

HUMAN MOTIVATION IN NOT-FOR-PROFIT ORGANIZATION; CASE STUDY KEBUN SENI TAMAN SARI

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Abstract

Motivation is connected with desire and undesirable from someone live, and those was influencing by the internal and external factors. Desire it self is an attitude that base on sincerity to doing something that compliance with believe an incentive. undesirable it self is an attitude to doing something that compliance with unbelievers about the incentive that will be achieved. Those attitude influences by internal factors like believes and external factors like influence from environment. Motivation problems that basically influencing the performance of the organization. If we look from the Human Resource point of view, an organization performance depend on the members or employees motivation. Specially for the non profit organization. Because of that aspect, human resource management will be a big discussion for merge the vision cross the members and keep their spirit for built an not-for-profit Organization that they pioneered. The purpose of this final project is to achieve some solutions for motivation problems in Kebun Seni members, and during the making process, this final project will analyze about motivation in Kebun Seni based on present theories in human resource study in order to maintain its sustainability and the commitment from the members to achieve this organization mission.

Keywords— Motivation, Not-for-Profit Organization, Kebun Seni Taman Sari, Hierarchy of Needs.

Introduction

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believe an incentive. undesirable it self is an attitude to doing something that compliance with unbelievers about the incentive that will be achieved. Those attitude influences by internal factors like believes and external factors like influence from environment.

Not-for-profit organization is an organization that use their income and skill to achieve the mission of their organization. Most of the members are volunteer because the main value this organization is not for producing profit but to run a program or mission to develop something from their vision. but sometimes this kind of organization need to pay someone to help them running this organization. the income of this organization come from fund rising, sponsors, or their personal money to be invested in this organization.

In this project that want to be investigating about the member's motivation is Kebun Seni. Kebun Seni is an non profit Organization who has a mission to introduce arts to ordinary people who still cannot fully appreciate arts. This organization consist of some different art community who has different scope of art element. Such as "Laskar Panggung Bandung (LPB)" who concentrate on art performance, "Majelis Sastra Bandung (MSB)" who concentrate on art literature, "Wartaan Foto Bandung (WFB)" who concentrate on art of news photography, and "JADAJI" who concentrate on art and sculpture management. Together they support the goals of every different element of art to be introduced and appreciated by people.

This community is clear based on the motivation of each member, because there is no nominal of money they get from the government or main sponsor, but the result of cash on hand of each member, or generated from conduct a funds raising at each stage of the show. purpose of this final project is to become a guide for Kebun Seni new leader in order to maintain member's commitment and motivation. This project will also help them to run the regeneration inside the organization but at the same time still maintaining the social and leadership rage among its members just like the mission of Kebun Seni to leading the social to understand and love art. the last purpose is, this finale project will become the comparison about the motivation of profit and non-profit organization so that we can get the knowledge about what is the most effective ways to increase motivation.

Literature Review

The Definition of Organization

An organization is a social entity that has a collective goal and is linked to an external environment. By coordinated and planned cooperation of the elements, the organization is able to solve tasks that lie beyond the abilities of the single elements. An organization may be more loosely understood as the planned, coordinated and purposeful action of human beings working through collective action to reach a common goal or construct a tangible product. This action is usually framed by formal membership and form.

In this final project, the classification of organization will be narrow defined in 3 different classes:

For-Profit Organization

For-profit organization established or operated with the intention of making a profit.

Non-for-Profit Organization

A non-for-profit organization (NPO) is an organization that uses surplus revenues to achieve its goals rather than distributing them as profit or dividends. Some NPOs may also be a charity or service organization. Literally operates like a foundation.

Not-for-Profit Organization

A non-for-profit organization is an organization that uses surplus revenues to achieve its goals

rather than distributing them as profit or dividends. All of the money earned by or donated to a not-for-profit organization is used in pursuing the organization's objectives. While not-for-profit organizations are permitted to generate surplus revenues by doing funding action or business, they must be retained by the organization for its self-preservation, expansion, or plans.

Component of Motivation

Based on Jerald in expectancy theory, there are 3 components to form motivation :

- Expectancy = believes that effort can influence performance
- Instrumentality = believes that performance will gain rewards
- Valence of reward = achieves value from the expectation of reward.

The expectancy Theory explains that people will use effort in their assignment when they believe that if they doing the assignment, they will achieve what they want. the theory tells that people will be rational if they think about what they want to do to achieve an incentive and how suitable the incentive for them before they doing the assignment. in this far, the expectancy theory is only one of the determinant from job performance. the combination from motivation to create job performance are abilities and believe that people have expectancy about the assignment, and role of opportunities are believe that if no opportunity in the job, people performance can not be better.

Strategy of Motivation

Based on John Keller's theory, there are 4 main strategies to fulfill the individual needs for motivation:

- Attention = attention from the working environment
- Relevance = relationship from the working environment
- Confident = confident with the working environment
- Satisfaction = satisfied with the working environment

Even though there are four dimensions in the customer-based brand equity framework above,

only one of them will be discussed further in this research, which is Brand Awareness. The reason of why only brand awareness is the one that is discussed more is because the aim of this research is to measure the brand awareness of KPR FLPP. So, among the four dimensions provided by the customer-based brand equity above, only the brand awareness is used.

Motivation Theory

Douglas McGregor in his book, "The Human Side of Enterprise" published in 1960 has examined theories on behavior of individuals at work, and he has formulated two models which he calls Theory X and Theory Y..

Maslow's Hierarchy of Needs

Maslow's hierarchy of needs is a theory in scope of psychology, proposed by Abraham Maslow in his 1943 paper "A Theory of Human Motivation". Maslow found the idea to expand his observations of humans needs. His theories linking many other theories of human development in psychology scope, all of layers focus on describing the stages of growth in humans perspective of priority. Maslow use the terms Physiological, Safety, Belongingness and Love, Esteem, and Self-Actualization needs to describe the pattern that human motivations generally move through. Maslow's theory suggests that the most basic level of needs must be met before the individual will strongly desire the secondary or higher level needs..

Methodology

To find the problems, this project using 2 methodological technique.

Observation

The objective of using observation is to get the deep information from the members to talk about the opinion of decreasing employees motivation.

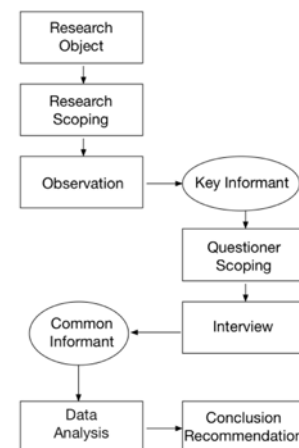
Interview

The interview is use a questioner to determine what factor that affected the motivation and to get data about the reason of them to join this community.

To implement the methodology, the respondents are the member and board agent of this community since 2010. There are 2 categories for the respondent:

- Key Informant
Consist of the President, secretary, and the other board of management. Those key know whole things about this organization.
- Common informant
Each member of Kebun Seni who still active until now.

Researcher choose a research object to be analyzed. The object must an organization. This organization named Kebun Seni Taman Sari. Researcher scoping the case study to focus at human motivation. Researcher do the observation by private talk to get deep information for identify the problem from the key informant. The questioner conducted from the observation result with the key informant and integrated with the literature review. The questioner fill by the common informant and produce a graphic of problem percentage. The interview result from the common informant analyzed to find the major problem in the organization. The result of the interview integrated with the literature study to produce a conclusion and recommendation for Kebun Seni Taman Sari.



Observation

Observation for interview using core question and this are the question:

- In what reason you join the Kebun Seni community
- What is the weakness in Kebun Seni
- What makes motivation decrease as member of Kebun Seni member?
- Do you still have sense of belonging to Kebun Seni? Why?

This numbers of questions will be developing in order get the deep information from key informant that appropriate with the informational pattern factors and focusing in the main problems.

Interview

To explain more about the situation in each member, then below is the graphic from questionnaire that the questioners are conducted from the interview result with the board of directors and from the problem stated.

There are 3 topics that discussed in the questionnaire, they are:

- Reason to Join Kebun Seni Organization
- Weakness in Kebun Seni
- Demotivator Factor.

Data Analysis

This research uses observation and interview based on the human resource theory above and TOWS Matrix. The TOWS Matrix is conducted by the observation, deep interview, and questionnaire from the key-informant and common informant. The conclusion and recommendation comes from the TOWS Matrix result based on the chart of questionnaire result.

Conclusion and Recommendation

The last step is making conclusions in accordance to the analysis result.

Results and Recommendation

Problem Analysis Based on Theory

If we look the result from the interview and questionnaire that have been done, then we can see the members in 4 categories. First is from the behavior we can see the members lean to X and Y theory. Based on motivation theory from McGregor, the X theory in individual the members want to be a clear management system. And this theory can be seen on most of the members based on interview and questionnaire result. But at the same time, the president and the members also lean on Y theory where those people can think about the way to do to in order to achieve the organization goals.

From the description above we can see there is some gap with what their need on planning and with actually their implementing in reality. Its

all because they have individualism ideology on their personality as they are an artist. And as we now an artist has a very strict with their way of ideology. From the analysis above the board management and the members it self must find a way to make their way of thinking in same vision.

The second are their layer position in Maslow's Hierarchy of needs. Maslow's theory suggests that the most basic level of needs must be met before the individual will strongly desire the secondary or higher level needs. In this case the member still in the phase of psychological and safety. While most of them try to reach to fulfill the their value in esteem and self-actualization. This called metamotivation. Metamotivation is a term introduced by Abraham Maslow to describe the motivation of people who are self-actualized and make an extra effort beyond the scope of their basic needs to reach their full potential.

The third categories are factor to form the motivation, where this factors effect the motivation level in individual of members. In this theory people get motivated to use their effort to do the assignment when they believe that they will get incentive when doing it. This theory can be assumed people will be rationally think about what have they to do to get an incentive and they think about how reasonable those incentive for them. Because if there is no incentive, members will consider the motivation to do about the opportunity cost for the other option. If we look from the component that formed the motivation, an incentive to the members is needed when we want to form member's motivation. The top management have to solve this problems with inform the members about the incentive that they didn't know. Where ever we have a job, there must be an incentive that they can achieve. And in this organization an incentive that can be achieve for the members is to fulfill the needs in economical factor but also integrated with their value as an artist. It can be achieved by combine the strength and opportunity of this organization.

The last category is the need of motivation where this category is the factor that can maintain the members motivation in Kebun Seni organization. There are four main factors that needed by people motivation: attention,

relevance, confident, and satisfaction. And in Kebun Seni organization the only relevance factor because they have a same background as artist. The others three factors only can feel by few members, because there is a different perception in each members. There are any opinion from the members about this three factors cant feel by some members, example the meeting is only attended by few people, unclear information, unclear job-desk, and continuity, and none incentive make some people cant feels the others three factors. Due-to the circumstances, top management must have attention to those other three factors in order to make all the members feel the same treat.

Conclusion

Based on the concept of organization, Kebun Seni Taman Sari classified as not-for-profit organization. Kebun Seni Taman Sari use all of the money earned by or donated for is used in pursuing the organization's objectives. While Kebun Seni Taman Sari organizations have intention to generate surplus revenues for do their project.

Motivation that planted in individual personality became an important part for an organization. Unfortunately nowadays lot of organization not recognize about this matter. the understanding about motivation is needed for a leader because the motivation became a new role in organization performance. The motivation support factors like incentive is became a new role that can maintain the member's motivation. Due-to does circumstances, if there is no support factor for motivation in an organization, it will became a new challenge for the organization to maintain the members. And this matter happens in Kebun Seni organization as a not-for-profit organization.

From this final project, we can see that the decreasing of motivation will appear when organization can build one good system in the management. In Kebun Seni the problem is around personal economic problem as the research result that the current funder of this organization is the member it self. It is a big distraction when they must to funding their non-for-profit organization if they still need money to fulfill their needs for living. We can see they still have spirit to develop this

organization with run an event every 3 month together.

Many thing can be change if the members still have motivation and spirit to change themselves. Based on research many problem come from the behavior of the members it self. An artist has their individual perception way of thinking. Many problem occur because of the individualism ego. They hard make a decision that can be approved all members. All person think their idea is the best. Organization can be develop when all the members have same point of view. This organization need a new guidance to accommodate their way to brainstorming, and all of them must follow it also try lowering their individualism ego.

To increasing the member motivation and renovate the system in Kebun Seni. It will need research methodology to solving the problems where the result may became the solution for the problems. We need to the culture and management system change in the organization. In order to achieve the goals of this organization we need to encourage all the element of members to active in community development activity. The last is using the recommendation to decreasing those problems. When the new strategy can fix this economic problem, internal communication behavior, and official organization system. The motivation to develop the organization will increase afterward

Recommendation

Based of TOWS Matrix solution, there are three main recommendation for increasing member's motivation in Kebun Seni and to made new brand for Kebun Seni organization.

Get the main funder

One of the solution is to find a sponsor. As we now currently this organization funder is the members it self. At this problem we see the members it self have problem at their personal financial matters. When this organization have an official funder, they can focused at the organization program totally. The nearest resource is Kebun Binatang management is self. This strategy can started by make an official partnership with this parties who has in-charge to make a major policy in this area. Another resource for funder can come from external parties like government. To get funding from

government, Kebun Seni must prepare a program that support the government objective in art and cultural section. The other source to get funding is a program from this organization it self. Kebun Seni can utilize the market from Kebun Binatang visitors. Kebun Seni must do research to now about the visitors need and want and integrating their organization value and as an artist in art scope to fulfill the visitors needs.

New management system

An organization must be trusted about the existence and the validity of the organization it self. An official identity must be conduct to make this organization is trusted and the valid one. To get sponsor or official partners, Kebun Seni needs an identity to represent the organization. Without an official organization structural and official identity its hard to get trust from others parties. Identity can be conducted by logo, organization profile, organization structure, job-desk, chain of command, also vision and mission. The president must fully understand about management system and guide all the members to understand about it also. If we relating this strategy with motivation, this strategy will increase the motivation of the members because of the clear identity and job-desk.

New vision and mission to be guidance

Internal conflict is core of problem in develop a good management system. Based on research result, an artist have individual and perception in point of view. An organization can run smoothly when it have a good bureaucracy and guidance to make an action. Kebun Seni must change the habit in communication. Lowering their ego and make a new way of brainstorming supported with a good vision and mission, it will be limiting an argumentation in brainstorming for develop the organization

strategy to accompanied the mission. The president must keep all of the members stay in track of the vision and mission.

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