



Paper 58

Improving The Employees Work Performance Using Push and Pull Theory to Develop Company's Supply Chain in Indonesia

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ICMEM

The 7th International Conference on Management in Emerging Markets

Abstract - The objective of the research is to determine the implementation of "Push and Pull Theory" for assisting the employees that contribute their work in the supply chain division in the company located in Indonesia. Identifying the employee responses through a semi-structured interview for more deep interpretation from their experiences, the questions interview is using the COM-B Model to support the open-ended questions for 3 categories consisting of Capability, Opportunity, and Motivation. Then analyzing the employee's answer with the help of NVivo to find the word pattern that would be the important indicator to know the possibilities of "Push and Pull Theory" implementation of each component. The result of the interview showed that the interviewee agreed the use of the theory could help boost the work process especially in the supply chain division. Examining the answer from each category's questions will help to conclude suggestions for increasing the potential of the theory implementation. This search also suggests supervisors from the upper division of the company could contribute to raising the motivation inside the employee for creating a positive environment for work.

Keywords – push and pull theory, supply chain, employees

I. INTRODUCTION

Background

Business in a company will always have their standard to fulfill their requirements. Every role will have their own setting key to success and using communication as the main key (Neilson, Martin and Powers, 2015). In terms of lower boundaries and increased global openness, the essential process of globalization and business actions reflect projects with both success and risk and failure potentials, from the industrial revolution to the present day, irreversible global economic integration has caused business to develop (Katerina, 2014). This shows that any business could jump into a serious environment, competing in another level will require the employee to be more agile and ready. According to Ramanathan and Ramanathan (2021), globalization has brought business to so many countries and opened so many opportunities. Having the ability to be different is one of the keys that make companies have their own specialties, especially in the supply chain components. Understanding employees' values, motives, and sources of satisfaction is an essential

part of human resource management in a company (Sainju, Hartwell and Edwards, 2021).

Indonesia is the world's biggest archipelago and the world's fourth most populous country, representing a large domestic market for investment. Six official religions are officially recognized. The Indonesian labor force is estimated to be over 113 million people. The Indonesian labor market is being strained by the country's fast-growing population, with an estimated 2 million newcomers looking for work each year. Agriculture and services are the two largest industries, employing 43% and 44% of the workforce, between (PwC and HSBC Commercial Banking, 2012). Living in a large population scale of people, determines that the job market is very competitive and high. It is commonly known that enterprises that understand how to use and develop in their resources can grow more quickly, and that this could be used as a business strategy in international markets. High-performing workers who are motivated to stay with the company could be the key to a company's image (Vosloban, 2012).

The outbreak of COVID-19 has resulted in major changes in the way enterprises operate, altering employees' daily routines and activities. At the same time, the introduction of Industry 4.0 (I4.0) offered new technologies that may make such actions easier, reducing the impact of COVID-19 (Narayanamurthy and Tortorella, 2021). This current situation has forced employees to adapt in a very uncertain condition, especially in the business environment. Helping employees to increase their performance while also adapting to the latest situation. Introducing "Push and Pull Theory" encourages the employee rather than 'pushing' the individual into professional dedication, it is the 'pulling' into an occupational professionalization commitment (McAulay, Zeitz and Blau, 2006). The structure flow of implementing the theory is similar to the concept of 'Do and Don'ts'. The individual will create a list of things that push them towards goals and create another list containing the things that pull them away from avoided disaster. These memos could be a guideline for the employee for working and even improving their work performance for the company supply chain process.

A. The Importance of Employee in Business Located in Indonesia

The sources of the company that could not be imitated

also as a competitive advantage are human knowledge and innovation. Employees hold the resilience key that drives the business, it is essential to be able to understand the internal indicator (Saad and Elshaer, 2020). According to Schweitzer and Lyons (2008) as per the 3-stage framework that has been assessed the final components that could hold in the struggle for high-value talent are in the stage of the employment relationship, where thoughts from the employee job involvement doing the job are placed. Employees contribute a big part to every business; their performance determines the face of the company.

Theory behavior findings from (Satterlee, 2009, p.170) demonstrated that positive reinforcement, negative reinforcement, punishment, or extinction are the behavioral-based strategies of motivation that require responding to subservient behavior with positive reinforcement, negative reinforcement, punishment, or extinction. Supported by Shanks (2007) that finds that the workers' performance is affected by their skills, motivation or desires and environment conditions. The perspective of the workers could be determined through their characteristics (Sonnetag and Frese, 2001) and in the industry system having an open system could be identified from the broadening factors to the external and internal indicators (Borman, Ilgen and Klimoski, 2003).

Indonesia's economy is dynamic and growing at a rapid pace. Through their expanding skills and geographical reach, both locally and globally, PT Bank HSBC Indonesia has been able to actively contribute to the expansion of the Indonesian economy (HSBC, 2021). An example of an established banking industry in the country is the proof that business in Indonesia has been one of the great choices for a future investment. Opportunities of excellence performance could be found from the classified human resource. According to (HSBC, 2021) the labor of individuals in Indonesia are very productive and extremely open for improving their skills in competing in a competitive market based on their performance for the bank. Indonesia's middle-class population is rising, giving the country a remarkable area to do business in consumer goods. Within the ten-member ASEAN, it is also one of the fastest-growing economies. Indonesia has continued to sustain and improve its position rank throughout the last five years (IMD World Competitiveness Center, 2021). The outcome of job performance will be determined by the correlation between productivity and individuals, everyone will have their own expertise to contribute to their work division. This clearly demonstrated that Indonesian businesses place a high value on their employees' ability to perform effectively.

As globalization has opened new opportunities in a wider network, more challenges will be faced by companies. The

core and image of a company lies in the performance of the employees. The urgency purpose is to obtain the possibilities of the theory concept implementation that could improve the employee's performance. Hence, becoming the purpose for finishing the research for identifying, analyzing, and recommending the theory for employees' performance increase. As a result, the goal of completing the research is to identify, analyze, and recommend the theory for improving employee performance.

B. Employee's Performance in Company Located in Indonesia

Whenever examining a company's internal operations, one of the most critical factors to consider is performance. This entails not just offering high-quality service and products, but also having a high-performing workforce, with employees exceeding expectations to a higher level, talent will always be pulled to and secured by a strong company (Vosloban, 2012). The foundation of a company could be rated from the company employee's performance. Employee engagement is a critical corporate goal now more than ever since engaged employees result in longer employee retention, increased productivity, and enhanced work quality (firstup, 2021). Schraeder and Jordan (2011) said that overall effectiveness of the worker performance may possibly determine an organization's long-term competitiveness. It should be noted that workers should be recognized as an investment. Companies in Indonesia will have the same opportunity to examine their company performance, although each individual employee has different key component improvement but there will always be ways to improve their performance and Carpi, Douglas and Gascon (2017) also agreed that effective performance management is critical for business, and it could be obtained through internal factor of employees. Work discipline refers to a person's willingness to follow all organizational regulations while performing tasks to meet intended goals (Ahiri et al., 2019).

One of the components that has been discussed is discipline effectiveness in the teacher's performance. This shows that an internal push inside every individual is very affecting their performance. Aji Irawan, Marsharina and Evasari (2020) also agreed that from 3 components of work motivation, job satisfaction, and discipline they observe that work discipline has a higher significance effect towards employee performance. Improvement towards employees' internal core will help their work performance, giving them training could deliver what kind of method that could implement towards their working performance.

C. Push and Pull Theory Concept

Motivation is the urge to behave in certain ways or the motive individuals do certain things. What's fascinating here is that sometimes the motive for action is positive, in the sense that we desire the result, and sometimes it's negative, in the sense that we're trying to avoid a consequence. All motivation humans have, every action we take, is driven by either a desire to achieve a certain result (push) or a desire to avoid an undesirable result (pull), visibility as a coin side where the result could show a different result but placed in a one concept (Maria, 2022). Spavey (2016) also agreed that the "Push Motivation" concept is a power that supports fulfilling and reaching the objective and the "Pull Motivation" concept is the sense of actions that they need to avoid. The concept of the theory helps the individual to form which action or activities that helps them towards achieving the goals and actions or activities that should be avoided to hinder any progress. Chowdhury (2016) examined the internal influence in employees' motives to move away from the work responsibilities, using the "Push and Pull" concept to generate 30.1% from the samples that the "Push" factors coming from the internal of the employees that have the motive to move away from the company contribution.

D. Implementation of Push and Pull Theory for Work Performance and Managerial Function

McAulay, Zeitz and Blau (2006) analyzed the correlation between "Push and Pull Theory" inside work commitment between employees in companies. The theory helps to emphasize that professionalism not being obtained from a 'force' towards the goal to be a professional employee rather it is something that 'luring' the employee to seek to become professional with willingness. The level at which your employees generate things or accomplish given duties is referred to as productivity, the perspectives of pull and push are at the opposite extremities of the production continuum. Boosting productivity by increasing customer demand is the aim of a pull perspective. A push approach, on the other hand, concentrates on producing as much output as possible without regard for demand (Lohrey, n.d.). The 'Push Theory' could help to detect those excessive activities do not lead to a productive result, meanwhile 'Pull Theory' could assist in balancing the work productivity. The 'Pull Theory' supports finding the opportunity in which part should be lessened. According to Denning (2010) in this current situation in the international market companies have jumped into more 'pulling' models in business. The demand will be pulling the employees towards the outcome of the product or service. Employees that are aware of customer requirements, capable of determining what customers seek, engaging customers with valuable offerings, and being reliable and responsible are all key success factors. Supervising the employees'

Abilities, Motivation, and Opportunities (AMO) could be used to determine job performance. These factors will have an influence on work since they demonstrate their capability, willingness, and possibility to contribute to it. Increasing their AMO will allow them to assess themselves and develop without feeling obligated (Finch, n.d.). The goal is to improve the employee's work performance, with guiding them to attempt in implementing the "Push and Pull Theory" concept by creating a certain list consisting of "Do Things" that will be the 'push' component internally towards excellence work performance and "Don't Things" that will show the 'pull' component to avoid any flaw.

II. METHODOLOGY

A. Philosophical Methodology

The selection for philosophical methodology to add for the research is using interpretivism. Interpretivism describes an approach that highlights the influence of people's personalities and role in social and economic life also supported with the interpretivism approach of adapting understanding in real life relies on individual participants' society (Elster, 2007). The approach is suitable for having more flexibility and broad understanding towards the objectives and Chowdhury (2014) conclude that interpretivism is a domineering in philosophical approach to assist on understanding of the society through the perspective of people behavior that is being explain and deliver from experience and words for a significant understanding.

B. Theory Development

Performing an inductive research approach will need an observation to see the pattern and seek conclusion (Streefkerk, 2022), therefore researcher will use the Inductive approach as the development theory of the study. The method is a simple, clear method for getting at conclusions in the subject of targeted qualitative approach (Thomas, 2006), with the efficient action and clear result give the ideal choice to continue the study and supported from (Thomas, 2003) that general inductive method is a practical and efficient method to analyze qualitative data from a range of research purposes. The theory won't be effective without the help of surrounding, (Marquis, 2009) also implied that one of the managerial functions is to address problems using a methodical way and to decide. The leader will be in responsible of practicing ethical behavior at work and distinguishing between positive and negative behaviors. When combining the value of practical activities could help to boost strategic thinking and the managerial competency (Goldman, Schlumpf and Scott, 2017). "Push and Pull Theory" has the purpose to assist the employee's competency and by the help of leader in the upper tear of managerial, the theory could be distributed

more efficient.

C. Qualitative Research

Layder (2006) explains that the goal of qualitative research is to investigate the entire situation in a natural environment in order to obtain the ideas and feelings of individuals being questioned or observed. Also, Palmer and Bolderston (2006) finds that qualitative research reports are typically rich in descriptive and could be a better option for specific topics in terms of discovery and depth comprehension. By selecting qualitative research will help the researcher to examine through the descriptive conversation and the value of qualitative research lies in its ability to identify complicated circumstances and the interpretation of actions in a particular environment, another bonus is to be more designed to obtain extensive and insightful information on a specific domain, fewer participants are required to deliver useful and relevant ideas although there are some challenges to get a valid result, the qualitative research is very time consuming, also need longer time verification to examine and extract, and carefully chosen the participants that is suitable with the objectives (Almeida, 2017). The researcher will carefully choose the resource by setting the criteria that will help with the study.

D. Study and Design

Research

The methodology for the research will be using interviews. In obtaining in-depth information on people's opinions, beliefs, experiences, and feelings, interviews are an effective strategy (Cardiff, 2006). The interview will also be conducted in a form of semi-structured, the interviewee will have space of freedom to answer and state with their own perspective, their answer will be the data that contain clarification and in-depth information.

According to Hughes, Williamson and Young (2022) the samples will be from any employees that have correlation job work in the supply chain of the company. They will answer the questions based on their thoughts referring to the implementation of the concept theory. The questions will be formulated from 3 behavior components. Timlin, McCormack and Simpson, 2020, determines the factors that influence the barriers and facilitators change. The COM-B helps to categorize simpler understanding of the responses and to conclude. A key benefit of the interview is its versatility (Bell and Waters, 2014, pp.177-194)

The COM-B consist of Capability (C) as an individual internal physical and psychological propositions, Opportunity (O) as the social and psychological that elevate an individual behavior chance, and Motivation

(M) as the brain procedures that underlie in movements of an individual (MacDonald, Fitzsimons and Niven, 2018). According to Timlin, McCormack and Simpson, (2020) the questions for the COM-B will still divided using Theoretical Domain Framework (TDF), Capability (C) will be divided into physical and psychological components, meanwhile the questions for Opportunity (O) will be divided into physical and social influence, and Motivation (M) questions will be divided into reflective and automatic responses.

Interview

The questions will be based on Hughes, Williamson and Young (2022) of COM-Behavior indicators, the questions will be divided into 3 categories of Capability (C), Opportunity (O), and Motivation (M). The questions could be seen in the table below. The flow of the interviews will be semi-structured, topic- guided, conversational, while also open-ended questions that are designed to allow participants to openly discuss their experiences (Britten, 1995). The questions will be correlated with their daily work task, this will engage them to dig deeper on their behavior towards the work goals. The interviews will be conducted using Microsoft Team Meeting (MS Teams) by arranging the time agreement via telephone or zoom video meeting depending on the interviewee comfortability. Preventing any kind of miscommunication and misunderstanding by giving a brief explanation sent before the meeting schedule.

Sampling

Participant	Gender	Work Position
Person A	Male	Sales and Marketing Division
Person B	Female	Production Senior Manager
Person C	Female	Supply Chain Management Manager
Person D	Male	Solution Section Manager (SCM)
Person E	Female	Marketing in Social Media Division
Person F	Male	Supply Chain Management Division
Person G	Male	Supply Chain Division
Person H	Female	Marketing Division
Person I	Female	Marketing Division

Figure 1: Sampling Table

The interview will be conducted by taking the sources from employees that worked in Indonesia, that will provide their answers from their expertise of field of work in supply chain division and experience. This will be relevant with the interview questions in asking their opinion. The individuals will preferably have a long-time work period but alternatively if could give the answer needed. Choosing

the Indonesia based work by asking their approval to conduct the interview will give more related information regarding the work performance and chances of the Push and Pull Theory implementation.

Source of behavior and definition	Components	Examples
Capability: being capable of performing the behavior	Physical Psychological	Physical strength, stamina Knowledge, skills
Opportunity: factors outside of the individual that make the behavior possible	Physical Social	Time, location Cultural norms, social cues
Motivation: the drive to want to perform the behavior	Reflective Automatic	Planning, evaluating Desires, impulses

Figure 2. COMB-Category Questions
(Hughes, Williamson and Young, 2022)

Analysis

The approach was interpretive and treated the answers of the interviewee as the perspective that could deliver their insights correlated with the COM-B model to identify the possibility of the theory implementation. Putting the strategic inter-facts and implications among the response together would help to understand the identification representations and the story behind them. The point of view will come from the human individual itself, through the role of "translator" of the interpretative analysis alone, and there will always be one connection of primary point among the range of replies (Autor: Dvora Yanow, 2000). A semi-structured interview was conducted and gave a brief explanation along with other explanations if the interviewee could not understand the questions interpretation. First, the data was collected by transcribing the answer from the recorded interview and taking the field notes on what the answer was about. Analyzing the transcript using NVivo software as the data management tool to categorize each of the lines by codes. From (Bazeley and Jackson, 2013) explained Nvivo could assist qualitative analysis by storing data to keep record of answers and topics. Allowing access to generate data and visualize any viewpoints, concepts, or categories found in the responses. Using the Nvivo will help to generate more effective analysis and finding relevant answers for the next step.

III. RESULTS

After inviting 9 of the interviewees, 2 of the interviews was conducted face-to-face, recorded using voice memos and 7 others were conducted using Microsoft Office Teams and recorded through the app directly, the range of the interview is from April 2022 and May 2022. The interviewee came from a different division but still within the range of supply chain process. Identifying the possibility of the theory implementation was given by example of the theory itself, explaining a simple activity such as creating a reminder or using post it will help to classify easier. The COM-B components coils help the

barriers or facilitators components for analyzing the semi-structured questions through the interviewee answers and categories the questions to several components to help identify the main point easier.

A. Capability

Knowledge

The interviewee raised their awareness about the theory, at the first glance from hearing the name of theory, some of giving their perspective based on the name of the theory or knowledge and some just say they did not know any of the theory:

"I don't quite understand the concept or the theory"
(Person E)

"Seeing from the words it shows a certain condition when it pushing and pulling something"

(Person B)

While some of the answer try to define the theory, there are also answer that related the meaning of the theory with work process:

"I think push and pull theory has the related with the production process where a push is factors that boosting the production and the pull is something is factors that pulling the production with factors

that are being considered for manufacturing" (Person C)

"I think it has the connection with a benchmark that used in a the industry work, because before I studied in industry major I think this there was a connection in a force of a direction and same thing with

the pull factor" (Person D)

For guiding to the right information, giving explanation of the theory with simple definitions and examples has taken the place in the interviewee's understanding. There all so understanding with the new digitalization implementation, where the theory has similarities with reminding, to-do-list, and do-and don'ts:

"Yes, I think I used in form of application to track with my work partners and the application is called Trello"
(Person D)

"After hearing the brief explanation about the theory it seem that's the theory has the correlation with a to-do-list concept in daily activities" (Person A)

Although hearing the explanation with examples in Do-and-Don'ts theory Person C and Person A define that the theory did not have the similarities:

"In my perspective I think it is not the same because it's more to have correlation between one another, the two things has like a tugging activity" (Person C)

"I still could not assumed if its have the similar concept or not" (Person A)

Person C explained from her thought by the experience of working in the supply chain process division.

Memory, Attention, and Decisions

Not only Person A said that it did not have the similar concept but also not having quite the attractiveness:

"Not Quite, I say it's not very attractive....." (Person A).

Although it seems that is not quite attractive for someone to use in job, but the possibility of the implementation in daily work is easy, simple, and applicable:

"Yes it is very easy and it could really affecting the work performance" (Person H)

"Yes, It's quite easy to create a to-do-list based on the example of the theory itself" (Person A)

Person I also agreed and implicitly said that anyone could use it "Yes, I could say it is very easy because I think everyone knows how to use as simple as reminder"

Different perspectives are also coming from different people. Participant H and I have mentioned that the concept theory could attract others to use it in work although Person A mentioned that the theory is not quite attractive, showing a possibility for anyone trying to use the example of the theory

Skills

Having an easy and supportive will help a lot in doing work, the participants shared their thought about the ability when using the example of concept theory in daily work:

"Yes I do, and I think everyone also could capable on using this theory to support their work activities" (Person H)

"Yes, because it is very simple and doesn't require much energy" (Person I)

Person H also mentioned that anyone could use it while Person C mentioned that it is becoming her habit to use google calendar as an example of the concept theory:

"I do believe I'm capable, because before knowing the detail of the theory I already have a habit to put reminder by using google calendar so there are no crashing schedule" (Person C)

Behavior Regulation

At the start of the interview, most of the interviewees did not have much knowledge of the theory and after being explained the participants shared their thoughts from their experience using example of the theory like using Post It as reminder, google calendar, or others:

"Yes, as I mentioned before using a reminder is the most frequent concept I use" (Person G)

"Yes, at my work division we used to sorted and create prioritize by using calender" (Person F)

From the capability category of the questions, it shows that the push and pull theory could be implemented with easy action and there are adaptations and right now a more modern usage for delivering the concept by using application for reminders, to do list, and calendar but only lacking the awareness of the concept label.

B. Opportunity

Social Influence

In the range of external components in the work environment came from friends and work partners. There are parts of other that could influence but the biggest effect came from inside personal motivation, finding the right support and creating a comfortable environment will help to increase work performance

"My environment most of the time is very supporting towards my work load" (Person I)

"For me, it is very supporting because there are my partners that becoming another reminder for different task" (Person I)

"More to becoming a helper and supporter, always catching anyone back for giving helps everyone need" (Person I)

Person I explained from different questions of the category but lead to the same answer about 'work partners as support' and other participants answer also agreed from her experience:

"Gratefully, my environment is very supportive to help me in work and always being my second reminder" (Person H)

"Having a big support came from around could give me motivation and adding from my personal list to do, it helps me to not forget my job task" (Person A)

"Partners is like the other part that could give big help to make work to be less, hehe and because I like to command someone then only need to recheck" (Person D)

Environment Context and Resources

The role of work partners could be important, but Person F mentioned that it will depends from how people interact it also:

"It will depend on the people and what are the objectives they want to achieve. Because I'm the kind of person that like to work with others, having the surroundings that keeping me updated so that I won't forget plus having a reminder on phone by calendar will be helpful" (Person F)

While Person G and said it has the equal chances of work partners to be a positive or negative impact: *"For me, my partners has the a 50-50 on giving positive support and sometimes negative impact for me to work"*

The opportunity that could affect someone's performance not only comes from internally, but the interview participants also believe that work partners could be a support or negative influence. The environment could affect a lot especially for someone doing their work.

C. Motivation

Emotion

The participants shared their thoughts after using the example of concept theory in doing work activities, there are participations that feel happy:

"I feel it's my professional side will feel very happy when work are done and giving a sign for me that all of the production of the company will be done" (Person B)

"I feel very happy to be busy and in the case of example in using the theory, I use google calender and from microsoft teams to maintain productivity" (Person D)

Also, participants that feel satisfied with the result by the end of the day:

"I could say I felt satisfied and happy in the end of the day, because feeling productive and could finish everything" (Person G)

Nevertheless, there also just feel like normal:

"Well of course, feeling relief is the common feelings after finishing something but it will also depends on the situation and my mood that day" (Person H)

Feelings from each participant shows different personalities on each person dealing with the work situation. The concept theory has proven some of the participants could feel happy and satisfied with helping doing their work but there are also who felt just the same since working could be affected by the mood situation that day and work requires a professional attitude.

Reinforcement

Having reasons could help to pushing someone to do something, the participants shared their reason of implementing the example of the concept theory in work:

"To be a better person and being organized to not mix my free time with work stuff" (Person F) "For me, each day will be more directed" (Person G)

"Personally, to finish before the deadline and not disturbs time outside work, having more free time to be exact" (Person H)

"For everything to be on time and finished well done, also being more organized" (Person I)

Most of the participants wanted to have a more organized work schedule and the example of concept theory could help for achieving it, while Person H mentioned that their reason is for having more free time and not distributing time after work.

Goals

From having something to achieve, goals could appear for giving more internal spirit. The Participants mentioned their goals for having a good work performance by being organized and finish it all before deadlines:

"... for me I hoped that to be more organize and neatly" (Person H)

"For everything to be on time and finished well done, also being more organized" (Person I)

Person H and I have outlined the main objectives when doing work, having organized schedules could increase productivity and create a more comfortable work situation.

Social or Professional Role and Identity

Having goals would not be completed because of support from the others. Supportive environment could create positive work conditions:

"Of course, I think role of surrounding will help to improve the concept theory and as a partners by giving advice to give more influence in work performance of the company" (Person B)

Person G also agreed with the role of partners in work environment:

"Yes, support is one of the important keys that could have a big impact on someone's performance but the real important key is on the internal side. Motivation is the source for every action" (Person G)

The participants shared on the work partners influences in their work life and having supportive surroundings could come from other work partners.

Belief in Capabilities

While having expectations is also believing in themselves, from the reasons has developed into ability for doing work duty. The participants shared their thought on the correlation between having organizing schedule to the goals to obtain the goals:

"Having an organize schedule and supportive partners and usually we use gantt chart to manage the schedule of work task, in the end having a big commitment supported with partners that will give more motivation to reach the goal" (Person B)

"The most affecting part is will be on the incentives of everyone, how anyone taking the situation" (Person H)

Person B and H have given the example of having to trust their ability for reaching the goal in work.

Optimism

Person C explained that being organized from the help of the concept theory could help on increasing work productivity:

"Yes, because this will help to organize and improve the work performance. Creating a consistent habit is a key for having a good work performance" (Person C)

While other participants believe and feel confident, the example of concept theory could help to make better work performance.

Intention

As having goals and confidence will help to achieve the objectives. The participants mentioned that the goals would be their reasons that will inspire them to reach their goals:

"From my goals also that wanted to be organizes and it came from the inside of the someone" (Person H)

"To finish all of my task on time is what my goal that really push me from the inside" (Person I)

Person H and I have mentioned for other participants goals from the objectives for being organized by the example of theory explanation.

Implementation to Improve Work Performance

The main important questions were at the end of the interview, asking the participants' opinion on how the concept theory could help and increase the work performance. All the participants agreed that this concept theory could be implemented and giving their reasons behind it:

"Yes, I would say many of workers will like this kind of method because it is very convenient and easy to use" (Person B)

"Yes of course, I think this is the perfect for improving the work performance plus it is easy to use"

(Person E)

The implementation of the concept theory is longing to help on increasing work performance, but also depending on the preference of someone:

"Yes, this will be a set for someone to have high push because giving an unconscious boost from internal inside of someone, it also could help people with close minded to realize their job desk and increase their work performance" (Person D)

"Yes very much it could be use to everyone, it will be adjustment with preference" (Person I)

Person I has highlighted that everyone has their own likes and dislikes, so the concept theory could be helpful but also not. But the other participants showed their interest and reasons why the concept theory could be used in doing work. This shows the concept theory has a higher possibility for being used in doing work but needed more attention so that it could be known well. Explaining and giving examples could be a good choice for workers to know about the concept theory.

IV. DISCUSSION

From the interview findings of the Push and Pull Theory in the Work Performance there are three categories of questions from Hughes, Williamson and Young (2022). Based on the knowledge of the interview participants from the first part of the category questions of capability, the name of the theory does not seem common and famous. The participants asked the researcher to explain about the concept theory and the researcher gave a brief explanation also with examples from the similarities of 'Do and Don'ts List'. After knowing the explanation and examples, the participants seem to be more assertive because it turns out they have been doing something that has a big impact, the participants gave their opinion using positive and negative impact responding to the example of the theory for doing work, these responds are based on the literature review (Satterlee, 2009, p.170) about the behavior findings based on the participants answer. Most of the participants showed their opinions based on long-term experience just like Jordan (2011) talking about how work duration could create more effectiveness. The second category of the questions is about Opportunity, from the social influence of work partners and the participants and correlated with the literature interview that work partners are one of the biggest supports in work performance. But not only being supported in work, sometimes work partners could also be a hindrance, taking note that it will depend on how someone's interact.

The last part of the category questions was identifying details of the motivation factor that could affect work motivation reflected from Gascon (2017) about work effectiveness being affected by the internal components of an employee. From the answers of the interview participants, there are a variety of factors that are mentioned, through the emotion there were some that highlighted happy and satisfied feelings because finishing the work is the number one priority. Motivation could come from reasons and inspirations, from the interview almost the word 'organized' is mentioned throughout the ending of the conversation. Having an organized behavior is an important factor for workers to be productive and finish before or on time the due date, not only for professional attitude of working but also for giving more free time outside work tasks. Therefore, the concept theory could have high chances to be known and used by workers to improve their work performance. From the literature review of Chowdhury (2016) that showed motivation that being goals and responsibilities, by the work "organized" frequently being mentioned showed most of the participants wanted to obtain to be more organized in their work.

Goals and Intention were taking a lot of importance throughout working and Shanks (2007) has also

mentioned from the literature review that Employees' performance is influenced by their abilities, incentive or ambitions, and the surroundings. As mentioned before, external factors would be unpredictable factors from other people or surroundings for doing work and being connected with the motivation inside the workers that could have different objectives. An organized behavior that is frequently mentioned in the conversation could prevent any unwanted risk from the unpredictable environment. Nevertheless, the environment could also support the work performance by giving a mutual feeling for doing work or reducing workload by helping or dividing work with other employees. Through the interview findings and Chowdhury (2016) discussing the internal motive of workers is an essential component. This also being mentioned in the interview where an intentional could create for someone to believe in what could happen next, positive, or negative. Work activity could be better with the help of theory implementation. Combining the push and pull theory factors with work activities could create a productive balance since the objectives of the theory would be a support for improving work performance and workers could optimize their performance by using from many examples of the theory to the work task.

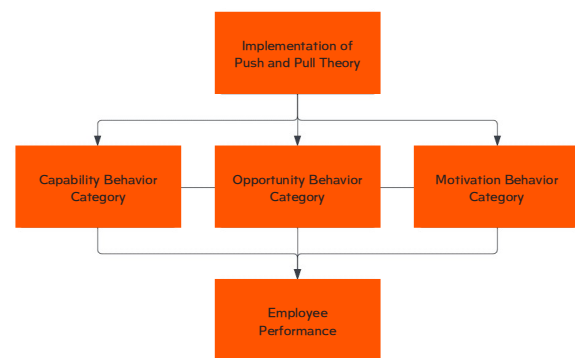


Figure 3: Conceptual Framework

Based on the data collected by interview, the theory along with the answers has developed into conceptual framework. The starting point is where the question of theory being implemented in their daily activities during work. The questions and answers also being categorized into three sections based on the COM-B category (Hughes, Williamson and Young, 2022). Each section of the category represents the performance indicators for that section. After gathering answers from each category question, employ NVivo to evaluate the answers that lead to the main keyword. From the perspective of the employees in the supply chain division, the response appeared positive and implied that the theory could help with the performance to finish their work.

V. CONCLUSION

From the analysis findings of the research study, the important matter that needs to be noted for Push and Pull Theory is in terms of awareness. This has been emphasized from the start of the interview where the participants were not being familiar with the concept theory. The name of the theory seems very formal although it holds many benefits for doing work. It is believed that the concept theory could help for employees to be more organized and create more productivity behavior during work just like what (Maria, 2022) explain that one concept theory could emphasize different result and through the interview responses, they show a positive impact. Any employee could implement the simple concept theory since it has the connection from the motivation inside them. Reasons and inspiration are transformed into goals for employees to do work, each person has different objectives and their own actions. It would be favorable since the main purpose of the theory is to help improve performance. COM-B questions have guided the participants through understanding (Hughes, Williamson and Young 2022) by giving answers and opinion from their capabilities, opportunities, and motivation behavior towards working. The three components cover the possibilities of the implementation of Push and Pull Theory for the employees to use in work and it has been acknowledged by being represented by the participants that come from different supply chain divisions in various companies in Indonesia.

Further finding from different angles of work division also open new perspectives that supply chain process covers almost all the business process. Each division has their important role in the supply chain process, but one thing in common is the goals, environment, and belief for doing the work. Goals have different meanings but leading to one purpose (Rummler and Brache, 2012) also said that Goals in work would then lead to satisfaction aspects, as key to job performance, goals will decide work success, and in the current situation, dealing with the pandemic is also an extra challenge. Environmental components such as work partners is also a challenge since it could be interpreted as positive and negative influence (Brass and Borgatti, 2019). But from the perspective of participants, now the role of work partners as a supportive for doing wrong. There were also participants that mention that being guided by a superior helps a lot in improving work performance and after becoming a superior, passing down the positive side for helping others. This proof that the effect of a person could affect in the end, although it will also depend on the person itself.

The Push and Pull theory have the role also for being a support for employees. From the literature review of Spavey (2016) believed that the "Push Motivation" idea is a force that helps them complete and achieve their goals,

whereas the "Pull Motivation" idea is the perception of acts that they should avoid. Before hearing the explanation or example of the theory, it sounds complicated, but the participants have acknowledged that the concept theory is easy and simple to be implemented, it just needs adjustability for employees to know and could try to use in the workplace, although it maybe has been implemented. Since the example of the concept's theory is as simple as one post it contains a reminder or set of instructions.

Recommendations

The objective of the research is to understand the perspective of the concepts of Push and Pull theory in work and after gathering all the employees' participation in the interview. The participants have given their approval opinions towards the implementation of the theory but there are several notes that could help for the theory to be familiar with:

1. Example of Visualizations

Since the theory is not a common one but most of the employees may have been using one of the simple actions, giving awareness is the first step to help expand the name of the theory to be known. From (Jääskeläinen, 2016) demonstrates that visualizations can perform a variety of ways of improving in performance indicators. The Push and Pull theory could be explained in a simpler version by using the example. Since the concept theory has the similarities with to do list or do and don'ts it could be used for explaining the whole theory. Where the concept is helping to drive the actions that could lead towards goals and certain actions that need to be avoided, for example to avoid the risk of delayed product. Globokar (2020) has identified that visualization has a big power for creating a certain representation and giving an example of the concept theory would be an ideal. Creativity could be used to deliver the visualization to be more attractive.

2. Encouragement to The Employees

Employees will also need motivation since it is also being mentioned by (Satterlee, 2009, p.170) that positive reinforcement could be found by the external and internal components. Here the concept theory could be introduced from superior or work partners, giving advice could help to increase more encouragement to try doing the example choice of the concept theory. Although, the encouragement will come from the inside of the person, but it could be boosted by the influence of surroundings. From Oyedele (2012) mentioned that Supervisors could lead by becoming connected to all workers to understand what motivates them and after having a strong relationship, the environment would be more comfortable, and supervisors could easily give advice or introduce the concept theory

for improving the work performance. Trying every chance for positive influence could be started from one person to another and supported by the environment.

ACKNOWLEDGMENT

This paper and research study could not have been completed without the assistance of my mentor, Miss Dr. Claire A Carr, when I was studying in another country. Bandung Institute of Technology and School of Business Management have given me numerous opportunities and support to get to this position. Countless articles, journals, books, experts, many outstanding researchers, and sources presented me with innumerable insights that helped me complete the research and mend my flaws.

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