



Pengelolaan Tenaga Kerja

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THE VALUE OF MOTIVATION



People are motivated by a variety of things, such as recognition, accomplishment, and status. An **intrinsic reward** is the personal satisfaction you feel when you perform well and complete goals. The belief that your work makes a significant contribution to the organization or to society is a form of intrinsic reward. An **extrinsic reward** is given to you by someone else as recognition for good work. Pay increases, praise, and promotions are extrinsic rewards.

Frederick Taylor: The Father of Scientific Management



Several 19th-century thinkers presented management principles, but not until the early 20th century did any work with lasting implications appear. *The Principles of Scientific Management* was written by U.S. efficiency engineer Frederick Taylor and published in 1911, earning Taylor the title “father of scientific management.” Taylor’s goal was to increase worker productivity to benefit both the firm and the worker. The solution, he thought, was to scientifically study the most efficient ways to do things, determine the one “best way” to perform each task, and then teach people those methods. This approach became known as **scientific management**. Three elements were basic to Taylor’s approach: time, methods, and rules of work. His most important tools were observation and the stopwatch. Taylor’s thinking lies behind today’s measures of how many burgers McDonald’s expects its cooks to flip.

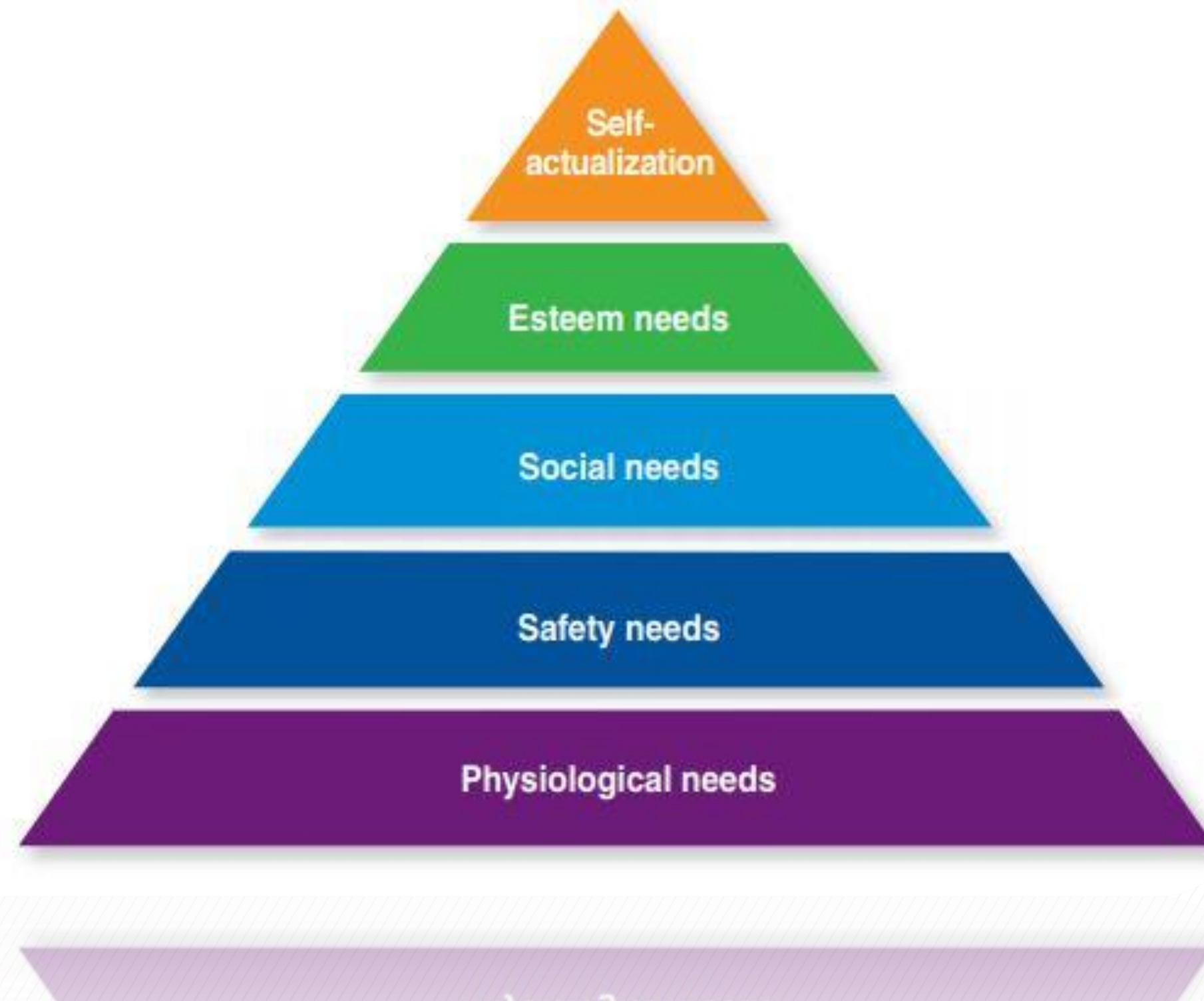
MOTIVATION AND MASLOW'S HIERARCHY OF NEEDS



Psychologist Abraham Maslow believed that to understand motivation at work, we must understand human motivation in general. It seemed to him that motivation arises from need. That is, people are motivated to satisfy unmet needs. Needs that have already been satisfied no longer provide motivation.

FIGURE 10.1 MASLOW'S HIERARCHY OF NEEDS

Maslow's hierarchy of needs is based on the idea that motivation comes from need. If a need is met, it's no longer a motivator, so a higher-level need becomes the motivator. Higher-level needs demand the support of lower-level needs. This chart shows the various levels of need. Do you know where you are on the chart right now?



HERZBERG'S MOTIVATING FACTORS



Another direction in managerial theory explores what managers can do with the job itself to motivate employees. In other words, some theorists ask: Of all the factors controllable by managers, which are most effective in generating an enthusiastic work effort?

In the mid-1960s, psychologist Frederick Herzberg conducted the most discussed study in this area. Herzberg asked workers to rank various job-related factors in order of importance relative to motivation. The question was: What creates enthusiasm for workers and makes them work to full potential? The most important factors were:

1. Sense of achievement.
2. Earned recognition.
3. Interest in the work itself.
4. Opportunity for growth.
5. Opportunity for advancement.

6. Importance of responsibility.
7. Peer and group relationships.
8. Pay.
9. Supervisor's fairness.
10. Company policies and rules.
11. Status.
12. Job security.
13. Supervisor's friendliness.
14. Working conditions.

Motivators	Hygiene (Maintenance) Factors
(These factors can be used to motivate workers.)	(These factors can cause dissatisfaction, but changing them will have little motivational effect.)
<ul style="list-style-type: none"> Work itself Achievement Recognition Responsibility Growth and advancement 	<ul style="list-style-type: none"> Company policy and administration Supervision Working conditions Interpersonal relations (co-workers) Salary, status, and job security

FIGURE 10.2 HERZBERG'S MOTIVATORS AND HYGIENE FACTORS

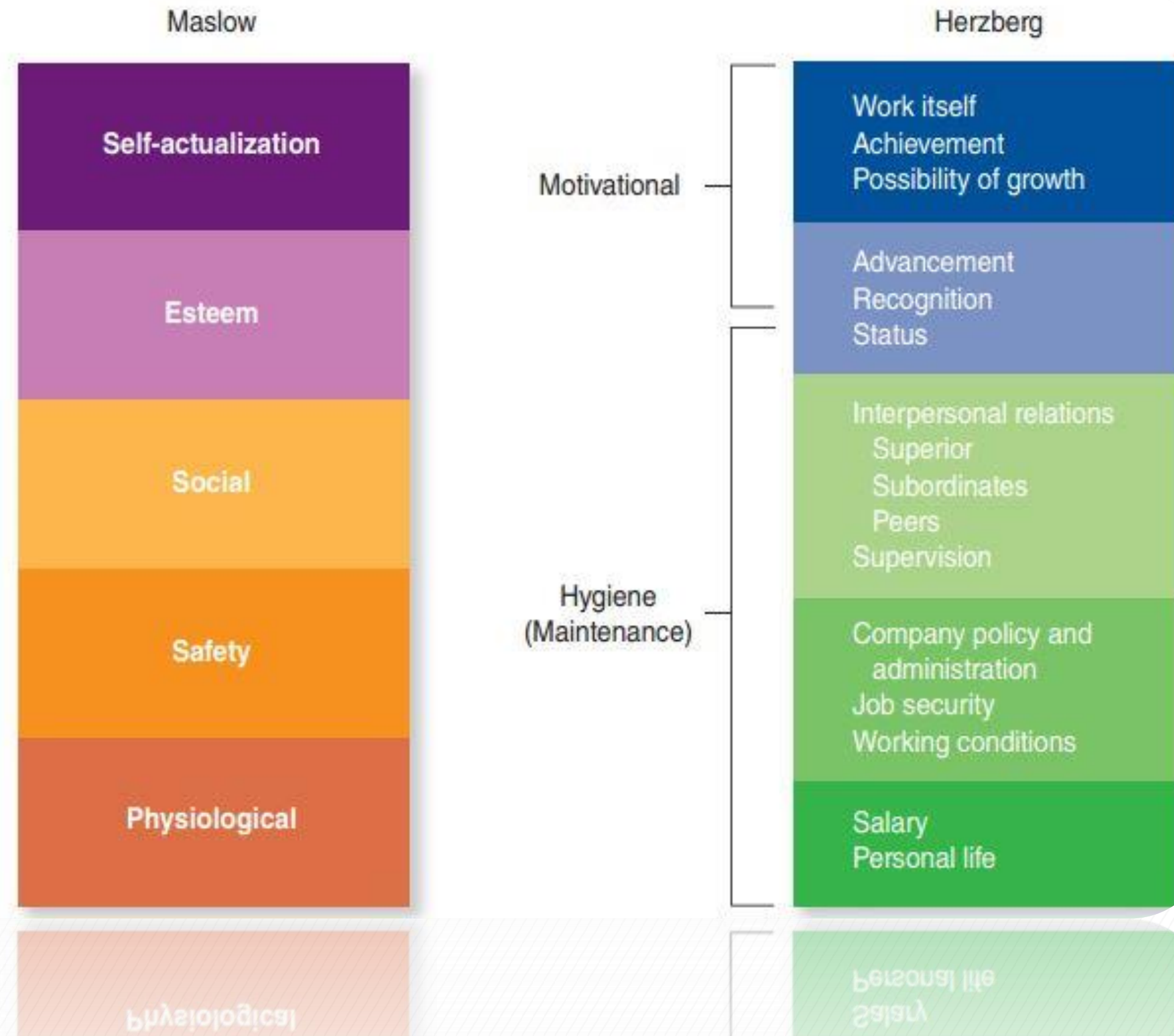
There's some controversy over Herzberg's results. For example, sales managers often use money as a motivator. Recent studies have shown that money can be a motivator if used as part of a recognition program.

Growth and advancement
responsibility

Salary, status, and job security
interpersonal relations (co-workers)

money
if used as part of a recognition program

FIGURE 10.3 COMPARISON OF MASLOW'S HIERARCHY OF NEEDS AND HERZBERG'S THEORY OF FACTORS



MCGREGOR'S THEORY X AND THEORY Y



The way managers go about motivating people at work depends greatly on their attitudes toward workers. Management theorist Douglas McGregor observed that managers' attitudes generally fall into one of two entirely different sets of managerial assumptions, which he called Theory X and Theory Y.

Theory X

The assumptions of Theory X management are:

- The average person dislikes work and will avoid it if possible.
- Because of this dislike, workers must be forced, controlled, directed, or threatened with punishment to make them put forth the effort to achieve the organization's goals.

- The average worker prefers to be directed, wishes to avoid responsibility, has relatively little ambition, and wants security.
- Primary motivators are fear and punishment.

Theory Y

Theory Y makes entirely different assumptions about people:

- Most people like work; it is as natural as play or rest.
- Most people naturally work toward goals to which they are committed.
- The depth of a person's commitment to goals depends on the perceived rewards for achieving them.
- Under certain conditions, most people not only accept but also seek responsibility.
- People are capable of using a relatively high degree of imagination, creativity, and cleverness to solve problems.
- In industry, the average person's intellectual potential is only partially realized.
- People are motivated by a variety of rewards. Each worker is stimulated by a reward unique to him or her (time off, money, recognition, and so on).

Google has its own state-of-the-art gym and resistance swimming pool to help employees work off the extra pounds. Large and colorful exercise balls are everywhere to remind employees to take care of their bodies. Can you think of any other examples of the kind of holistic concern for employees suggested by William Ouchi's Theory Z style of management?



of management?
Ouchi's Theory Z style

OUCHI'S THEORY Z

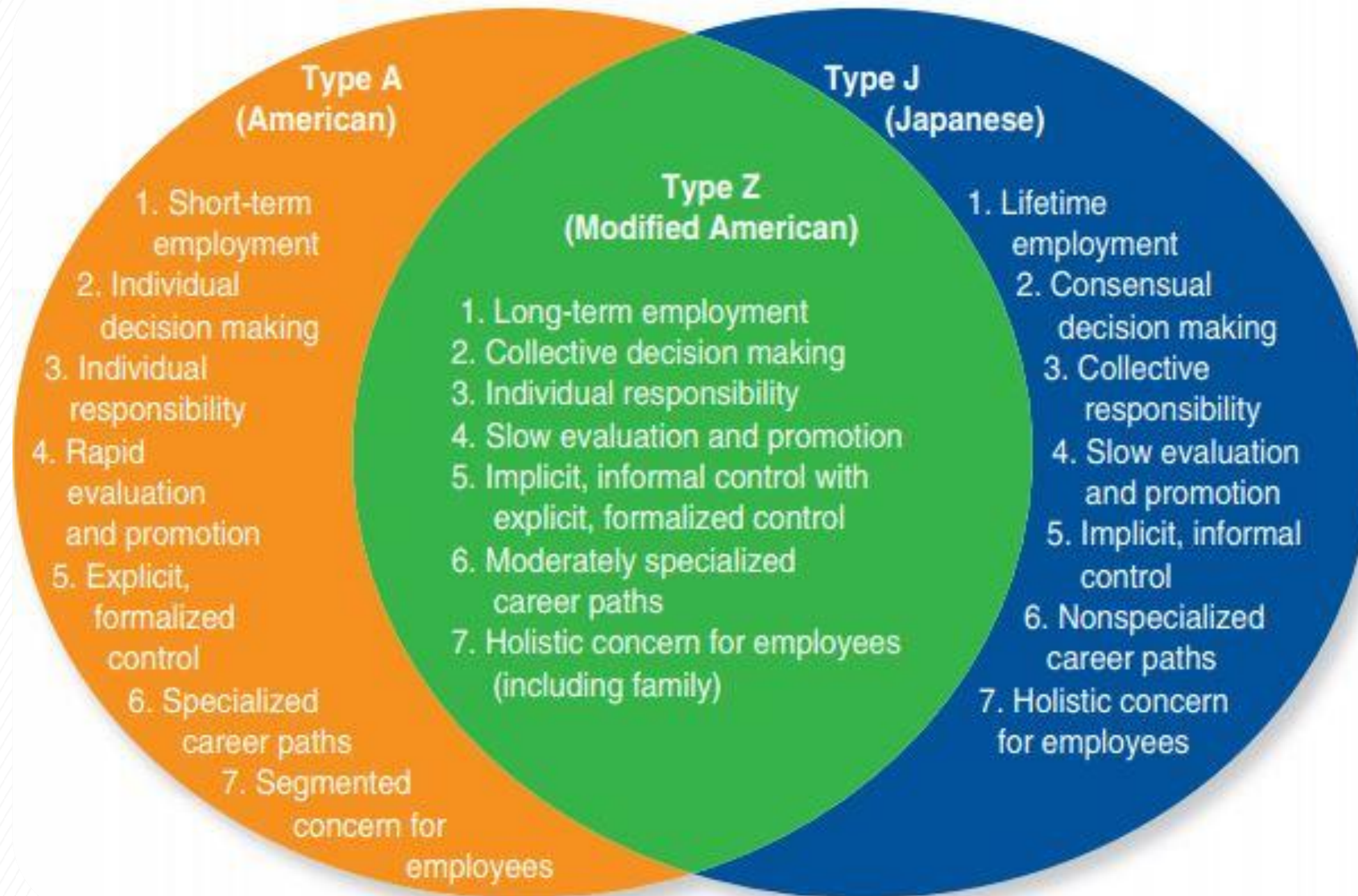


FIGURE 10.4 THEORY Z:
A BLEND OF AMERICAN
AND JAPANESE
MANAGEMENT
APPROACHES

THEORY X	THEORY Y	THEORY Z
1. Employees dislike work and will try to avoid it.	1. Employees view work as a natural part of life.	1. Employee involvement is the key to increased productivity.
2. Employees prefer to be controlled and directed.	2. Employees prefer limited control and direction.	2. Employee control is implied and informal.
3. Employees seek security, not responsibility.	3. Employees will seek responsibility under proper work conditions.	3. Employees prefer to share responsibility and decision making.
4. Employees must be intimidated by managers to perform.	4. Employees perform better in work environments that are nonintimidating.	4. Employees perform better in environments that foster trust and cooperation.
5. Employees are motivated by financial rewards.	5. Employees are motivated by many different needs.	5. Employees need guaranteed employment and will accept slow evaluations and promotions.

FIGURE 10.5 A
COMPARISON OF
THEORIES X, Y, AND Z

ANALYZE



ANALISIS-LAH HASIL VIDEO YANG SUDAH ANDA SAKSIKAN MENGENAI MOTIVASI PADA TENAGA KERJA !

Case: Google Factory Models



REFLEKSI

1. Informasi penting hari ini
2. Manfaat penting dari informasi penting hari ini
3. Tindak lanjut yang dapat saudara lakukan



That's all. Thank you! 😊

Any Questions?