent variable.
2. If t-count > t-table or -t-count < -t-table; it can be concluded that the independent variable has a significant effect on the dependent variable.

Decision making by comparing the significance of:

1. Significance value > 0.05 there is no significant effect between the independent and dependent variables.
2. The significance value < 0,05 means that there is a significant effect between the independent and dependent variables.

The result of the t-test are as follows

Table 8 Partial Effect Test Results

Model		t	Sig.
1	(Constant)	8,382	,000
	X1	-6,527	,000
	X2	1,189	,238

From the results of the t-test calculation above, the intrinsic motivation t-count value is -6.527 which is smaller than the t-count value = 1.988, and the value of Sig. of 0.000 is smaller than 0.05, it can be interpreted that intrinsic motivation has a significant negative effect on employee performance.

Then the value of t- count quality of work life of 1.189 is smaller than t-table = 1.988 and a significance value of 0.238 > from t-table 1.988, it can be concluded that the quality of work life has no effect and is not significant on performance.

5. Coefficient of Determination (R²)

6. The coefficient of determination (R^2) is used to measure how far the model's ability to explain the variation of the dependent variable is. The value of the coefficient of determination is between zero and one. A small value of R^2 means that the ability of the independent variables in explaining the variation of the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict the variation on the dependent variable. The results of the statistical calculation of the coefficient of determination are as follows:

Table 9 Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square
1	.611 ^a	.373	.358

Source: SPSS Processing Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.422 ^a	.178	.169	4.4613

a. Predictors: (Constant), X1

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.183 ^a	.034	.022	4.8386

a. Predictors: (Constant), X2

Based on the table above, the R Square value is 0.373. This means that intrinsic motivation and quality of work life affect employee performance by 37.3%, while the remaining 52.7% is explained by other variables not included in this research model.

CONCLUSION

1. Intrinsic motivation has an effect on employee performance at the Production Unit of PT.Perkebunan Nusantara XIV Makasar was 17.8 % while the remaining 82.2 % was influenced by other factors which is not examined in this study.
2. The quality of work life affects the performance of employees at Production Unit of PT.Perkebunan Nusantara XIV Makasar is 3.4 % while the remaining 96.6 % is influenced by other factors which is not examined in this study.
3. Intrinsic motivation and quality of work life have a joint effect on employee performance at the Production Unit of PT.Perkebunan Nusantara XIV Makasar was 37.3 % while the remaining 52.7 % was influenced by other factors which are not examined in this study.

Suggestions that can be given in this study are companies must observe in placing where their employees are placed according to their expertise and interest. Companies must also encourage employees' intrinsic motivation to work optimally.

In addition, this research is also a guide for companies in making quality work life programs more useful, especially in terms of pride in employees working at the company, not creating a distance between leaders and subordinates, providing career opportunities in the company for employees.

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