



Level of Work Motivation: A Descriptive Study Using the Work Motivation Scale on Employees in the Operational Unit of PT. Insurance X, Jakarta

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Article Info	ABSTRACT
<p>Corresponding Author: Name of Corresponding : Budi Herawan E-mail: budiherawan1961@gmail.com</p>	<p>Work motivation is a key factor influencing employee performance within an organization. This study aims to describe the level of work motivation among operational employees at PT. Insurance X, Jakarta, in 2025. Using a quantitative descriptive method, data were collected through the Work Motivation Scale (WMS), consisting of 12 Likert-scale items (1–5). The study involved all 20 employees in the operational unit who agreed to participate. Results indicate a moderate level of work motivation, with an average score of 41.8, ranging from 38 to 46. The most influential dimension was intrinsic motivation, particularly job satisfaction and the desire for self-development. The findings suggest that employees are not yet fully driven to perform their tasks optimally. Therefore, strategic HR interventions are recommended, such as providing training opportunities, recognizing employee contributions, and reviewing bonus and promotion systems to enhance work motivation and job satisfaction.</p> <p>Keywords: Work Motivation, Job Satisfaction, Performance, Work Motivation Scale</p>

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INTRODUCTION

Motivation is a driving force, either internal or external, that compels an individual to take specific actions in order to achieve certain goals. According to McClelland, as cited in Ridho (2020), motivation arises from three levels of needs: the need for affiliation, the need for power, and the need for achievement. Work motivation is a significant psychological factor that influences how much an employee is willing to contribute to their job. Hasibuan (2016) defines work motivation as the provision of driving energy that creates enthusiasm, encouraging individuals to work cooperatively and effectively in pursuit of job satisfaction.

An individual's level of work motivation has a direct impact on their performance. The higher the motivation, the more likely the individual is to demonstrate high performance, driven by internal impulses to work harder, remain focused, and achieve goals. Robbins and Judge (2017) explain that motivation affects the intensity, direction, and persistence of effort toward attaining organizational objectives.

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Work motivation is also closely related to the fulfillment of needs. Individuals are more likely to be motivated when their work meets both physical and psychological needs. According to Maslow's Hierarchy of Needs (1943), human motivation is structured across five hierarchical levels: physiological needs, safety needs, social needs, esteem needs, and self-actualization. Each level influences behavior and the degree of motivation a person has in their work. Therefore, work motivation can be enhanced by systematically addressing employee needs. Organizations that understand and apply this principle will be better positioned to create a supportive work environment and improve employee performance optimally.

At PT. Insurance X, 2024 revenue data shows the company only achieved 85% of its monthly revenue targets. Additionally, the average Key Performance Indicator (KPI) attainment among operational unit employees stood at 90% in 2024. While this indicates that most tasks and responsibilities were generally fulfilled, the figures suggest there is still room for improvement in the organization's overall performance.

METHODS

This study aims to examine the level of work motivation among employees in the operational unit of PT. Insurance X, located in Jakarta. Work motivation plays a crucial role in shaping employee performance, and understanding its level is essential for identifying areas where improvement and strategic interventions are needed. The study specifically focuses on operational-level staff, who are directly involved in the execution of daily tasks and contribute significantly to organizational outcomes.

The research employs a quantitative method with a cross-sectional design, conducted in May 2025. A total of 20 employees participated voluntarily as respondents. Data were collected using the Work Motivation Scale (WMS), which consists of 12 items measured on a 5-point Likert scale, where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. This instrument was selected for its validity and ability to capture both intrinsic and extrinsic aspects of work motivation.

To interpret the results, total scores from the Work Motivation Scale were categorized into five distinct levels: 12–23 (very low motivation), 24–35 (low motivation), 36–47 (moderate motivation), 48–55 (high motivation), and 56–60 (very high motivation). This classification allows a clear identification of the motivational standing of each respondent. The findings are expected to provide useful insights for PT. Insurance X in designing HR policies that better support employee motivation and performance in the operational unit.

RESULTS AND DISCUSSION

It is known that the proportion of male and female respondents in this study is equal, with each group consisting of 10 respondents (50%). The highest proportion based on marital status is married respondents, totaling 12 individuals (60%). In terms of age, the largest proportion falls within the ≥ 30 years age group, with 15 respondents (75%). Meanwhile, the proportion of respondents based on length of service is evenly distributed, with 10 respondents (50%) having worked for less than 5 years and 10 respondents (50%) having worked for 5 years or more. (Table 1)

Table 1. Characteristics of Respondents by Gender, Marital Status, Age, and Length of Service in the Operational Unit of PT. Insurance X, Jakarta, 2025

Variable	Number	Percentage (%)
Gender		
Male	10	50%
Female	10	50%
Marital Status		
Married	12	60%
Unmarried	8	40%
Age (Years)		
< 30 years	5	25%
≥ 30 years	15	75%
Length of Service		
< 5 years	10	50%
≥ 5 years	10	50%

Based on the research findings, the highest proportion of work motivation levels was in the moderate category, with 18 respondents (90%) falling into this group (Table 2).

Table 2. Employee Work Motivation Levels in the Operational Unit of PT. Insurance X, Jakarta, 2025

Work Motivation Level	Number	Percentage (%)
Very Low	0	0%
Low	1	5%
Moderate	18	90%
High	1	5%
Very High	0	0%

A moderate level of work motivation indicates that employees generally possess a sufficient internal drive to carry out their tasks and responsibilities. However, this drive has not yet reached an optimal level that could fully enhance their work performance.

Table 3. Work Motivation Levels by Gender, Marital Status, Age, and Length of Service of Respondents in the Operational Unit of PT. Insurance X, Jakarta, 2025

Variable	Low	%	Moderate	%	High	%
Gender						
Male	1	10%	9	90%	0	0%
Female	0	0%	9	90%	1	10%
Marital Status						
Married	1	8%	11	92%	0	0%
Unmarried	0	0%	7	88%	1	13%
Age (Years)						
< 30 years	0	0%	4	80%	1	20%
≥ 30 years	1	7%	14	93%	0	0%
Length of Service						
< 5 years	0	0%	9	90%	1	10%
≥ 5 years	1	10%	9	90%	0	0%

Gender

Table 3 shows that the proportion of respondents with moderate work motivation was equal between male and female employees, with 9 respondents each (90%). Among male respondents, 1 individual (10%) reported low motivation, while among females, 1 respondent (10%) reported high motivation. No respondents reported either very low or very high levels of work motivation. Work motivation is generally influenced more by individual factors such as personal needs and internal values. In modern work environments, gender roles tend to be more balanced, with men and women enjoying equal access to opportunities, promotions, and recognition. According to Deci & Ryan (1985), human motivation stems from three basic psychological needs—autonomy, competence, and relatedness—which are universal and not gender-specific. Therefore, both male and female employees can be equally motivated when their psychological needs are met by the organization.

These findings align with the research by Imam Sayfi'i et al. (2024), which found no significant difference in work motivation between male and female employees. Similarly, Andarini et al. (2024) concluded that gender does not significantly influence employee motivation. Given these findings, it is recommended that management develop motivation enhancement programs that are inclusive and non-discriminatory, as the motivational needs of male and female employees are fundamentally similar.

Marital Status

The results in Table 3 indicate that among married respondents, 11 individuals (92%) had moderate work motivation. Married employees often manage dual responsibilities—both at work and at home. This dual role tends to foster more stable motivation, driven by the obligation to support their families. Marital status can offer emotional and social support, enabling married employees to maintain consistent work engagement. A healthy home life can enhance job satisfaction and reduce stress, thereby sustaining work motivation (Greenhaus & Powell, 2006).

This finding is consistent with Ernawati et al. (2019), who found that marital status moderates the relationship between intrinsic motivation, organizational commitment, and performance. Similarly, Syamsul Hadi et al. (2022) concluded that married employees demonstrate stronger work motivation, which positively influences organizational commitment.

Age

According to the findings in Table 3, respondents aged ≥ 30 years predominantly had moderate work motivation, with 14 respondents (93%) in this category. Motivation is shaped by both intrinsic and extrinsic factors. As individuals age, intrinsic motivators such as autonomy, achievement, and meaning tend to become more prominent, while extrinsic motivators like salary, promotion, and recognition become less influential. This shift explains why work motivation remains at a moderate level rather than peaking.

Supporting this, Henning et al. (2023) found that autonomous (intrinsic) motivation remains stable in older workers, even as they approach retirement. Employees aged ≥ 30 years are more likely to maintain strong intrinsic motivation, focusing on autonomy, achievement, and job stability rather than extrinsic rewards like promotion. Based on these insights, it is advisable for management to prioritize intrinsic motivators and promote work-life balance, rather than focusing solely on material incentives or upward career mobility.

Length Of Service

As shown in Table 3, both employee groups—those with less than 5 years and those with 5 years or more of service—had an equal number of respondents (9 each, or 90%) with moderate work motivation. This indicates that the length of service does not significantly influence motivation levels among operational staff at PT. Insurance X, Jakarta. According to Self-Determination Theory (Deci & Ryan, 1985), employee motivation is primarily driven by the fulfillment of psychological needs rather than tenure. Leadership style, organizational culture, work-life balance, and recognition have a more substantial impact on motivation than duration of employment.

CONCLUSION

Based on the research findings using the Work Motivation Scale (WMS), gender was found to have no significant impact on employee work motivation. Therefore, to improve employee motivation, management may design strategies that are gender-neutral, without the need for gender-based adjustments. Marital status, on the other hand, can influence work motivation both positively and negatively. In this regard, management is encouraged to provide particular attention to employees who are married by supporting a balance between work and family life, along with offering psychological support to help maintain consistent motivation. Among older employees, autonomous motivation tends to be higher, while motivation driven by external rewards is lower. In this context, a moderate level of motivation reflects balance and indicates the potential for more stable long-term performance. Regarding length of service, management should strive to create a work environment that fosters intrinsic motivation to support consistent engagement. In addition, career development strategies should not be based solely on tenure but instead be designed around employee competencies.

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