EVALUATION OF MOTIVATIONAL LEVEL IN ORDER TO IMPROVE EMPLOYEE PERFORMANCES (CASE STUDY: FABRIK EATERY & BAR)

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Abstract- Bandung economy is mainly built upon several economic activities including tourism.One of the big attractions to tourists is the variety of interesting restaurants, cafes, and coffee houses tucked into the hills and main streets around Bandung. Every weekend, Jakartans escape the chaos and congestion of the capital to relax in the quiet Bandung hills or just to refresh their mind and souls from the chaotic traffic inside the city of Jakarta. In addition to the quality of the food and beverage, the quality of service also take a significant contribution to the popularity of the restaurants. These restaurants are without problems. This research tries to identify the problems by interview and validate by questionnaires. The purpose of the interview is to get deep understanding about the problems that occur within the restaurant while the purpose of the questionnaires were to validate the problems and analysing it tofind answers about the problems. From the result of the questionnaires that have been done, there are three categories problem analysis. First is from the behavior that we can see from MARS model. Second is from the management of Fabrik Eatery & Bar. Third is from organizational culture. This final project presents to readers a clearly vision of evaluating employee motivation with a case of Fabrik Eatery & Bar. It will also help the owners of restaurants in Bandung which may be interested on improving their business/businesses performance. As for the conclusion, Fabrik Eatery & Bar need to improve their employee motivation; Fabrik Eatery & Bar must fullfiled the basic needs of their employees to create a big motivation factor in order for employees to work better and harder. To achieve that, the owner and the management of Fabrik Eatery & Bar needs to understand every single problems that occur within the restaurant, also need to understand each of the employees problem and have a group discussion to solve the problems. The next step is using recommendations to solve or anticipate problems. When the recommendation are implemented, motivation level of every employees will be expected to increase afterward.

Keywords: Motivation, Employee Motivation, MARS Model, Employee Behavior

Introduction

Indonesia's economic is growing rapidly nowadays and will keep growing as the time pass by. Indonesia has the largest economy in south East Asia and the biggest emerging market economies of the world. There are at least 50 million small businesses in Indonesia according to Wikipedia. As we all know these days there are many new small-medium business running within big cities in Indonesia. In this research we will only be focusing on the city of Bandung, west java. Bandung is well known for as the city of creativity and culinary. There are couple of uprising of the creative young entrepreneurs can be seen on Bandung. Bandung, as a capital city of West Java Province created much opportunity to fashion and culinary industry for new entrepreneurs. Bandung's climate and beautiful nature scenery brings so many opportunities to create a good business in this sector.

The main point of this research is to see the employee motivation and company performances in the specific restaurant, Fabric Eatery & Bar. This final project will identify problems that occur in Fabrik

Eatery & Bar. The used of qualitative methodology through questionnaire will help to analyse and validate the problems. Our research here is focused on the culinary industry of restaurants and café in the street of street Riau which became one of the most crowded places by Bandung citizen or tourist locally that visit Bandung. Our focus of how one of the hypes restaurant in Bandung, Fabrik Eatery & Bar. Fabrik Eatery & Bar can maintain the performance at such level with their cozy place, medium range of price, and good atmosphere. Fabrik Eatery & Bar target their market for young people that basically having their study in Bandung. Fabrik Eatery & Bar diverse their market not only to young people but to families too. However Fabrik Eatery & Bar performance to satisfy the customer are relatively good not excellence.
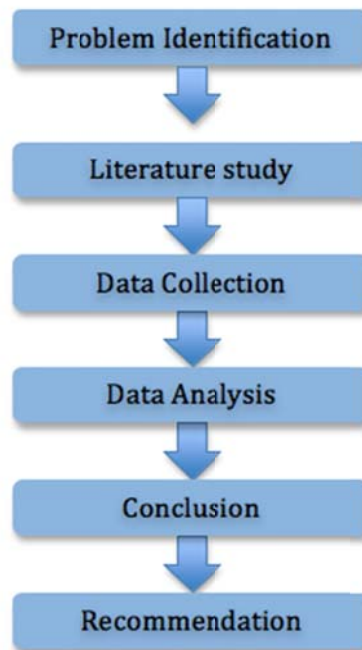
Objectives

Based on the problems that have occured on Fabrik Eatery & Bar, my objective of this research are :

- Analyzing the motivation of Fabrik Eatery & Bar employees' satisfaction which affects the level of motivation which has a correlation the costumer satisfaction.
- Improving Fabrik Eatery & Bar's employees' motivation level.
- Create recommendations to Fabrik Eatery & Bar and Lounge to maintain or increase the employee motivation and company performance.

Research Framework and Methodology

The research methodology used for this final project was qualitative. Qualitative method was used to gain the exact data and samples in order to complete this research. Interview, Observation, Data collection, and Analysis

Framework

Literature study

The first source of this literature study is from Maslow's "Theory of Human Motivation". This book talks about motivation and behavior of human being based on Maslow's theory of needs. Another important source of this literature study is from Von Glinow's " Organizational Behavior". This book talks about MARS model where it has been used as the model to analyse and validate the problems through questionnaire. The questionnaire used in this final research are based on likert scale.

Likert Scale

Likert scale is a psychometric scale commonly involved in research that employs questionnaires. It is the most widely used approach to scaling responses in survey research. Likert scale is the sum of responses on several Likert items. While Likert items are the subject that indicates his or her responses by circling, clicking or checking tick-marks.

For analyzing these questionnaires I have used the five-typical form of Likert item where;
1. Strongly Agree
2. Agree
3. Neither Agree or Disagree
4. Disagree
5. Strongly disagree

In this Analysis, based on the result, we can assume that every single Likert Item consists of 20% score because there are only 5 Likert items to calculate. Based on the questionnaire that have been made, 1 was assumed as strongly agree, 2 agree, 3 neither agree nor disagree, 4 disagree, 5 strongly disagree. Based on the result that was analyzed, every single question with the average score higher than the threshold (2,5) have a problem and must have a solution to be resolved.

Data Collection

The data collections on this research were collected by questionaire based on 19 respondents and it is necessary number representing the employee population. The interviews were conducted to identify problems that occur on Fabrik Eatery & Bar. The interviews were conducted to both marketing team and to operational manager.

Data Analysis

In this data analysis I am using an arithmetic calculation to find the average of every single question. I have decided to use the threshold scale of 2,5 because many of respondents have scored the scale of 3 where I think that there are reasons such as; they are neutral, and they have no opinions about the question. Therefore I decided to choose the scale average of 2.5 threshold because when an average score of a question score more than 2.5 it can be defined that the score are likely to be neutral. On the other hand while the averages score of a question is below 2.5 it can be defined that the score are to be agreed because the scale of two is agreed.In this data analysis, I will be showing result table of the questionnaires with the average score of higher or lower than the threshold. Also there will be a result matrix of the questionnaires.

Conclusion

Conclusion will have the solutions to the problems that Fabrik Eatery & Bar have on motivational level of their employees.

Recommendation

As the conclusion and solution have been made, I will have to meet with the operational manager and the marketing team of Fabrik Eatery & Bar. My recommendations for the solution to Fabrik Eatery & Bar problems must be approved by the management of Fabrik Eatery & Bar.

Research Model and Analysis

MARS Model of Individual Behavior and Performance

One model to understand why individual behavior can affect the performance and behavior of a person is a MARS model. This formula of the model is :

P = f (M A R S) + Values
P   = Performance
M   = Motivation
A   = Ability
R   = Role perceptions
S   = Situational factors
V   = Values

This model, explain to us that high level of performance can be achieved by high level of motivation, ability, role of perceptions, and situational factors. (Mc Shane, Steven, Von Glinow, Mary : " *Organizational Behavior (essential)*, McGraw Hill, 5th Edition, 2010.)

Motivation
First factor in MARS model of individual behavior and performance is motivation, motivation means there is a force within someone pushing his or her direction, intensity, and persistence of voluntary behavior. In combination within Maslow, it gives us the views about 5 levels of Maslow Hierarchial needs. (Maslow , Abraham : "*Theory of Human Motivation"*, Martino Fine Books, June 12, 2013)

Ability
The second factor of MARS model is ability. Ability includes aptitudes and the capabilities of learning which is required to complete a task successfully. Aptitudes mean natural talents that help people to learn more quickly and perform better. Learned capabilities acquired skills and knowledge. There are also competencies which basically required abilities, individual value, personality traits and other characteristics of people that lead to superior performance.

Ability also required for person job matching which can be done within three ways;
- Select qualified people
- Develop employee abilities through training
- Redesign job to fit person's existing abilities.

Role Perception
The third factor of MARS model is Role perceptions where basically how the employees have the right perceptions on their roles. This is how employees see their job description. The tasks given to them are clear therefore they will know how important the task is and they will prefer such behaviors to accomplish those tasks.

Situational Factors
The fourth factor of MARS model is Situational factors. This is where situations on the workplace have affected their performances. Situational factors are factors that sometimes employees cannot control. The situational factors have a big impact on their performances. The situational factors are;
- Money
- Time
- People
- Physical work facilities

Values
Values are beliefs or ideals shared by the members of an organization about what the organization must follow in order to achieve the goals that have been set by the owner of the organization. Values have major influence on a person's behavior and attitude. As for the values of Fabrik Eatery & Bar I have conducted an interview with the manager of Fabrik Eatery & Bar as he knows the restaurant inside out.

The values for Fabrik Eatery & Bar are:
- Speed
- Discipline
- Creative
- knowledge

Assessment tools

For the assessment tool used on these questionnaires, MARS model was used where the model helped finding out about the data which will show how employees are motivated, have ability, a clear role perception and have support facilities from Fabrik Eatery & Bar. I have also used Likert scale.

Motivational Assesment Questionnaires (MAQ)

The motivational assesment questionnaire was made based on both MARS model and Maslow's theory of motivation. This motivational assesment questionnaire is made of 5 variables based on MARS model + Values. This questionnaire consists of 24 questions with the used of 5 scale of Likert scale

Table 1TABLE MAQ(motivation)

Questions			SCORE			AVERAGE	TRESHOLD
Motivation	1	2	3	4	5	SCORE	2.5
1	3	14	2	0	0	1.947368421	GOOD
2	0	5	9	4	1	3.052631579	BAD
3	3	10	6	0	0	2.157894737	GOOD
4	2	6	7	3	0	2.473684211	GOOD
5	3	3	8	4	0	2.578947368	BAD
6	3	4	11	0	1	2.578947368	BAD
7	1	6	10	2	0	2.684210526	BAD
8	1	13	3	0	1	2.157894737	GOOD

In the entire table we can see that there are few questions that have the average score above the threshold. These are the problems as I have assumed in analyzing the data that any average score above the threshold score are considered in the scale of 3 where it is neither agree or disagree. The scale of 3 where it is neither agrees nor disagrees is basically respondents who are answering the questions because they are neutral or didn't have an opinion towards the question.

As for question 2 and 7, we can see that many employees have not their primary needs fulfilled for their motivation, even though most of them score 47% on the scale of 3 but we can conclude that they are not satisfied with their primary needs of clothing, food, and shelter. Secondly employees are not well paid, this was supported by the average score of 53% on neither agree or disagree for question number 7. Employees are not motivated shown by this result. Money is an essential factor for any employees working all around the world. It is the physiological needs based on Maslow's Theory of motivation, their safety needs. If their safety, financially need, such as money is not fulfilled therefore they will not be motivated. In question 5, we can also conclude that many employees are not motivated because of their boss or bosses do not rely on their employees therefore the employees are not feeling self satisfaction. In question number 6, most of the employees working for Fabrik Eatery & Bar do not have the motivation to get a better position of working in Fabrik Eatery & Bar. This is a problem because they have no motivation to perform better as they know they are not getting anywhere.

Result Analysis
Recommendation

As for the recommendation, I have found all the problems based on the questionnaire I have given to all 19 employees of Fabrik Eatery & Bar, these are the recommendation for every problem that have been shown by questionnaire's table. Here are the recommendations for solution of every problem that occur within the employees of Fabrik Eatery & Bar;

Improve compensation method
My recommendation would be there will be an increase in the employees' salary. An increase of salary could be done every year for example; every employee will get an increase at least the same as consumer price index (CPI) salary per year. There will be also rewards for those:
1. Performing at the highest level
2. Best behavior

To improve the compensation method, Fabrik Eatery & Bar could use performance management system and costumer satisfaction survey. The sole purpose of a performance management system is to assess and ensure that the employee is carrying out their duties which they are employed to do in an effective and satisfactory manner, which is contributing to the overall business objectives. The reward system can be measured by the productivity produced by the whole company which is revenue divided by the number of employees. While the costumer satisfaction survey will evaluate the behavior of the employees through surveys they are conducting.

Costumer satisfaction survey will requires variables to evaluate and analyse the behavior of the employees. The behaviors in terms of motivation that required in this survey are;
1. Attitude
2. Dicipline
3. Punctuality
4. Response

Table6:Individual Performance Assesment Form

No	Variables	Target: 3 Months	Realization	Weighted Value	Score
	Performance				
1.	Productivity	Rp 100,000,000,00	Rp 135,000,000,00	30%	41
				30%	**41**
	Behavior				
1.	Attitude	Good	Very Good	10%	13
2.	Dicipline	(Max 5 hours late)	4 hours	10%	8
3.	Punctuality	0	0	10%	0
4.	Response	Good	Excellent	10%	17
5.	CSS	80	85	30%	32
				70%	**70**
TOTAL				**100%**	**111**

To implement the recommendation method, i have used performance management form. Performance management systems explainand analyse the variables that are needed to evaluate both individual peformanceand Group (unit) assesment of the employees and analyse the target,

realization and produce the final individual performance. Performance management systems calculates both Individual and Group (unit) assesment with a proportion of 40:60.

Group (unit) Performance Assesment analyse the performance of the employees as a whole unit based on the 3 months financial performance's report from Fabrik Eatery & Bar. It will also produce a final score for the whole group of employees.

$$Unit\ Performance = \frac{realization}{Target}$$

Total score of individual performance = Individual score + Group score.

Improve communication between employees and bosses
Bosses must rely on the employees on the workplace, and how employees must feel needed by their bosses. Motivational goals can be one of the most available solutions to motivate them and in order to help them feels needed and respected by their manager.

Training
My recommendation for this problem is that Fabrik Eatery & Bar should have Hands on training for every employee that is working in the restaurant. Their basic skills will have a big impact on the restaurant performance. Hands on training is where training is done on the location, employees will be supervised on everything.

Improve the facilities of the restaurant
Facilities are supporting the employees at work, especially at Fabrik Eatery & Bar. Small things such as pen, order notes, and uniform are all important to help the work of the employees. In big companies employees might get housing, transportation, and health insurance facilities. We are now looking at Fabrik Eatery & Bar restaurant which most of the employees are not getting the facilities to support their work.

Conclusion& Implementation
Conclusion

Based on concept of the restaurant, Fabrik Eatery & Bar is classified as a profit company. Fabrik Eatery & Bar makes operational system that offers service to serve breakfast, lunch, dinner and bar lounge experience to gain revenue and optimum profit. Fabrik Eatery & Bar has an operational hours of ten hours for weekdays and fifteen hours for weekend. Fabrik Eatery & Bar opens from 8 am for weekdays and 7am for the weekend. In order to make optimum profit, the entire restaurant must have high motivation to give the best service and reach the highest performance. All employees must have a self satisfaction which comes from all factors of motivations are fulfilled. When all employees have their self satisfaction, these will lead to better performance. There are four factors that direcly affects to employees performance; motivation, ability, role perceptions, and situational factors in this case, supporting facilities.

In this final project, motivation including ability, role perceptions and support facilities can be used to value the level of performance and behavior of all the employees. We can see that Fabrik Eatery &Bar has not given the best service and highest performance. These were because employees did not have many of the factors fullfiled. In Fabrik Eatery & bar many employees did not get their basic motivations fullfiled such as money. Ability is another example of problem that occured in Fabrik Eatery & Bar where many of the employees are not skilled to work in a restaurant. As for the role perception we can see that behavior always reflects on how the employees are treated by the company. In this case, the employees of Fabrik Eatery & Bar are behaving on the level of satisfaction

where they are not behaving at their best. And last for the situational factors we can see that employees are not well supported to work by the company.

This final project has used both of qualitative and quantitative methodology. Qualitative methodology such as interviews and questionnaires were used to find problems, while the quantitative methodology was used to analyse to find solutions to all problems.

To improve their employee motivation Fabrik Eatery & Bar must fullfiled the basic needs of their employees to create a big motivational factor for employees to work better and harder. In order to achieve that, the owner and the management of Fabrik Eatery & Bar needs to understand every single problems that occur within the restaurant. The owner and management also needs to understand each of the employees problem and have a group discussion to solve the problems. The next step is using recommendation to solve or anticipate problems. When the recommendation are implemented, motivation level of every employees will increase afterward.

The solutions that were discussed with the management Fabrik Eatery & Bar were:
    a.   Improving the compensation methods
    b.   Improving the communication between employees and bosses
    c.   Training
    d.   Improving facilities

Implementation Plan

Table 8: Implementation Plan

Months													
Solution	**1**				**2**				**3**				**P.I.C**
Compensation method	▨	▨	▨	▨									Finance
Communication	▨	▨	▨	▨	▨	▨	▨	▨					Human Resource
Training	▨												Manager
Facilities	▨	▨	▨	▨									Manager

Compensation Method
The compensation method is recommended to be done within the first month of the three months program of implementation. This compensation method will be taken charge by the Finance department.

Communication
Communication program in this implementation will be taking progress to two months time, and willl be taken charge by the Human Resource department.

Training
Training program will be in kind of "Hand of Training". This is will take time in the very first week of the months. It will be taken charge by the Manager of Fabrik Eatery & Bar.

Supporting Facilities
As for the supporting facilities, the implementation should be done within the first month of the program, and it will be taken charge by the owner/owners.

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