

THE USAGE OF MOTIVATION MEASUREMENT TO INCREASE ORGANIZATIONAL PERFORMANCE ON PT POLYSTAR INTERNATIONAL

Achmad Ja'far Al Fakhry and John Welly
School of Business and Management
Institute Technology Bandung, Indonesia
achmad.jafar@sbm-itb.ac.id

Abstract. PT Polystar International is a company engaged in the automotive field in Indonesia, focuses on synthetic leather for covering the car seat, and this is the first company that makes the car seat with synthetic leather that already reaches the National market. The company's sales always increase every year, and this company is well-known with convincing product quality, hence the position of market leader is irreplaceable by other similar companies to date/now. With the steady growth of this company, this company should also to be supported by a qualified workforce. One of supporting elements that can support the highly qualified workforce is the high motivation of the employees in this company; a qualified workforce will bind organization performance, but until now employee's motivation in the company is not yet clearly measurable. The aim of my research is to measure the motivation of employees in the company, by using 4-Drives Theory as theoretical basis of this research, because researcher focuses on measure internal motivation, and the extent to which employees are motivated to work in this company. The data taken by distributing questionnaires to all employees in the company which/that the number of respondents are 45 people. The usage of this research is to see clearly the conditions that exist in this company in terms of employee motivation, and determine which the motivation factor that affects to organization performance. Due to the results of this research the company may improve the organizational performance, that accordance to its objectives, the company will always be the market leader.

Background

The human factor is an element that must be considered by the company, especially when free trade era is about to begin, where the climate faced competition will be very different. It forces each company to be able to work more efficiently, effectively and productively. High levels of competition will simulate each company to be able to survive by giving attention to aspects of human resources. Hence humans can be seen as a determinant factor because from the men's work innovations will manifest effort to achieve company goals. To obtain expected human resources in order to provide a positive contribution to all activities of the company to achieving its goal, each employee is expected to have high motivation to work in order to increase company productivity. Motivation is an important thing to be considered by the management if they want every employee to provide positive contribution to the company's achievements and goals. Due to the motivation, an employee will have high fighting spirit in carry out the responsibilities that assigned to them. Without motivation, employees will never fulfil their duties according to the standard or even working insufficiently under the standard. Even if an employee has a well operational ability, when they have no motivation to work, work will never be satisfactory.

PT Polystar International, as a company where I have studied, the company has never measured the level of motivation accurately, although the company productivity always increase every year, and the turnover and absenteeism shows good value as well, but in accordance with the statement that says "everything that is not measure numerically unable to be managed" (Robert Kaplan in Balance Scorecard), then the measurement have to be still done in order to make the company can be

developed optimally. PT Polystar International is a company engaged in automotive field, especially on vehicle seat. The company is Jakarta based company and only has one headquarter in Kelapa Gading, North Jakarta, although the company only has one headquarter, it covers national market, with the total number of employees reached 45 people. Based on explanation above, the motivation is an issue that can be very important in one company, because it may increase company productivity. Hence the ability of management to provide motivation will determine the success or the failure in reaching company goals.

State of Problem

Company has never measure the level of employee motivation

Business Issue

By measuring the motivation, we should know how this is an effective way to improve organizational performance, and it can also improve employee involvement, company productivity and many more.

Research Question

How high the level of employee motivation in PT Polystar International?

Which factor of motivation that influence organizational performance?

Research Objective

To figure out how high the motivation level of employee on PT Polystar International.

To determine which factors of motivation influence the organizational performance.

SHRM Model

Strategic Human Resource Management (SHRM) Model is one of models which is based on what employees have, how they feel and what they do. In the wide overview, this model explains how employee can recruit other employees / how employee can be recruited and increase productivity of the company. There are 4 major sections that are described in this model, the first is HR Strategy,

HR Strategy

The first one is HR strategy. This is the strategy that explains how employees can join the company, and then this part is function to build certain skills and enable employees to effectively perform their jobs. This part also function to build the employee's mind set about the company whether the company's fair and desirability

What Employee Have

The second is What Employees Have. This part explains what employees have, such as their skill and abilities.

What Employee Feel

The third part is What Employees Feel. This part describes what the employees perceived from the company.

Behaviour

The forth part is Behaviour. There are five types of employee behavior that relevant to a company's success.

Performance or Company Productivity

The last part is performance. This part divided into three small parts; Customer Outcomes, Operational Outcomes, and Financial Outcomes.



Figure 2.1 Strategy Human Resource Strategy and Performance (Patrick, 2008)

Motivation

People are not only different in their abilities but also in motivation level too. People motivations are depend on how strong or not their motif level. Motif means the condition in their self that encourage, activate, and mobilize their selves toward their goal. I am using 4-Drive Theory for this research.

4-Drive Theory

The 4-drive theory is a holistic and humanistic theory. Lawrence and Nohria postulated in their book that four basic emotional drives and needs are always be present in human organism. These four drives produce emotions that affect our behaviour. The four drives that Lawrence and Nohria postulated on 2001 were; acquire, bond, learn and defend

Acquire

Drive to acquire includes both material goods and status. It can lead to both excellent performance and detrimental competition.

Bond

This is the drive that bound to emotions, like friendship, team work and caring; this drive form social relationships and caring commitments to others.

Learn

This drive is satisfied by working environments that stimulate curiosity, allow exploration, and developing understanding.

Defend

The defend drive must be stimulated by a threat to be active.

Communication Model

Newcomb model itself defines communication as a common and effective way that enables people to orient themselves to their surroundings.

Learning Organization

According to (Senge, 1995), there are five disciplines to support learning organization:

Personal Mastery

This discipline of aspiration involves the formula of coherent picture about results of what people most desire to gain as individuals (the personal vision).

Team Learning

Team learning is discipline of group interaction. Through some techniques, such as dialog and skillful discussion, team can be able to transform their collective thought, learn to mobilize their energies and have greater ability than the sum of individual members' talents.

Management by Wandering Around (WBMA)

Effective managers know what is happening in their organizations; they are 'in touch' with their staff, customers, and the workplace.

Research Flow



Figure 3.1 Research Flow

For Methodology Design, there will be divided into several steps that will be implemented in doing the research.

Questionnaire Design

Table 3.1 Questionnaire Design

Dimension	Definition	Statement
ACQUIRE	The drive to acquire includes both material goods and status and can lead to both excellent performance and detrimental competition.	Saya merasa gaji di perusahaan lebih tinggi dibanding gaji di perusahaan sejenis
		Saya merasa puas dengan gaji dan bonus yang dibayarkan perusahaan ini kepada saya
		Saya merasa bahwa peraturan tentang insentive dan bonus sudah ada
		Saya mengerti dengan baik penilaian perusahaan terhadap kinerja saya
		Saya merasa insentive yang saya dapatkan sesuai dengan kerja saya
BOND	The drive to bond manifests itself in our urge to find others to seek others and to engage them others in relationships, this drive is focus on people communication between each other.	Saya merasa perusahaan memfasilitasi pegawai dalam bentuk kerja sama tim
		Saya merasa menejer saya punya perhatian / fokus terhadap karyawan
		Saya merasa hubungan saya baik dengan pegawai lainnya

		<p>Saya merasa komunikasi terhadap atasan dilakukan secara 2 arah</p> <p>Saya bekerja dengan upaya ekstra untuk terus menjadikan perusahaan sebagai pemimpin pasar</p>
LEARN	The drive to learn is satisfied by work environments that stimulate curiosity and allow for exploration and developing understanding.	<p>Saya merasa tugas yang diberikan kepada saya bervariasi dan membuat saya bisa berkembang</p> <p>Saya merasa perusahaan aktif dalam mendukung pegawai untuk kami bisa berkembang</p> <p>Pekerjaan yang saya lakukan menghasilkan satu kesatuan yang utuh</p> <p>Saya merasa bisa saling support antar karyawan agar kami bisa sama sama berkembang</p> <p>Saya merasa diberi kelulusan untuk mengambil solusi - solusi baru yang akan menguntungkan perusahaan</p>
DEFEND	The drive to defend is to see how strong the employee maintain itself in the company.	<p>Saya merasa system penilaian kerja dilakukan dengan transparan</p> <p>Saya tau perusahaan tidak pernah memPHK pegawainya</p> <p>Saya merasa di perusahaan ini setiap kesalahan dikenai sanksi</p> <p>Saya merasa penilaian kerja pegawai dilakukan secara adil</p> <p>Saya merasa lingkungan kerja saya terbuka dan tidak mengintimidasi</p>
Performance	Researcher using behaviour as a sandard of performance	<p>Saya tidak pernah berfikir untuk keluar dari perusahaan ini</p> <p>Saya selalu hadir tepat waktu di kantor setiap hari</p> <p>Saya merasa menjadi pegawai yang teladan di perusahaan ini</p>

Data Analysis

After collecting data, researcher analysed data by two ways, the first one researcher use descriptive analysis . It is purposed to know the employee motivation level, and the second one by using multiple linear regression, it is purposed to see significant effects between employee motivation and performance.

Descriptive

To see the employee motivation level on PT Polystar International, this research only use the variable of motivation

Quantitative Multiple Linear Regression

To see the effect of motivation on employee performance, multiple regression analysis is being. Multiple regression analysis was aimed to see whether there is a significant affect between employee motivation and behavior.

$$Y = a + b_1X_1 + b_2X_2 + e$$

Conceptual Framework

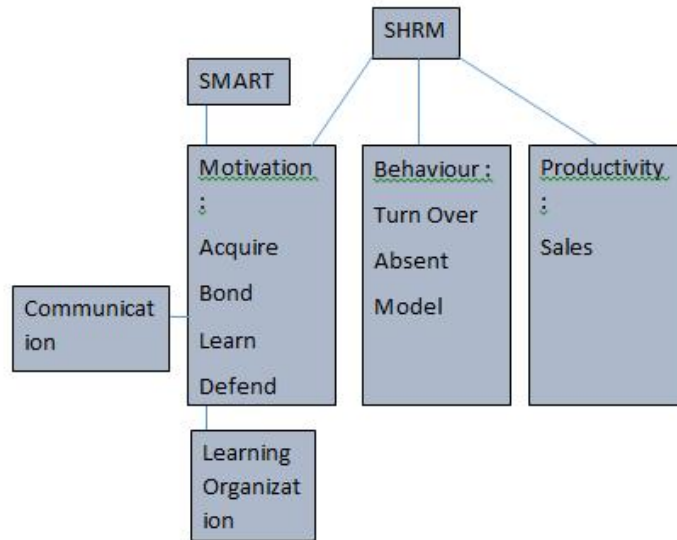


Figure 3.2 Conceptual Framework

Conceptual frame of my research, by SHRM as whole theoretical model, but researcher focuses onpart of the motivation that affects organizational performance, shown in behavior. But in making this research motivation theory is combine with other theories. SMART, Communication Model, and the Last is the learning organization theories which help the theory of motivation in making this research.

Motivation Analysis

On this analysis, researcher analysed the motivation level in accordance with the questionnaire that are being spread, but the researcher only use all the statements of variable "X" and not correlated with the variable "Y", with 1-4 as a scale of rating (1 for "sangat tidak setuju" (STS), 2 for "tidak setuju" (TS), 3 for "setuju" (S), and 4 for "Sangat Setuju" (SS)) as the score, with point 1 asthe lowest point and 4 as the highest point. Thisanalysis is functionate to look at the condition of the motivation level of employees in the PT Polystar International by using 4-Drive Theory, and the ideal that there is value in accordance with the highest value of the questionnaire, and at the end of each revelation of the questionnaire will be made in the form of a percentage, and each drive will be visible onits entirety from the percentage. Then the output can be seen at the value of Bad, Poorly, Good Enough, Good, and Very Good in accordance with the existing percentage.

Table 4.5 Statistic's Score (Nurimawati, 2007)

No.	% Total Score	Criteria
1.	20,00 – 36,00	Bad
2.	36,01 – 52,00	Poorly

3.	52,01 – 68,00	Good enough
4.	68,01 – 84,00	Good
5.	84,01 – 100	Very good

Acquire Indicator

From the table 4.6, it can be seen that level of motivation of Drive Acquire is at a good level, and if we look at each question in questionnaire, it can be seen all above 80%. At the Drive, it can be seen the highest value is in question number 2 saying "*Saya merasa puas dengan gaji dan bonus yang dibayarkan perusahaan ini kepada saya*". It means the company has no need to increase the value of the salary or bonus until the time that to be determined, because the statement have up to 88.89% value, which means very good. It means the whole of the employees are already feeling the salary paid to them is quite high, and can be certainly competitive with similar companies.

At this variable, it can be seen all statements are worthy, in addition to statement number 2. Nonetheless from the fourth statement worthiness, there is a statement number four, whose value 81.11%, the value statement lowest on this variable, the statement reads "*Saya mengerti dengan baik penilaian perusahaan terhadap kinerja saya*"

Drive Bond

This is the variable with the highest value, this drive is at the "Very Good" level, with the score reach 84.67% percentage. At this variable there are 5 statements, the highest score is owned by statement number 1 containing "*Saya merasa perusahaan memfasilitasi pegawai dalam bentuk kerja sama tim*" the score reached 87.78%, followed by the statement number 5 "*Saya bekerja dengan upaya extra untuk terus menjadikan perusahaan sebagai pemimpin pasar*" the score reach 86.11% percentage, so 2 of 5 statement received very good ratings and should be maintained. statements to the other statements, has a value that is almost same, and are at Good value, then it can be improved to get a very good score. But overall drive to Bond at the company is already very well and should be maintained.

Drive Learn

The score of drive to learn is 81.44, it shows the level of motivation from this drive is good, the highest score from this drive is 85.00% from statement number one "*Saya merasa tugas yang diberikan kepada saya bervariasi dan membuat saya bisa berkembang*" 3 statement to the other, has a value that is almost same, and are at Good value, then it can be improved to get a very good score. But overall, drive to Bond at the company is already very well and should be maintained.

But statement number 5 in this drive has a score below 80.00%, the score is 76.67% but the level of motivation is a good too.

Drive to Defend

Drive to defend has the smallest score, the score is 76.67%, all the statements in this drive are less than 80.00% and the level of motivation in this drive is good.

We can see at statement number 3, it has the smallest score in this drive, statement number 3 has 72.22% as a score, and the highest score of this drive is statement number 2 it has 78.89% as a score. The coefficient of determination shows the 66.3% percentage means independent influential variable amounting to 66.3% percentage of the dependent variable, and the remaining 33.7% percentage is influenced by other variables.

Result

To see each motivation variable on the company behavior (turn over and absent) is using multiple linear regression analysis with following equation

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4$$

Where :

- Y : Company Behaviour
- A : Constant
- X₁ : Acquire
- X₂ : Bond
- X₃ : Learn
- X₄ : Defend
- b₁, b₂, b₃, b₄ : B Coefficient

Table 4.13 Coefficient Table

Coefficients ^a				
Model	Unstandardized Coefficients		Standardized Coefficients	t
	B	Std. Error	Beta	
(Constant)	12.419	.923		13.460
X ₁	-.094	.045	-.211	-2.088
X ₂	-.172	.059	-.336	-2.926
X ₃	-.165	.063	-.298	-2.631
X ₄	-.144	.066	-.247	-2.186

Based on the table 4.13, the multiple linear regression equation is obtained as follows :

$$Y = 12.419 + (-0.094)X_1 + (-0.172)X_2 + (-0.165)X_3 + (-0.144)X_4$$

From the table 4.13, the value of variable X is minus its mean, where the value of motivation increases so the value of organizational performance will decrease.

Priority Analysis

Table 4.15 Priority Result

Coefficients ^a				
Model		Standardized Coefficients	Correlations	Results
		Beta	Zero-order	
1	(Constant)			
	ACQUIRE	-.211	-.460	9.72%
	BOND	-.336	-.669	22.49%
	LEARN	-.298	-.631	18.82%
	DEFEND	-.247	-.619	15.31%
			Rsquare	66.34%

From the table 4.15, we can see the priority of which drives that influence performance the most. To determine the drive priority, we can see the result on the column. Based on the result, we can

compare from all the drives, and sort from highest value to lowest value. So the result is the drive to bond, learn, defend, and acquire.

Improvement Plan

From the two calculation methods of analysis, I obtain from existing priority Bond test is in the first position, the second is Learn, the third is Defend, and the last is Acquire, priority test is used to see where the most influential drive toward the performance. For the recommendations, researcher recommend all existing drive, but only on a statement by the lowest point that will be recommended, but it is not for the Drive to Defend because each of its statement has less than 80% percentage, it is useful to make an efficiency at the company, the score used for determine which will be recommended from its descriptive analysis, it can be seen from the which the statement it can improve from each drive

Drive to Bond

Based on the table 4.7 statement number 4 has the lowest value of the other statements, this drive will be chosen statement number 4 which will be recommended to be increased. The contain of the statement is "*Saya merasa komunikasi terhadap atasan dilakukan secara 2 arah*"

Although seen from this statement score included in good category, but can still be improved. Discussed here about communication, I use Newcomb models to improve the performance of communications in this company.

Newcomb model itself defines communication as a common and effective way that enables people to orient themselves to their surroundings. To be able to use this model, it is necessary that there is a sense of trust between each other in the company. Which can be applied on a model for the company is the perception among employees in a project or goal that has been determined, the communication will eventually run very well, communication is done with the boss eventually, to increase the value of communication in this company according to Newcomb model, manager and employee should be have a common purpose, and therefore between the manager and employee must be equally open to each other on the objectives and ways to achieve those goals, and perspective between two must have in common.

The other ways to apply the theory of management is by wandering around, it intends to make the manager look more active at employees in a way manager walking around the office to place employees work, and manager and existing employees can greet each other, with greeting friendly and openly, that is where employees can be very easy and open to communicate to their manager.

The other way that by implementing participated culture in any meeting or conference held in the company, so the employees can give their opinion freely in every meeting, thus creating a culture of good communication and concept communication of Newcomb models can be applied.

Drive to Learn

On this drive can be seen the statement number 5 "*Saya merasa diberi keluluasaan untuk mengambil solusi solusi baru yang akan menguntungkan perusahaan*" only reach 76.67% percentage, while the other statement reach more than 80% percentage, although in terms of statistical assessment scores that indicate that things are good in the company, but still can be scaled back in such circumstances.

The statement indicates that what if every employee is given the authority to be able to innovate or be a problem solver in nature for the benefit of the company, two people said disagree, 38 people agree and 5 people strongly agree. This shows that the company is less than the maximum communicate that the employee has the authority to be able to innovate with the goal of profitable companies themselves. In accordance with the theory of learning organization developed by Peter Senge, the learning organization has five dimensions that allow the company to conduct learning

organization. The first is personal mastery, second is mental models, the third is the shared vision of commitment, the fourth team learning, and the fifth is system thinking organization. In combining the theory, the company should be able to make the employees have a good personal mastery, and strengthen the relationship between team members in order to bring good performance of the team and mutual learning among fellow.

Associated with the statement above, companies must be able to communicate properly to authorized employee in order to take action to innovate, it will have an impact on individual ability onseeing a problem and solving the issue, and also this company is based on team work, the statement can be also be interpreted in a team, which the team within the company can decide a good solution for project solutions run the project, and also each employee who are members of a team that can improve the ability of individuals with learning from each other. But sometimes, something that is implied is difficult to be accepted by the employee in the reality, and therefore the way in writing could be encouraging to the employee to be able to make solution that could make the company to be better, even though one of the written way is include in each employee job description therein mentioned there is an authority that is delegated to the employee in order to make a good solution for the company. Thus clearly employee can create a solution that can build a company from the project that given.

Drive to Defend

This drive has the lowest value is in the statement number 3 that stated "*Saya merasa diperusahaan ini setiap kesalahan dikenai sanksi*" with a value of 72.22. even though this value indicates that the conditions that exist in companies that are considered with this statement is good, but the value could still be improved, as it seen on the table 4.9. There are seven respondents who say less agree with the statement, it shows that there are respondents who consider the company still less assertive in sanctions toward any mistakes made by the employee.

According to the results obtained, the company should be more assertive to the employees, but if there is any type of mistakes that can be described in this case, there is a mistake from pure error or violate the standard rules made by the company. There are also errors that affect the results innovations made by the employee. What is meant by researcher to be assertive is the first type of error that firm action should be made to the employee who does not meet the standard of regulations that have been made. But for the second type of error, there are still some tolerance imposed by the company of the mistakes that made, because if a leader to be very firm, the idea or innovation will be hampered.

The second lowest value is the first statement that stated "*Saya merasa system penilaian kerja dilakukan dengan transparan*" with a value of 75.56%. The recommendation for the company is the company should give to know clearly what is assessed from the employee, and any assessment has been completed everything must be revealed clearly to all employees, in order to make each of the employee can see whether the companies assess transparently or not.

The statement followed was the fifth statement that stated "*Saya merasa lingkungan kerja saya terbuka dan tidak mengintimidasi*" with a score of 78.33%. Thing that company can do is to organize an event, such as a team bonding, . It aims to strengthen the relationship between employees, thus after good relations have been established then the working environment will be formed more open and the employee will not be intimidated to each other. For the next statement that stated "*Saya merasa penilaian kerja pegawai dilakukan secara adil*" with a score of 78.33%, in this statement the company can improve in terms of the way the company assess employee's performance through SMART method that discuss on Drive to Acquire part.

The latest is the second statement that stated "*Saya tau perusahaan tidak pernah memPHK pegawainya*" with a score of 78.89%. This statement indicates the existence of doubt on the

employee on their knowledge of how system companies layoff the employee. The recommendation for the company is the company should reveal clearly how the employee can be laid off by the company. For instance kind of mistakes that leads to the layoff. Second, by opening the company turn over data to all employees in a given period.

Drive to Acquire

On the table 4.6, the lowest score was the fourth statement that stated "*Saya mengerti dengan baik penilaian perusahaan terhadap kinerja saya*" although the figure reached 81.11%. This score shows that the company has good point on this statement, but it can still be improved. Statement relating to these recommendations is the statement number 4 on the drive to defend that stated "*Saya merasa penilaian kerja pegawai dilakukan secara adil*".

Effective performance appraisal is a way that is fair and objective. There are five elements in the assessment of the work that the assessment is considered fair, the first is the performance targets are clear (specific), after that targets agreed by all parties that have any concerns, and then target must be related to the position description, the fourth face-to-face meetings with employees and discuss the results that have been there.

In addition to assess objectively there are six elements that should be included, the first is the data that is actual, then the second, employee positive and negative behavior, and then courage and decisiveness, assessment system is structured, simple assessment form, and the ability to judge.

The further method in performance management system by including the value of SMART on the format of the assessment. The acronym SMART itself is Systematic, Measurable, Assignable, Realistic, and Time bond. By putting the value of SMART, it can be seen that the assessment will be clear, and can be measured with the values and standards that exist in the company, and be seen clearly anyone who is responsible for the project, and the targets pursued by the employee can be seen clearly, and the last, project processing time can be seen clearly. From analysis above, it can be concluded that the company can develop toward each drive specified by the researcher depends on the scale of priority that has been made.

Conclusion

In this chapter researcher will discuss about the conclusion from the analysis, researcher has two conclusions. The first one is on motivation levels, and the second one is about priority of the Drives that influence the organizational performance the most.

Motivation Level

After researcher analyse by using descriptive method, we can see the level motivation of employee on PT Polystar International, by using 4-Drives Theory as a theory basis for measuring the level of motivation, the results are:

Drive to Bond (84.67%) – Very Good

Drive to Acquire (84.00%) - Good

Drive to Learn (81.44%) - Good

Drive to Defend (76.67%) – Good

The conclusions are the highest score of employee motivation level is Drive to Bond and the lowest score is Drive to Defend

Influence Drive to Organizational Performance

After analysing all the questionnaire answers, this research concludes some of the key point as follows

PT Polystar International has 4 significant drive factors of their organizational performance. These are :

Drive to Bond

Drive to Learn

Drive to Defend

Drive to Acquire

The sequence above is included in the order themost influence, and from there all Drives variables that can affect organizational performance by 66.3%.

Recommendation

Recommendations will be divided into four parts according to the number of existing drivers, and the sequence based on priority scale.

Bond

By applying Newcomb models, then implementing the theory of management by wandering around and then applying participant culture in every corporate activities such as meetings, formation of 2-way communication should be better between the employees with their manager.

Learn

By using learning organizational model to develop the organizational itself and writing the statement could be encouraging the employee to be able to make a solution that could make the company better, even though the written way is include in each employee job description , there mentioned, there is anauthority that being delegated to the employee in order to make a good solution for the company. So the company can improve learning organization in theirs, and the employees can be more creative to be a problem solver and make the company be better.

Defend

Drive to defend all statements get recommendation, but the most essential is the openness between managers with the employee, the openness of the existing system, and then to their own performance measurement with the SMART method in which the employee's performance appraisal will be much more scalable.

Acquire

SMART method as a basicof performance appraisal, because by using such methods it will be clearer.