

Development of Staff Motivation

Mariana Tenreng¹, Abdul Safrin Daeng Talli², Ambo Paerah³

Universitas Indonesia Timur, Rappocini Raya Road No.171-173, Makassar 90222, Indonesia

Abstract: *The implementation of McClelland motivation theory on the employee was the focus of this research. The subjects in this study were the leaders and employees to find the best motivational indicators for human resource development. The quantitative analysis is used to analyze the data with a questionnaire as one of the collecting data technique. The results show that the application of the McClelland motivation theory on the employees is well-implemented. The staff thoroughly assesses three aspects of motivation. Promotion is the primary motivation for achieving employee achievement. Empathy and the monitoring performance were significant motivation from peers. While the rules of work discipline are the primary drivers for staff to get things done right and finish on time. The results of this study into consideration for companies in developing human resources efficiently.*

Keywords: Achievement, Friend Motivation and Powerful Motivation

1. Introduction

Employees are valuable company assets that must be adequately managed to provide an optimal contribution. The role and function cannot replace with other resources. Employees have a big hand in developing and determining the level of a company. The importance of employees in the business, it would require more serious attention to the task at hand so that the company's goal to get the maximum benefit can achieve. One aspect that dramatically affects the achievement of the goals of the organization is employee motivation. Employee motivation to work as a force which can cause the level of diligence and enthusiasm in carrying out a job. Motivation is something that can give rise to a spirit or encouragement work [1], [2].

Motivation is a desire and motive power stimulant that creates excitement a person's willingness to reach the desired destination. Employees who have a high motivation to work will encourage the employee to do their job efficiently. Motivation is a positive contribution to the work that has become his responsibility. This show how strong encouragement, effort, intensity, and willingness to sacrifice for the achievement of company objectives [3].

The McLelland theory about the staff needs is the need for achievement, need for friends, and need for power. The third requirement, have relevance to the success and results of a company [4]. High achievement is directly related to peak performance. Employees who need result will be motivated to compete and directing him to strive harder to outperform for success as it will seek promotional opportunities in employment. Employees are trying to get satisfaction in doing things better.

Employees who have need friends will succeed in jobs that require a high social interaction for obtaining good social relationships within the work environment. They direct the behavior to hold an intimate relationship with another person. Employees who have a need powerful motivation to affect the environment has a strong character to lead and have ideas to win [5].

The individual motivation in work can spur employees to

work hard to achieve their goals. It will increase the productivity of personal action that impacts on achieving the goals of the organization. Also, several aspects affect the own work motivation, namely a sense of security in work, earning a fair and competitive salary, a pleasant working environment, rewards for work performance and appropriate treatment of management. By engaging employees in decision-making, exciting and challenging work, fun groups and colleagues, clarity on the standards of success and pride in work and enterprise can be a factor in employee engagement.

2. Method

This research is a quantitative study and involves 50 employees in one subsidiary of MNC TV Kendari Branch. This research uses the questionnaire as a research instrument. The survey is arranged with four options and quantified with a value between 1 - 4 on a Likert scale basis. Methods of data analysis used in this research are the scoring analysis of qualitative data. A score of each indicator is the ratio between the value of respondents with the highest value. Determination of the best signs based on the highest scores score.

3. Result and Discussion

Based on observations and interviews, work ethical was the most crucial aspect of the company. The leaders have many efforts to improve or maintain the productivity by giving motivation (power stimulator). They are always trying to create a comfortable working atmosphere for all employees.

The manifestation of motivation was:

- Intensive communication with staff in meeting or informal meeting. Things that become meeting material is job security, quality standard and work environment dynamics - Leader always supports team to work well and give priority to quality of service.
- Standard work discipline such as the use of safety equipment, energy savings, cleanliness of the working environment and clear tidiness written in every workspace. Staff must comply with all work standards.

Based on the results of respondents' answers to the questionnaire. The score of each indicator on each variable (Figure 1, figure 2 and figure 3).

The need for achievement is an encouragement to outperform, accomplish concerning a set of standards, to wrestle for success. This need in Maslow's hierarchy lies between the need for appreciation and the need for self-actualization. Highly oriented individual traits include being willing to accept relatively high risks, a desire to get feedback about their work, they want to get a problem-solving responsibility.

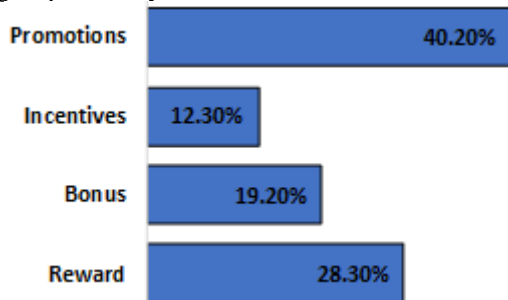


Figure 1: The Score of Achievement Motivation

Figure 1 shows that staff judge the best motivation on achievement is a promotion with value 0.4. Incentives firms only have a score of 12.30% or have the lowest amount of staff motivation. Development for employees seen as an enhancement of job roles and responsibilities. Such increases will have an impact on social status and increased earnings. With the expectation of getting a higher position, employees tend to show optimal results. Employee incentives are not a significant driving factor. At the location of the study, the provision of incentives in the form of holiday allowance for all employees. Furthermore, employees get the incentive without any performance appraisal.

The need for achievement is the motivation for success. Therefore employees will strive to achieve the highest result, achievement of these goals is realistic but challenging, and progress in the work. Employees need to get feedback from their environment as a form of recognition of these achievements.

Figure 2 shows an employee's assessment of peer motivation. In this variable, the employee evaluates four indicators of regular communication, monitoring the performance, support/motivation, and empathy.

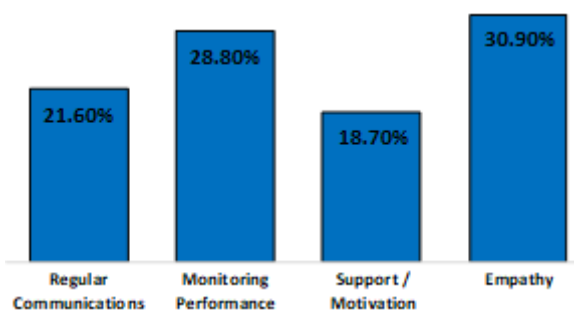


Figure 2: The score of Friend Motivation

The result of the respondent's assessment on peer motivation

shows that monitoring and empathy have value 0.3 or become the driving factor. Monitoring of performance is the responsibility of the unit coordinator. With monitoring activities, staff share information about obstacles in work. Empathy also becomes a key driver in the company's work system. Manifestations of compassion on the habits of helping other staff if there are technical problems.

The need for Affiliates is a desire for friendly and intimate interpersonal relationships. Individuals reflect a want to have a close, cooperative and helpful contact with others. Individuals who have high affiliate needs are satisfied with jobs that require high social interaction.

According to [6], that most people have a combination of these characteristics, the consequences will affect employee behavior in work or manage the organization.

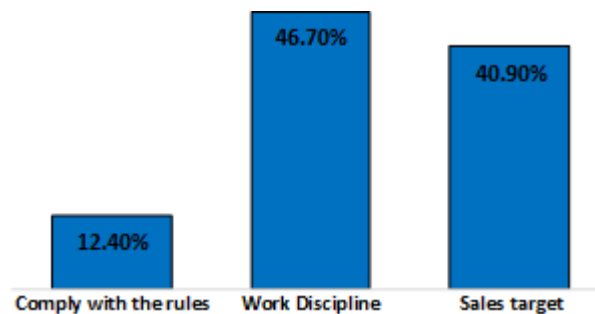


Figure 3: The score of Powerful Motivation

Figure 3 shows the company's motivation through work rules. Work discipline is the primary motivation for the staff because the control becomes one of the determinants of performance. Staff adhere to the regulation of work such as the timely start of work, use the equipment properly and make a report of the work after one task completed.

The need for power is the need to get others to behave in a way in which those people without being forced will not act in this way or a form of expression of the individual to control and influence others. This need in Maslow's theory lies between the need for appreciation and self-actualization needs. McClelland states that the need for power is closely related to the need to achieve a leadership position.

The need for power is the motivation of potential. Employees have the motivation to influence the environment, have a high character to lead and have ideas to win. There is also a motivation for upgrading personal status and prestige.

Based on the above results show that the application of the theory McClelland motivation of the employees performing well. Most of the employees have the opportunity to earn more and the potential to be promoted to a career path/next level. Application of this theory a positive impact on the management and employees. For the control of the company has increased turnover of 10% annually for employee shows good performance, and employees who excel have a great chance to be promoted to the next career path.

There is a definite job competition process between the one and the other. Employee productivity showed a positive to

get the reward that the management has been set up [7]. This theory directs employees to fight harder to earn achievements of individual, team and can gain an appreciation of the performance which they did.

The company appropriately applies McClelland motivation theory. The most important thing for employees is a need for achievement. Realized the need for progress would also achieve other needs. For example, reward, promotion, and the proximity of the employees are right [8].

Employees were delighted with the application of the theory of motivation for management to recognize and reward employee performance show. This research supported by the results of a study conducted by [9], [10], that individuals who have a high need for achievement, will tend to set a more realistic level of aspiration.

McClelland's theory of motivational motivation is one of the broadest theories of motivation. This approach is one of the methods of needs other than Maslow's hierarchy of needs theory, ERG, and Herzberg's two-factor theory. According to [11], of the four approaches of the motivation of need, McClelland's argument is the theory of the most widely supported, especially about achievement and productivity.

4. Conclusions

Application of motivation theory McClelland on employees carried out well. Promotion is the primary motivation for achieving employee achievement. Empathy and the monitoring performance were a significant motivation for working friends. While the rules of work discipline are the primary drivers for staff to get things done right and finish on time. The results of this study into consideration for companies in developing human resources efficiently.

References

- [1] H. Z. Fatima and R. Bhatti, "Job Satisfaction Among LIS Professionals of Universities in the Punjab Province," *Pakistan J. Inf. Manag. Libr.*, vol. 15, 2016.
- [2] P. Sparrow, C. Brewster, and C. Chung, *Globalizing human resource management*. Routledge, 2016.
- [3] M. Bernadette van Rijn, H. Yang, and K. Sanders, "Understanding employees' informal workplace learning: The joint influence of career motivation and self-construal," *Career Dev. Int.*, vol. 18, no. 6, pp. 610–628, 2013.
- [4] S. C. Schuh, A. S. H. Bark, N. Van Quaquebeke, R. Hossiep, P. Frieg, and R. Van Dick, "Gender differences in leadership role occupancy: The mediating role of power motivation," *J. Bus. Ethics*, vol. 120, no. 3, pp. 363–379, 2014.
- [5] C. C. Pinder, *Work motivation in organizational behavior*. Psychology Press, 2014.
- [6] D. C. McClelland, "Toward a theory of motive acquisition," *Am. Psychol.*, vol. 20, no. 5, p. 321, 1965.
- [7] M. Deutsch, "Cooperation, Competition, and Conflict," in *Morton Deutsch: A Pioneer in Developing Peace Psychology*, Springer, 2015, pp. 47–70.

- [8] B. Weiner, *Human motivation*. Psychology Press, 2013.
- [9] J. Trusty, "High educational expectations and low achievement: Stability of educational goals across adolescence," *J. Educ. Res.*, vol. 93, no. 6, pp. 356–365, 2000.
- [10] K. Singh, "Study of achievement motivation in relation to academic achievement of students," *Int. J. Educ. Plan. Adm.*, vol. 1, no. 2, pp. 161–171, 2011.
- [11] S. P. Robbins and A. Judge, *Organization Behavior*. London: Pearson Education, 2007.