
**HUMAN RESOURCES MANAGEMENT FUNCTIONS ON EMPLOYEE WORK
MOTIVATION AT STATE-OWNED COMPANY IN MEDAN, INDONESIA**

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ABSTRACT

The purpose of this study was to analyze the effect of employee recruitment on work motivation at PT. Telekomunikasi Indonesia, Tbk Binjai Branch, the effect of employee selection on work motivation at PT. Kereta Api (Persero) Regional Division I of North Sumatra, the effect of job training on work motivation at PT. Post Regional Division 1 Medan (Persero), the effect of performance evaluation on work motivation at PT. Taspen Kota Medan, the effect of compensation on work motivation at PT. Telekomunikasi Indonesia, Tbk Medan Branch, the effect of career planning and development on work motivation at PDAM Tirtanadi Medan.

Data analysis techniques in this study used simple linear regression. The results showed there was an influence of employee recruitment on work motivation at PT. Telekomunikasi Indonesia Tbk Binjai Branch, there is no effect of employee selection on work motivation at PT. Kereta Api (Persero) Regional Division I of North Sumatra, there is no influence of job training on work motivation at PT. Post Regional Division 1 Medan (Persero), there is no effect of performance appraisal on work motivation at PT. Taspen Kota Medan, there is the effect of compensation on work motivation at PT. Telekomunikasi Indonesia, Tbk Medan Branch, there is the influence of career planning and development on work motivation in PDAM Tirtanadi Medan. Some suggestions otherwise to improve the weaknesses implementation of human resource management functions in each company.

KEYWORDS: recruitment, selection, training, evaluation, compensation, career development, work motivation

INTRODUCTION

Work motivation is a very decisive factor for employees in doing work. (Agustini & Harmen, 2012) states that management must understand what factors can increase the work motivation of workers. Motivation is the main consideration of company management which has a big influence on the achievement and productivity of employees. The factors that can increase employee work motivation need to be understood by management and several supporting theories can be learned to influence work motivation (Harder, 2008).

But unfortunately work motivation has not fully become the main reason for the management of some companies in determining employee success. This is because work motivation is not behavior that can be measured or seen clearly. Motivation is a motivator from someone's heart to do or

achieve something (Agustini, 2011). Motivation can also be said as a plan or desire for success and avoid life's failure. In other words motivation is a process for achieving a goal.

Company programs related to employees are always aimed at being able to encourage employees to work better. In other words, the policy or program must be able to motivate employees to work. Likewise, the tasks carried out in the Human Resources (HR) section or HR management functions contained in various company programs should be able to motivate employee work. The HR management functions consist of job analysis, employee planning, employee recruitment, employee selection, work orientation and placement, job training, performance appraisal, compensation, career planning and development, termination of employment.

In this study, the human resource management functions analyzed are starting from recruitment to employee career development. One of the main keys in creating professional human resources is in the process of recruitment, selection, training and development of prospective workers. Finding a professional and quality workforce is not easy. Every company must screen new employees. For this reason, recruitment of workers is needed to screen job applicants. In organizations, this recruitment becomes one of the important processes in determining whether or not applicants will apply to the organization. Recruitment is a process of attracting, screening, and selecting people who meet the job requirements. All companies in any industry can benefit from contingency or retain professional recruiters or outsourcing processes for recruitment agencies. The purpose of recruitment is to provide a set of prospective workers / employees who meet the requirements, help reduce the possibility of leaving new employees, coordinate recruitment efforts with selection and training programs, meet company responsibilities in efforts to create job opportunities (Visser, 2017), (Arthur, 2001).

Selection by using the right method will get qualified and competent employees. This stage is one of the determinants for companies to get the right employees who will be placed in the right position as well (Berry, 2002), (Dorcus & Jones, 2012).

Job training is an activity to give, obtain, improve and develop work competence, productivity, discipline, attitude and work ethic at a certain level of skills and expertise in accordance with the level and qualifications of the position or occupation. The quality and career development of employees can be obtained through job training channels (R. A. Noe, 2016). Job training techniques are generally divided into two namely on the job training and off the job training. On the job training is used more than off the job training because the on the job training program focuses more on increasing productivity quickly, while the off the job training method tends to focus on development and long-term education (R. Noe & Kodwani, 2017).

Performance assessment is also called performance review, performance evaluation or employee appraisal is an effort to assess achievement with the aim of increasing employee and company productivity. Unfortunately, these goals are often not achieved because not a few companies that do

performance evaluation is not good. The impact is a decrease in work motivation and decreased achievement of company goals from year to year. To avoid these negative impacts, there is no other way, companies must conduct an effective performance assessment (Andualem, 2018), (Edwards & Ewen, 1996).

Compensation is all compensation received by an employee for his services or work to an organization/company where the compensation can be in the form of money or goods, either directly or indirectly. Compensation in the form of money, meaning that the worker is paid a sum of currency for his work. Whereas compensation in the form of goods, means that the worker is paid with certain goods for his services. The term compensation is closely related to financial rewards (financial reward) given to someone on the basis of an employment relationship. Usually compensation is given in the form of finance (money) because of monetary expenditure carried out by an organization (Ellig, 2014). Providing good compensation to employees will have a positive impact on an organization, including encouraging employees to excel and work harder, companies get good quality workers, facilitate administrative processes and legal aspects, be an attraction for qualified job seekers, companies have advantages alone compared to competitors (Milkovich, Newman, & Gerhart, 2013).

Human resource development basically has the duty and responsibility to assist employees in developing their personal personality and organizational skills. Human resource development in a company will start from the onboarding process, providing opportunities to develop skills with classes or courses and seminars, providing tools that can help the work of employees and so on. The purpose of developing human resources is not only to develop the capabilities and skills of employees, but also to develop and discover the potential that exists in employees who may have been hidden for the purpose of personal and company development, develop company culture in aspects of supervisor-subordinate relationships, teamwork and collaboration between divisions and bringing quality professionals, motivating and encouraging employee confidence (Pettinger, 2002), (Rollo & King, 2001).

Previous studies indicate that there are effects of human resource management functions on employee work motivation. This shows that programs or policies related to tasks in the company's human resource department have an influence on employee work motivation.

The company that is the place of research is a state-owned company in Medan and its surroundings, PT Telekomunikasi Indonesia, Tbk Binjai Branch, PT. Kereta Api (Persero) Regional Division I North Sumatra, PT. Pos Regional Division 1 Medan (Persero), PT.Taspen Medan, PT.Telekomunikasi Indonesia, Tbk Medan Branch, PDAM Tirtanadi Medan.

State-owned enterprises generally have standard operating procedures for human resource tasks or human resource functions. This is what makes researchers interested in doing research on work

motivation related to human resource functions or human resource department tasks within the company.

LITERATURE REVIEW

Work Motivation

Work motivation is the mental state and mental attitude of a person that arouses, directs and maintains someone else's behavior related to the work environment that aims to provide satisfaction or reduce unfavorable imbalances at work (Elisabeth, 2018), (Stoewen, 2017). Providing proper motivation can lead to enthusiasm, passion and sincerity of work in a person. Increased enthusiasm and willingness to work voluntarily will result in better jobs, thus increasing work productivity. While someone who has low work motivation, they will work as they wish and not try to get maximum results (Pinder, 2015), (Thomas, 2002). Motivation (motivation) in management is only aimed at human resources in general and subordinates in particular who direct the power and potential of subordinates to want to work together productively so that they succeed in achieving and realizing the goals that have been determined (Hasibuan, 2016). Motivation is a driving force that results in organizational members willing and willing to direct abilities in the form of expertise or skills of staff and time to carry out various activities that become their responsibilities and fulfill their obligations, in order to achieve the goals and various organizational goals that have been predetermined (Siagian, 2014), along with the empowerment carried out by the company consistently that aims to maintain and improve the ability, performance and work productivity so that work motivation is maintained (Agustini, Amanah, & Harahap, 2018). Management must know clearly what factors influence the work motivation of employees and their staff so as to increase job satisfaction and performance (Harahap, Agustini, & Amanah, 2017).

Employee Recruitment

Activities that are still related to human resource planning are the recruitment or procurement of labor. After the organization / company determines the characteristics or characteristics of employees needed and their respective numbers, then the next activity is an effort to get the needed manpower. Ideally, this effort to procure workers is to ensure that workers recruited and placed later are the right people on the right place.

Procurement of labor itself is a process of getting quality workers and giving good hope to the prospective workforce to make job applications to work for the agency / company (Agustini & Harmen, 2018). Especially for large organizations / companies, the procurement of labor is an ongoing and complex process and requires extensive planning and effort. The recruitment process is a process of recruiting prospective workers to meet the needs of workers (job vacancies) in a work unit in an organization or company (Cascio, 2013). The recruitment process starts from finding and attracting applicants who are able to do a job until there is an application.

Employee Selection

Selection is the first effort that must be done by the company to get qualified and competent employees to serve and do all the work in the company, this is what drives the importance of implementing the selection of new employees for each company.

According to (W.B & Keith, 2008) selection is a process of screening applicants to choose the best to be accepted to work in the company. Screening is the process of separating individuals who are most likely to succeed in a job and fit into the organization, from other individuals from a large number of applicants. If this process reduces the large number of applicants to only one applicant, the screening will be the same as the selection.

Conceptually, screening and selection are two different processes, namely screening activities precede selection activities. The main screening methods used by organizations will use the word test to distinguish them from applications, interviews or other screening methods.

In addition, selection is the process of looking for employees to select job candidates who are deemed to meet criteria that fit the character of the job being applied for. The objective of selection is to make a recommendation to reject or accept job candidates based on an assumption about the potential of prospective employees to succeed in working.

Employee Training

Training is a process of helping workers to gain effectiveness in their current or future work through developing habits about thoughts, actions, skills, knowledge, and appropriate attitudes. According to (Gomes, 2003), training is every effort to improve performance work at a particular job that is his responsibility. Ideally, training should be designed to realize the goals of the organization, while at the same time realizing individual workers' goals. Training is often seen as the most common activity and leaders support training because through training, workers will become more skilled and therefore more productive even if the benefits must be calculated with the time taken while the worker is being trained.

The process of teaching new or existing employees to obtain the basic skills they need in carrying out work is obtained through training (Dessler, 2015). Training is a series of activities that provide opportunities to acquire and improve work-related skills. The quality of human resources at the organization / company can be improved through training. New employees or those who have long worked need to attend training because of the demands of work that can change due to changes in the work environment, strategy and so forth.

Employee Performance Assessment

Performance assessment according to (Mondy & M, 2011) is a formal system that is periodically used to evaluate the performance of individuals in carrying out their duties. Whereas (Gomez-Mejia, R, Balkin, & Cardy, 2012) revealed that performance assessment is a process that consists of:

1. Identification, namely determining the performance factors that influence the success of an organization. This can be done by referring to the results of the job analysis.
2. Measurement, is the core of the performance appraisal system process. In this process, management determines which employee's performance is considered good and bad. Management in an organization must make comparisons with standard values or compare performance among employees who have similar tasks.
3. Management, this process is a follow-up to the results of the performance appraisal. The management must be future oriented to increase the potential of employees in the organization concerned. This can be done by providing feedback and coaching to improve the performance of its employees.

Compensation

Compensation includes direct cash payments, indirect payments in the form of employee benefits, and incentives to motivate employees to work hard to achieve higher productivity (Cascio, 2013). Furthermore (W.B & Keith, 2008) states that compensation is something that employees receive in exchange for their service contributions to the company. Providing incentives and developing incentives also provided by companies can also motivate employees (Harahap & Amanah, 2018). According to (Dessler, 2015) "Awards bridge the gap between organizational goals and the aspirations and expectations of employees". To be effective, compensation should be able to: 1). Meeting basic needs, 2). Considering the existence of external justice (ensuring that higher positions or people of better quality in the organization get higher salaries), 3). Considering the existence of internal justice (guaranteeing that payments must be proportional to the rates in other sections), and 4). The gifts are tailored to individual needs.

Career Development

Employee development is an effort to improve the technical, theoretical, conceptual and moral abilities of employees / employees in accordance with the needs of the job / position through education and training (Hasibuan, 2016).

In other words, employee development is any activity intended to change people's behavior consisting of knowledge, skills and attitudes (Moekijat, 2011). Meanwhile, (Mathis & Jackson, 2011) defines employee development as activities related to improving employee skills for sustainable growth in the organization. Employee development is an effort aimed at advancing employees both in terms of career, knowledge and ability (Moenir, 2010). Employee development is an effort to improve or increase general knowledge for employees so that the implementation of objectives is more effective and efficient. From some of the above understanding it can be concluded that employee development is an effort aimed at advancing employees so that they can change employee behavior towards their work, both in terms of attitudes, knowledge and abilities.

RESEARCH FRAMEWORK

Motivation is basically the mental state of a person who pushes to take an action and gives strength aimed at meeting needs, satisfaction or reducing imbalances. If someone is motivated it will make them work more achievers. Work motivation becomes very important because it contributes to company productivity. Without employee motivation then impossible goals can be achieved. Conversely, if employees have high work motivation, the company has a guarantee of success in achieving goals. Work enthusiasm as a form of motivation can be seen, among others, from the level of employee attendance, responsibility for work time that has been set. Achievement of goals is done by substantial efforts by employees who work with high motivation, but for employees who are not motivated, they only give a minimum effort in carrying out the task.

Creating productive human resources to support organizational goals is not the main objective of the implementation of the human resource management function. There is another goal which is to create better working conditions to increase the potential and motivation of employees in the work. Human resource potential will increase if the implementation of recruitment, selection, placement and career coaching is done properly because employees have been given the knowledge and skills and placed in the right position. Besides the provision of compensation, protection, labor relations can also stimulate increased employee motivation to work. Effective human resource management allows employees to contribute effectively to the company in achieving its goals. The focus of human resource management is expected to be able to engage in strategic employee utilization and ensure that programs for employees can have a positive impact on the company.

Human resource management functions are important to motivate employees because motivation is the cause, channel and support human behavior so that they want to work actively and enthusiastically to achieve optimal results. Work is distributed to subordinates to carry out well and be integrated with company goals. Not only the ability, competent and skilled that the company expects from employees but working hard and achieving maximum results is the main thing. Working hard is more beneficial for the company especially if it is supported by the abilities, abilities and skills of the employees.

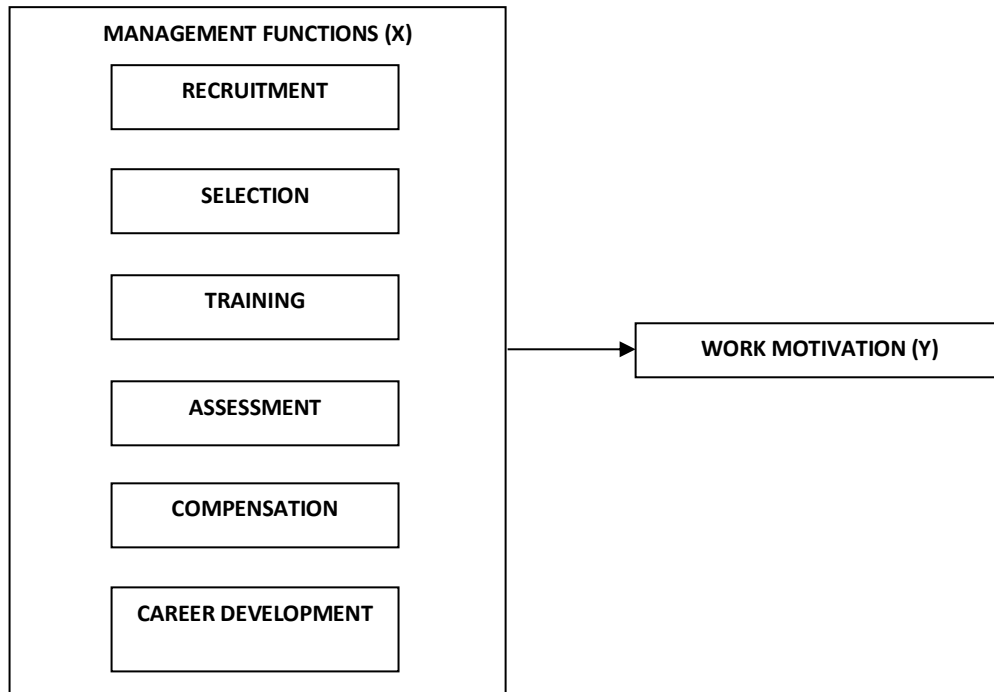


Figure 1 Research Framework

HYPOTHESIS

- a. There is an influence of employee recruitment on work motivation at PT. Telekomunikasi Indonesia Tbk Binjai Branch
- b. There is an influence of employee selection on work motivation at PT. Kereta Api (Persero) Regional Division I North Sumatra
- c. There is an influence of job training on work motivation in PT. Postal Regional Division 1 Medan (Persero)
- d. There is an influence of performance assessment on work motivation at PT. Taspen Medan
- e. There is a compensation effect on work motivation at PT. Telekomunikasi Indonesia Tbk Medan Branch
- f. There is an influence of planning and career development on work motivation in PDAM Tirtanadi Medan

RESEARCH METHODOLOGY

This study involved 180 respondents as a simple random sample. They are employees of 6 (six) State-Owned Enterprises in Indonesia (PT. Telekomunikasi Indonesia, Tbk. Binjai Branch, PT. Kereta Api (Persero) Regional Division I North Sumatra, PT. Pos Regional Division I Medan (Persero), PT. Taspen Medan , PT Telekomunikasi Indonesia Medan Branch, PDAM Tirtanadi Medan). Data were analyzed by simple linear regression analysis method. The seven variables analyzed are:

1. Recruitment is a process of getting qualified personnel and giving good hope to the prospective workforce to make a job application to work for the agency / company.
2. Selection is a process of screening applicants to choose the best to be accepted to work in the company.
3. Training is the process of teaching new or existing employees the basic skills they need to carry out their work.
4. Assessment is a formal system that is periodically used to evaluate the performance of individuals in carrying out their duties.
5. Compensation is a form of direct cash payments, indirect payments in the form of employee benefits, and incentives to motivate employees to work hard to achieve higher productivity.
6. Career development is an effort to improve the technical, theoretical, conceptual and moral abilities of employees / employees in accordance with the needs of the job / position through education and training.
7. Work motivation is a mental state and mental attitude of a person that arouses, directs and maintains someone else's behavior related to the work environment that aims to provide satisfaction or reduce unfavorable imbalances at work.

RESULTS

Testing of Employee Recruitment on Work Motivation at PT Telekomunikasi Indonesia Tbk Binjai Branch

The results of the influence of employee recruitment on work motivation at PT Telekomunikasi Indonesia Tbk Binjai Branch can be seen in the following table.

Tabel 4.1 The t Test Results of Recruitment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	VIF
		B	Std. Error	Beta			Tolerance	
1	(Constant)	28.972	6.591		4.396	.000		
	Recruitment	.334	.159	.370	2.105	.044	1.000	1.000

a. Dependent Variable : Work Motivation

Table 4.1 shows that t table is 2.052 and t value is 2.105 which means t value > t table at a significance level of 0.000 (smaller than 0.05). It can be concluded that recruitment has a positive and significant effect on employee work motivation. Based on these results, the first hypothesis is accepted.

Testing of Employee Selection on Work Motivation at PT. Kereta Api (Persero) Regional Division I North Sumatra

The results of the effect of employee selection on work motivation at PT Kereta Api (Persero) North Sumatra Regional Division I can be seen in the following table.

Tabel 4.2 The t Test Results of Selection

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	93.991	9.820		9.571	.000		
	Selection	-.369	.242	-.277	-1.524	.139	1.000	1.000

a. Dependent Variable : Work Motivation

Table 4.2 shows that t table is 2.052 and t value is -1.524 which means t value < t table at a significance level of 0.139 (greater than 0.05). It can be concluded that employee selection has no effect on work motivation. Based on these results, the second hypothesis is rejected.

Testing of Job Training on Work Motivation at PT. Pos Regional Division 1 Medan (Persero)

The results of the influence of job training on work motivation at PT Pos Regional Division 1 Medan can be seen in the following table.

Tabel 4.3 The t Test Results of Job Training

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	35.005	7.389		4.738	.000		
	Training	.184	.168	.203	1.097	.282	1.000	1.000

a. Dependent Variable: Work Motivation

Table 4.3 shows that t table is 2.052 and t value is 1.097 which means t value < t table at a significance level of 0.282 (greater than 0.05). It can be concluded that job training has no effect on work motivation. Based on these results, the third hypothesis is rejected.

Testing of Performance Assessment on Work Motivation at PT. Taspen Medan

The results of the effect of work assessment on work motivation at PT Taspen Medan can be seen in the following table.

Tabel 4.4 The t Test Results of Assessment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	27.770	4.787		5.801	.000		
	Assessment	.091	.114	.149	.796	.433	1.000	1.000

a. Dependent Variable : Work Motivation

Table 4.4 shows that t table is 2.052 and t value is 0.796 which means t value < t table at a significance level of 0.433 (greater than 0.05). It can be concluded that assessment has no effect on work motivation. Based on these results, the fourth hypothesis is rejected.

Testing of Compensation on Work Motivation at PT. Telekomunikasi Indonesia Tbk Medan Branch
 The results of the effect of compensation on work motivation at PT. Telekomunikasi Indonesia, Tbk Medand Branch can be seen in the following table.

Table 4.5 The t Test Results of Compensation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.946	4.067		-.233	.818		

	Compensation	.732	.097	.819	7.546	.000	1.000	1.000
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a. Dependent Variable : Work Motivation

Table 4.5 shows that t table is 2.052 and t value is 7.546 which means t value > t table at a significance level of 0.000 (smaller than 0.05). It can be concluded that compensation has positive and significant effect on work motivation. Based on these results, the fifth hypothesis is accepted.

Testing of Career Planning and Development on Work Motivation at PDAM Tirtanadi Medan
 The results of the influence of planning and career development on work motivation at PDAM Tirtanadi Medan can be seen in the following table.

Table 4.6 The t Test Results of Career Development

Model		Coefficients ^a			t	Sig.	Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients			Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	7.096	6.936		1.023	.315		
	Career Planning and Development	.830	.193	.631	4.303	.000	1.000	1.000

a. Dependent Variable: Work Motivation

Table 4.6 shows that t table is 2.052 and t value is 4.303 which means t value > t table at a significance level of 0.000 (smaller than 0.05). It can be concluded that career planning and development has positive and significant effect on work motivation. Based on these results, the sixth hypothesis is accepted.

DISCUSSION

The results of this study indicate that recruitment has an influence on employee work motivation at PT. Telekomunikasi Indonesia Tbk Binjai Branch. This is in line with (Oaya, Zirra Clifford Tizhe Ogbu, James Ogbu Remilekun, 2017) which states that the use of recruitment agents in the recruitment process allows organizations to recruit committed employees in Nigeria. This study recommends that organizations can use employment agencies in open recruitment actions to disclose job descriptions and responsibilities to prospective employees. Recruitment must also be based on the candidate's ability to undertake work responsibilities rather than consideration based on the

influence of the local community. Recruitment is very important for the company because with the right method, the company will get employees who have high motivation in working so as to provide significant results on the performance and effectiveness of the company, therefore the company must recruit and retain qualified, competent and motivated employees for success and their welfare (Samwel, 2017).

Selection does not affect the work motivation of employees at PT. Kereta Api (Persero) Regional Division I North Sumatra. It is not in line with (Bolander & Sandberg, 2013) which states that selection decision making achieved through deliberation is important because it produces a much more detailed description of what process is actually involved and how selection tools are actually used in decision making selection. Such descriptions are most likely very important to be able to develop and evaluate procedures and tools that enable practitioners to improve selection decisions in organizations. (Bohlander, Snell, & Sherman, 2001) also report that it is important for managers to understand the objectives, policies and practices used for selection. More importantly, those responsible for making selection decisions must have sufficient information on which to base their decisions.

Training does not affect employee work motivation at PT. Postal Regional Division 1 Medan (Persero). Contrary to (Khan, 2012) who concluded that training had a positive impact on work motivation for 100 Habib Bank employees and the Federal Urdu University of Arts Science and Technology in Islamabad, Pakistan. Good employee training planning will increase motivation which in turn will improve their performance where individual performance will contribute greatly to company performance. Companies that seek to conduct training with the aim to motivate employees will get a higher level of performance compared to competitors. The training model must be built based on specific training needs and consists of all relevant and important steps that must be followed by the training session. Development of a wrong model and missing important steps can lead to ineffective and useless consequences (Zahra, Iram, & Naeem, 2014).

Employee performance assessment has no effect on work motivation at PT. Taspen Medan. Contrary to (Chaponda, 2014) who argue that the performance appraisal process affects employee motivation. Performance appraisal system has motivated which can further improve performance. Regular performance appraisals lead to employee motivation. Performance standards are quantified and pegged against individual evaluations that are important for employee motivation. Performance appraisal ranking can be considered as a technique that has a positive effect on employee performance and motivation. Employees can be motivated if the assessment process is based on accurate and current job descriptions. Performance appraisal identifies performance problems to increase employee productivity and motivation. Performance assessment is an employee motivation tool that if a company uses more than one valuation technique, it will help generate greater satisfaction and result in a high level of motivation (Idowu, 2017). Each organization is required to be able to improve performance by optimizing the use of human resources and is inseparable from

the factors of employees who are expected to perform their best to achieve goals (Harmen, Amanah, Harahap, & Naibaho, 2019).

Compensation affects the work motivation of employees at PT. Telekomunikasi Indonesia Tbk Medan Branch. In line with (Rizal, Idrus, Djumahir, & Mintarti, 2014) who argue that compensation has a significant effect on employee work motivation. Salaries, incentives and benefits can increase motivation at the Regional Revenue Agency in Kendari. Employees will be motivated to show the highest effort when they believe that this effort will produce a good performance appraisal by the company. Recognition, payment, promotion, working conditions and benefits are factors that influence compensation that the company can use to strengthen and motivate employees. Recognition is generally rated by a large number of respondents as the first preference. After recognition, the next most preferred compensation is payment. Promotion and working conditions are classified as the third and fourth preferences of academic staff. Benefits are ranked as the least motivating factor. From these results it can be concluded that academic staff is preferred recognition as the most motivating factor and benefit as the least motivating factor at Jimma University, Ethiopia (Negash, Zewudw, & Megersa, 2014).

Employee career development has an effect on work motivation in PDAM Tirtanadi Medan. Agree with (Güllü, 2016) who concluded that the training and development program contributed greatly to employee motivation in Turkey Is Bank which has the most bank branches in Kayseri in Turkey. Banks that have good training and development programs for employees can increase employee motivation. The employee development program at MacDonaldd has a profound effect on work motivation. They have a clear and well-defined development program. Development programs will help shape skills, change behavior, increase knowledge and help adapt to the culture and environment of the company which will all create efficiency, productivity and performance (Raju, 2000).

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on research conducted through analysis in previous chapters, the conclusions stated as follows:

1. Recruitment has an influence on employee work motivation at PT. Telekomunikasi Indonesia Tbk Binjai Branch.
2. Selection has no influence on employee work motivation at PT. Kereta Api (Persero) Regional Division I North Sumatra.
3. Training does not have an influence on employee work motivation at PT. Post Regional Division 1 Medan (Persero).
4. Performance assessment has no influence on employee work motivation at PT. Taspen Medan.
5. Compensation has an influence on employee work motivation at PT. Telekomunikasi Indonesia Tbk Medan Branch.

6. Career development has an influence on employee work motivation at PDAM Tirtanadi Medan

Recommendations

1. The management of PT. Kereta Api (Persero) Regional Division I of North Sumatra should implements a system of employee selection as needed so that it is expected to get the right employees who will be placed in the right positions as well.
2. We recommend that the management of PT. Post Regional Division 1 Medan (Persero) should implements training methods in accordance with the requirements of employees so that employees are expected to be more motivated in doing their jobs and duties and obtain an increase in personal performance or overall contribution of company/organizational performance.
3. PT. Taspen Medan should applies standardized performance assessment techniques and is tailored to the employees assessed so that it is expected to make the assessment an appropriate motivational tool for employees that increase their motivation in work.

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