



MOTIVATION AT WORK

Dewi Hardiningtyas, ST, MT, MBA



Motivation is the process by which behavior is energized and directed.

(Wexley & Yuki, 1977)



Motivation is “*a set of energetic forces that originates both within as well as beyond an individual’s being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration*” .

(Pinder, dalam Donovan, 2001, p.53)

Motivasi adalah sekelompok pendorong yang mempunyai ciri-ciri sebagai berikut:

- berasal baik dari dalam maupun dari luar individu;
- dapat menimbulkan perilaku bekerja;
- dan juga dapat menentukan bentuk, tujuan, intensitas, dan lamanya perilaku bekerja tadi.

CIRI – CIRI MOTIVASI INDIVIDU



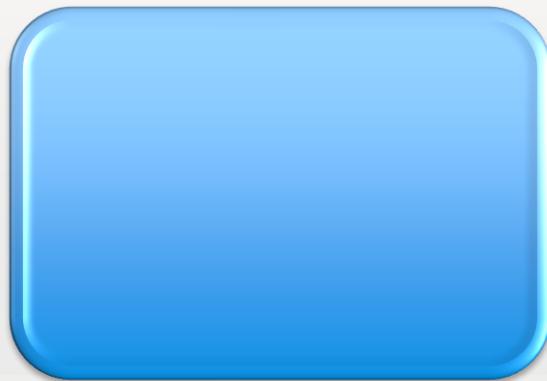
Majemuk

Berubah-
ubah

Berbeda-
beda

(beberapa)
Tidak disadari

TEORI MOTIVASI ISI



Maslow



ERG



Herzberg

Maslow's Hierarchy of Needs

Self-actualization

morality,
creativity,
spontaneity,
problem solving,
lack of prejudice,
acceptance of facts

Esteem

self-esteem, confidence,
achievement, respect of others,
respect by others

Love/belonging

friendship, family, sexual intimacy

Safety

security of: body, employment, resources,
morality, the family, health, property

Physiological

breathing, food, water, sex, sleep, homeostasis, excretion

MASLOW'S HIERARCHY OF NEEDS*

*AND THE SOCIAL MEDIA THAT FULFILL 'EM.

SELF-
ACTUALIZATION.

Mosity,
creativity
spontaneity,
problem solving
lack of prejudice
acceptance of facts

ESTEEM.

Self-esteem, confidence
achievement, respect
for self & others

之心/BELONGING.

friendship, family, sexual intimacy

SAFETY.

Security of body, of employment, of
resources, of the family, of health & property.

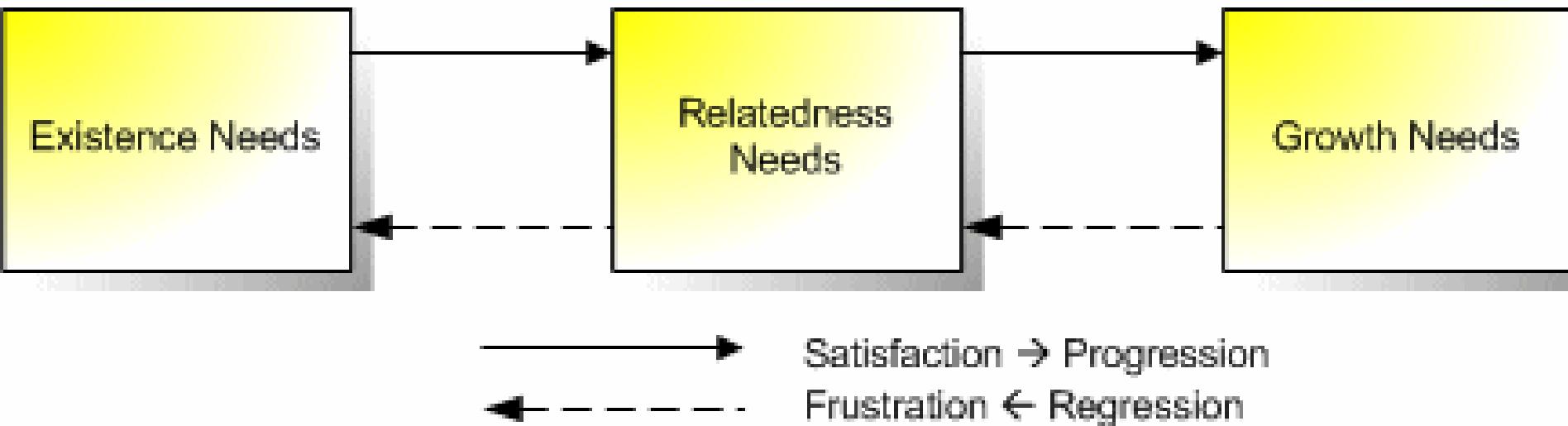
PHYSIO-
LOGICAL.

Breathing, food, water, sex, sleep,
homeostasis, excretion

SOCIAL
NEEDS.

The ERG Theory

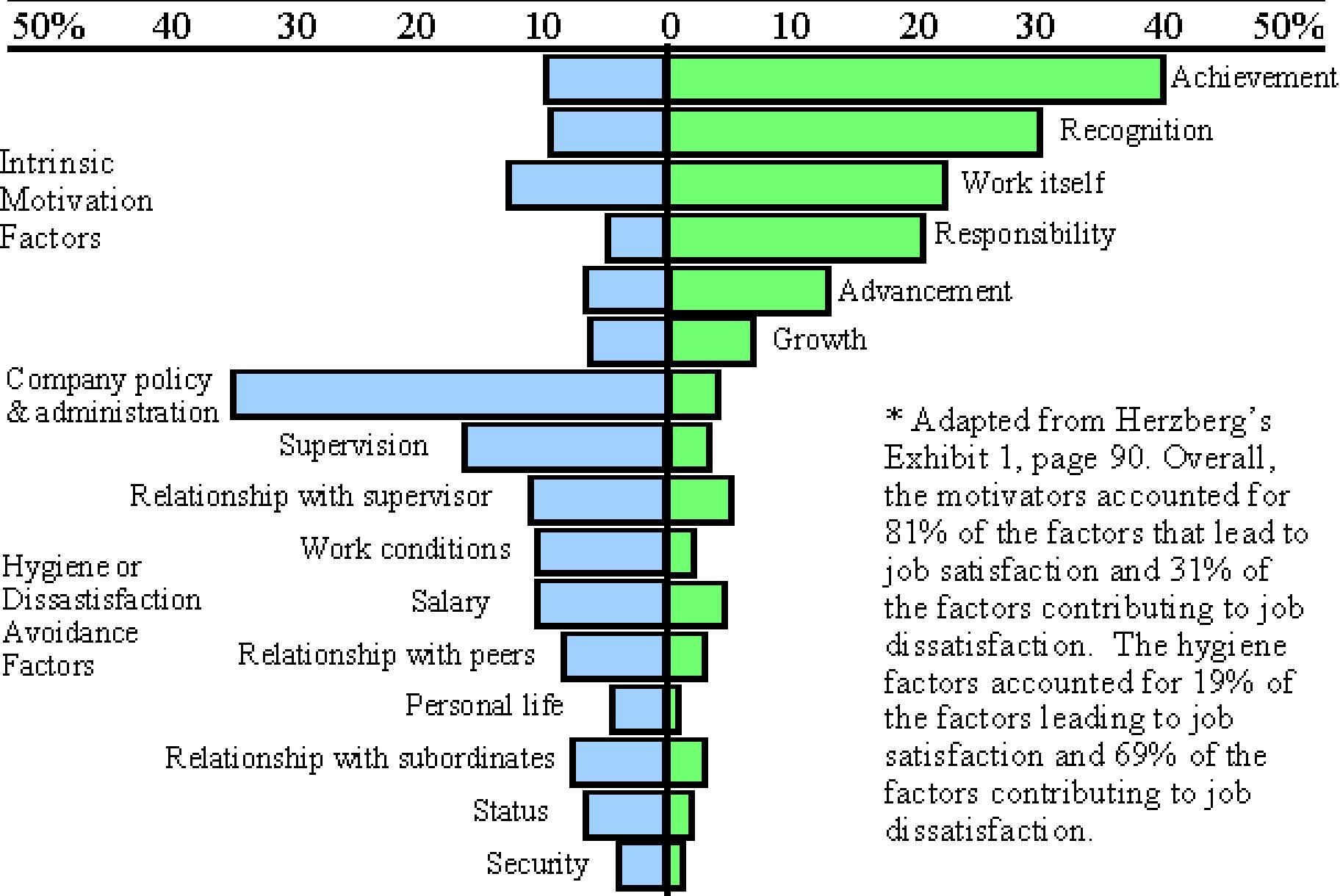
Clayton Alderfer's ERG Theory



Factors Affecting Job Attributes as Reported in 12 Investigations*

Factors characterizing 1,844 events on the job that led to extreme dissatisfaction

Factors characterizing 1,753 events on the job that led to extreme satisfaction



* Adapted from Herzberg's Exhibit 1, page 90. Overall, the motivators accounted for 81% of the factors that lead to job satisfaction and 31% of the factors contributing to job dissatisfaction. The hygiene factors accounted for 19% of the factors leading to job satisfaction and 69% of the factors contributing to job dissatisfaction.

Comparison of three model

Maslow	ERG	Herzberg
Self-actualization	Growth	Motivators
Ego	Relatedness	
Social	Existence	Hygiene factors
Safety		
Physical		

TEORI MOTIVASI PROSES



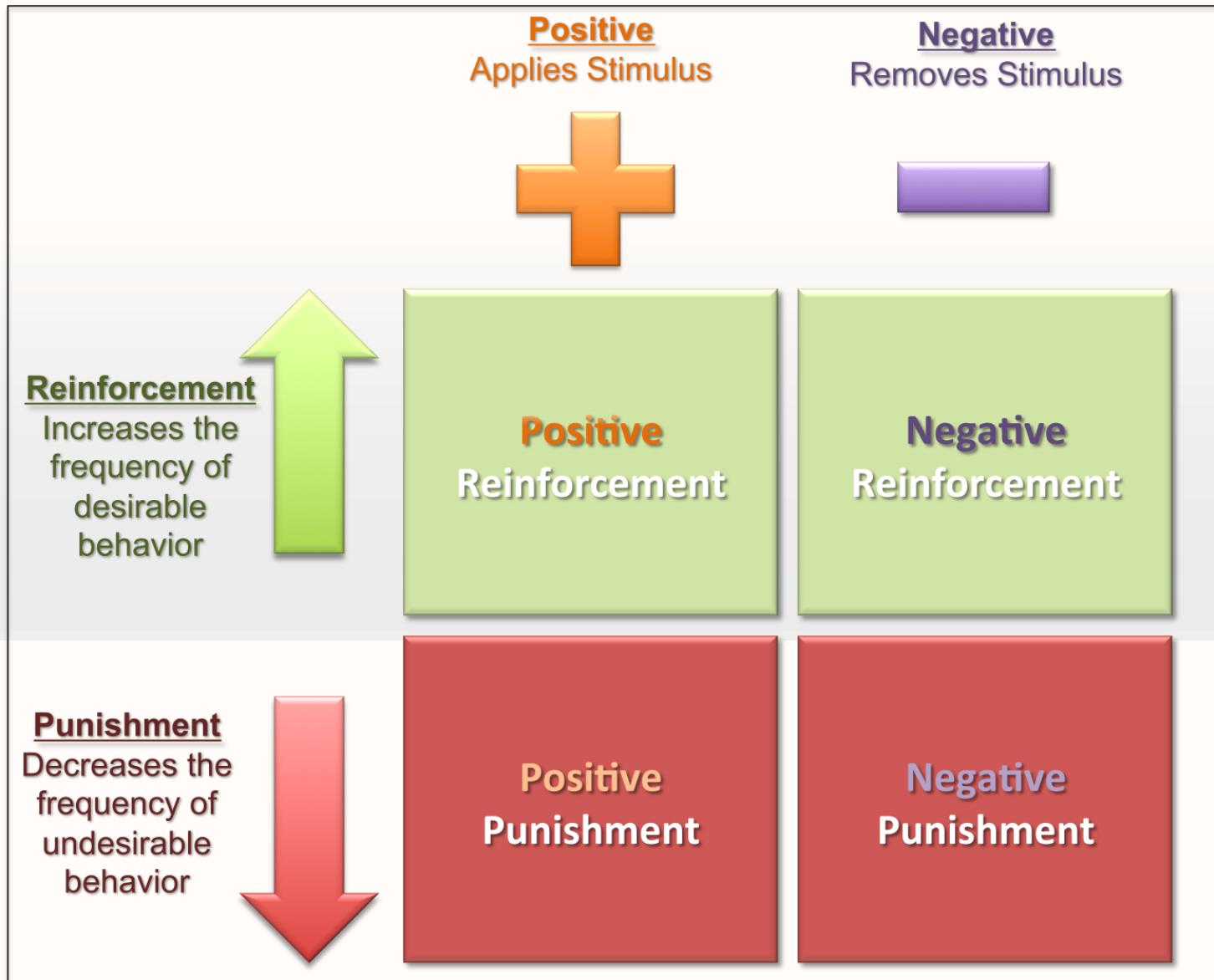
REINFORCEMENT

GOAL SETTING

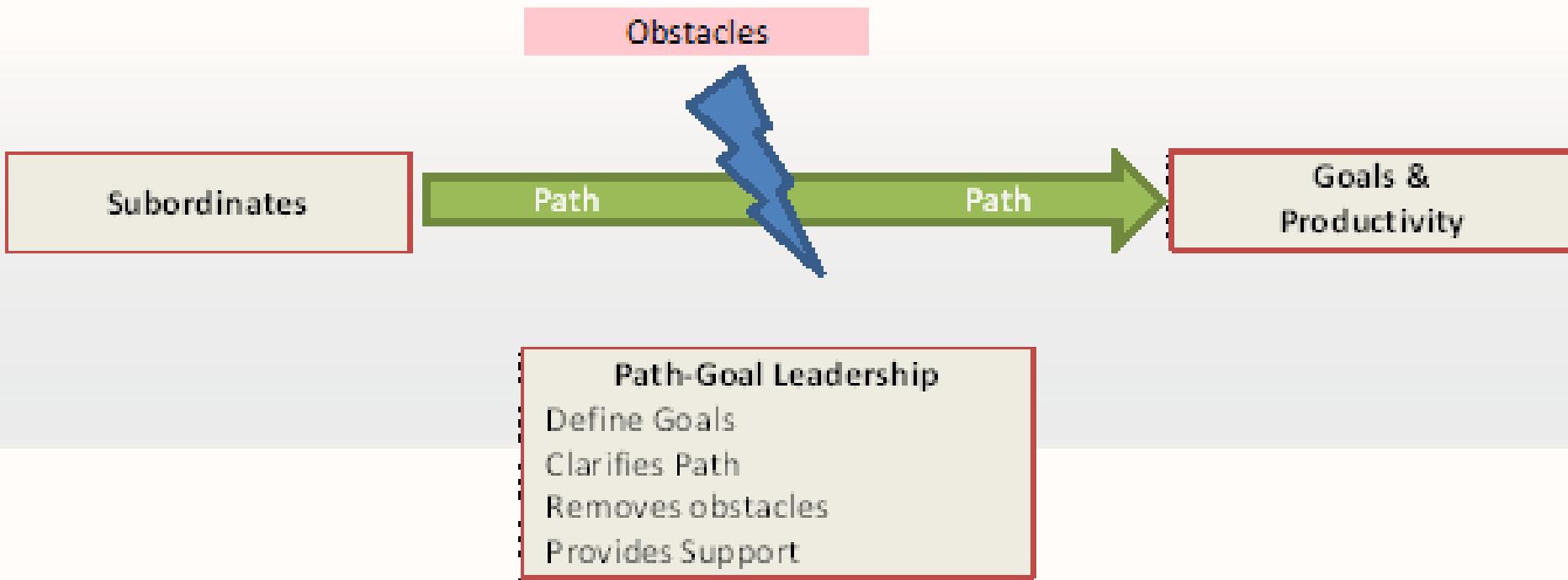
EXPECTANCY

EQUITY

Reinforcement Theory

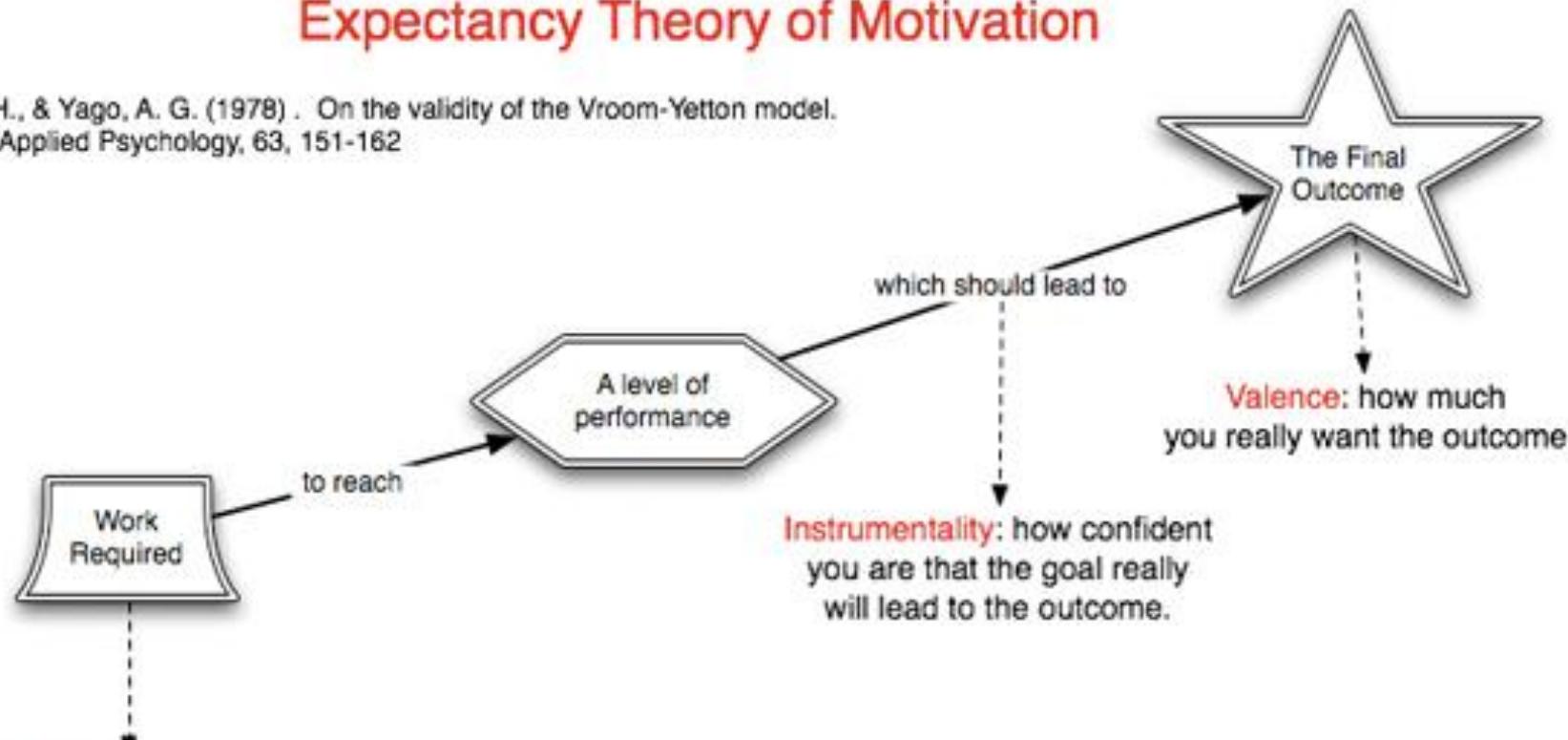


Goal Setting Theory



Expectancy Theory of Motivation

Vroom, V.H., & Yago, A. G. (1978). On the validity of the Vroom-Yetton model. Journal of Applied Psychology, 63, 151-162



Expectancy: how confident you are that if you put in the effort required you will actually reach the goal.

Low motivation = you don't think you can do the work that's required (low expectancy)
+ you don't think you'll get the outcome even if you do the required work (low instrumentality)
+ you don't really want the outcome that much (low valence for the outcome)

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High motivation = you're confident you can do the work that's required (high expectancy)
+ you're confident that you'll get the outcome if you do the work (high instrumentality)
+ you really want the outcome (high valence for the outcome)

Expectancy Theory

$$P = M \times A$$

Performance = Motivation x Ability

1964

Model
Vroomian

1967

Model
Lowler &
Porter

1974

Model
Aderson &
Butzin

Model Vroomian

$$P = f(M \times A)$$

$$M = I \times V \times E$$

Instrumentally

- seberapa besar hubungan antara prestasi kerja dengan hasil kerja yang lebih tinggi

Valence

- seberapa penting si pekerja menilai penghasilan yang diberikan perusahaan kepadanya

Expectancy

- seberapa besar kemungkinan jika mereka melakukan perilaku tertentu mereka akan mendapatkan hasil kerja yang diharapkan

Model Lawler and Porter

$$P = E \times A \times RP$$

Effort

- Banyaknya energi yg dikeluarkan seseorang dalam situasi tertentu.

Abilities

- Karakteristik individu

Role Perceptions

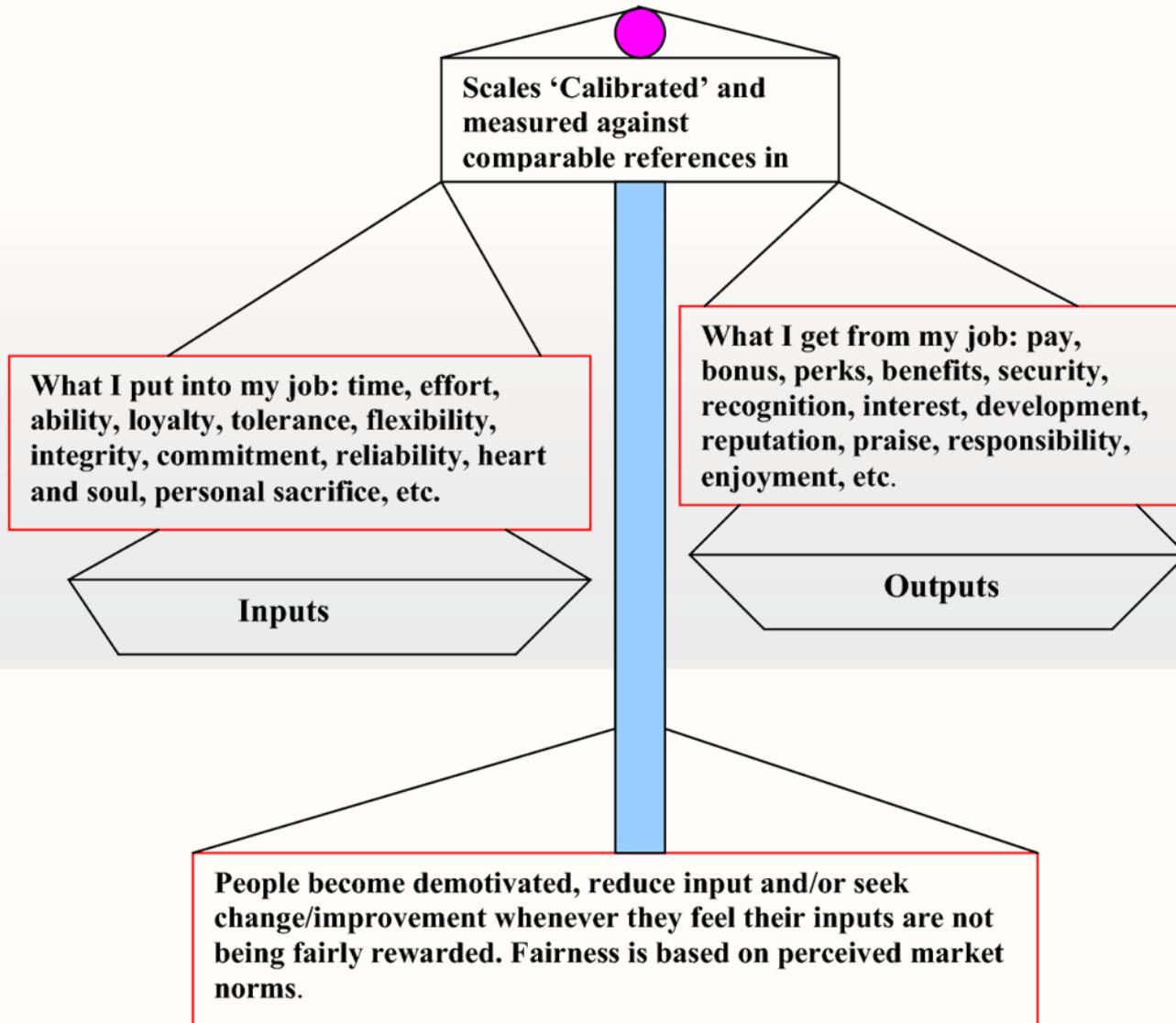
- Kesesuaian antara effort yg dilakukan seseorang dengan pandangan atasan

Model Anderson & Butzin

$$FP = PP + (M \times A)$$

Future Performance = Past Performance + (Motivation x Ability)

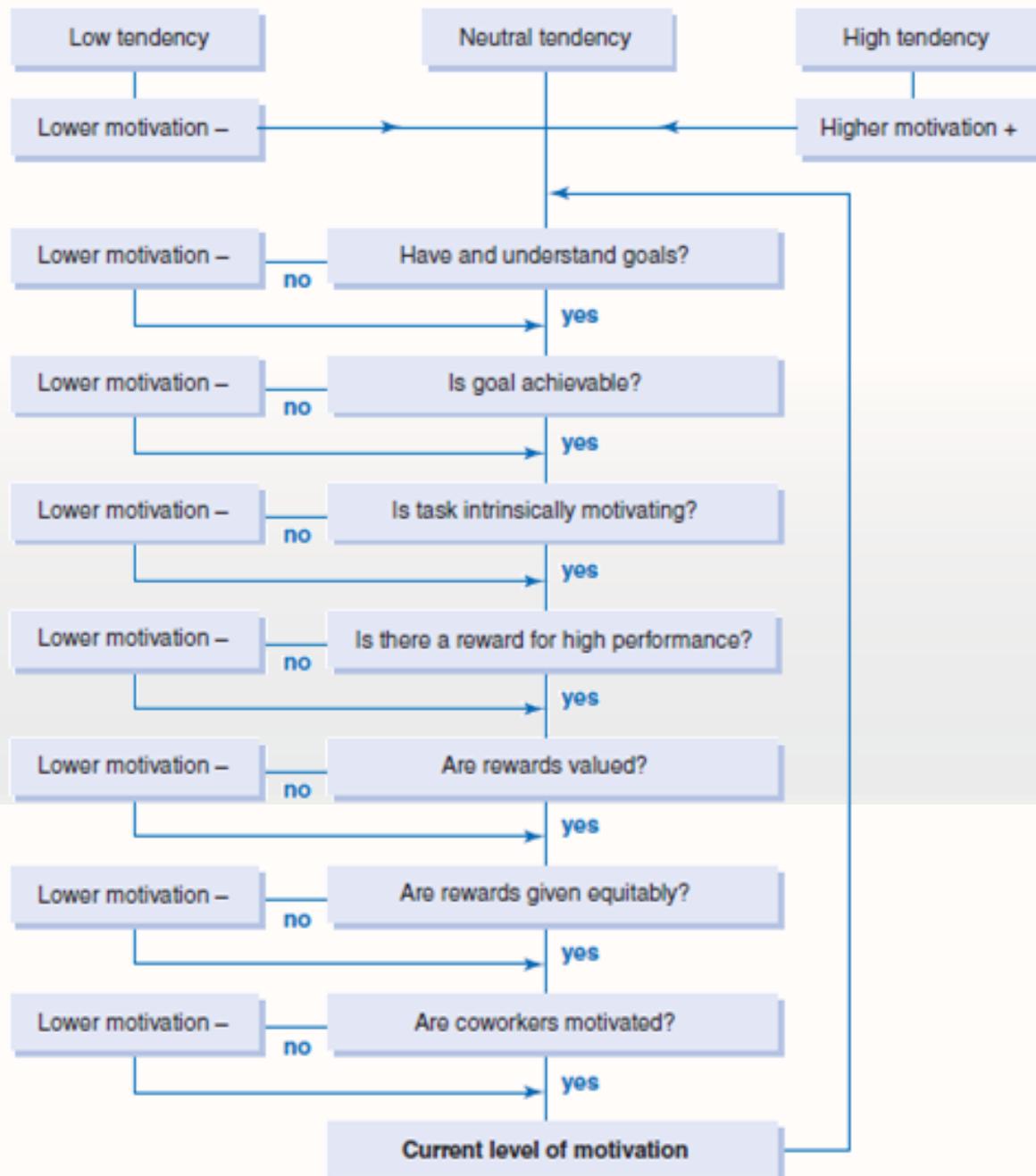
Equity Theory



Motivation Flowchart

Personal Tendency Toward Motivation

Individual differences
Consistency theory



STUDI KASUS

- Setelah adanya PHK besar-besaran, motivasi pekerja di sebuah perusahaan menjadi rendah. Ketika perusahaan memecat karyawan yang telah memberikan kontribusi berupa kerja keras dan keahlian, karyawan mempersepsi bahwa ketidakadilan telah terjadi. Situasi diperburuk karena prosedur PHK yang dilakukan hanya dengan memberikan memo dari manajemen level bawah, tanpa adanya pertemuan tatap muka antara karyawan dengan manajemen.
- **Analisa kondisi ini berdasarkan EQUITY THEORY dan EXPECTANCY THEORY! Rekomendasikan alternatif solusinya!**

Meningkatkan Motivasi Kerja

Peran Pemimpin

- Bersikap tegas
- Menentukan tujuan bersama

Peran Diri Sendiri

- Tipe X → Reaktif
- Tipe Y → Proaktif
- Apa nilai / *value* dari bekerja?

Peran Organisasi

- Kebijakan / peraturan perusahaan
- GKM / *Quality Circle*
- Lingkungan kerja kondusif



Creativity in Individuals

A Function of Resources, Motivation, & Creative Thinking

Creative Thinking Skills

- your capacity to think outside the box and put existing ideas together in a new combination



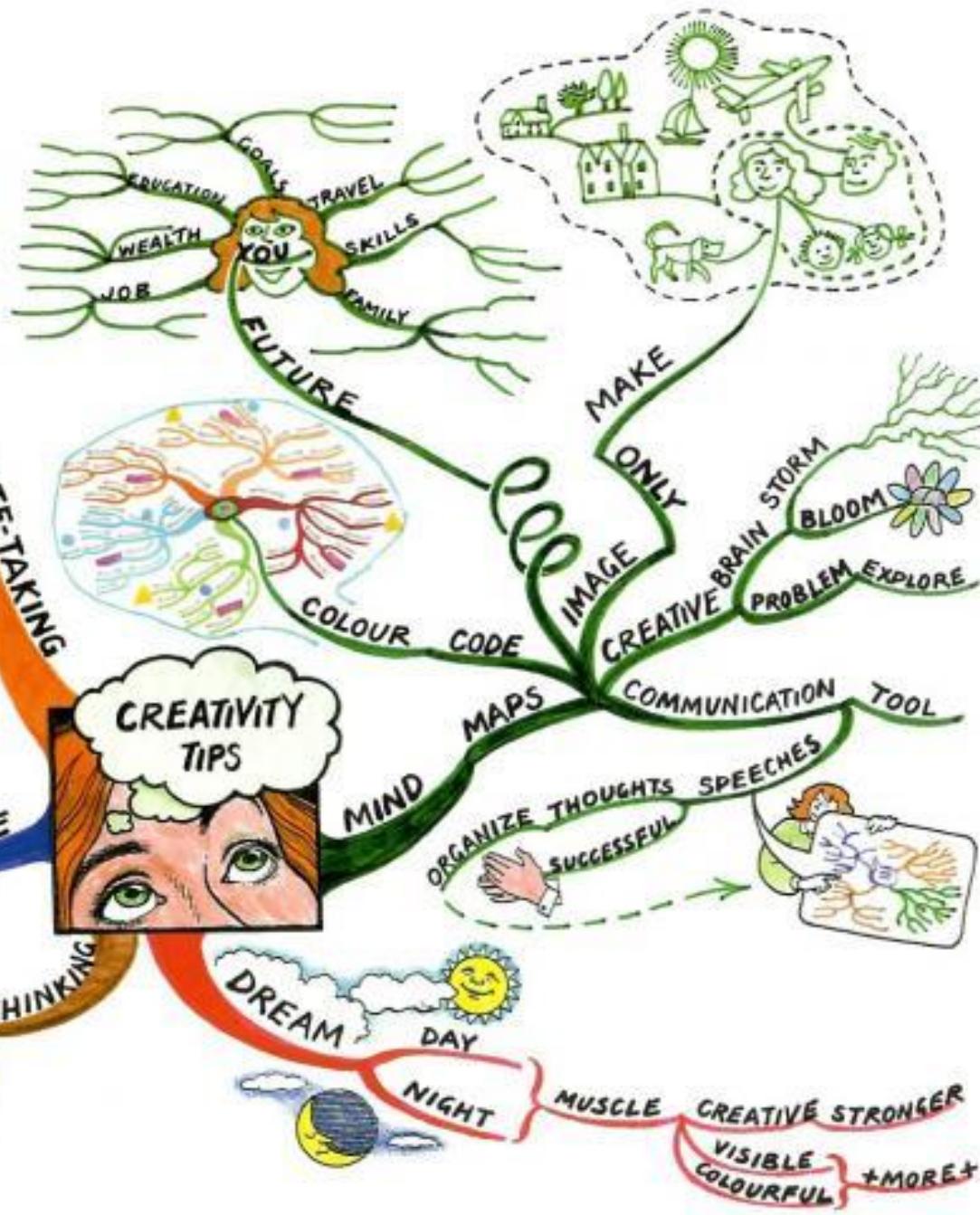
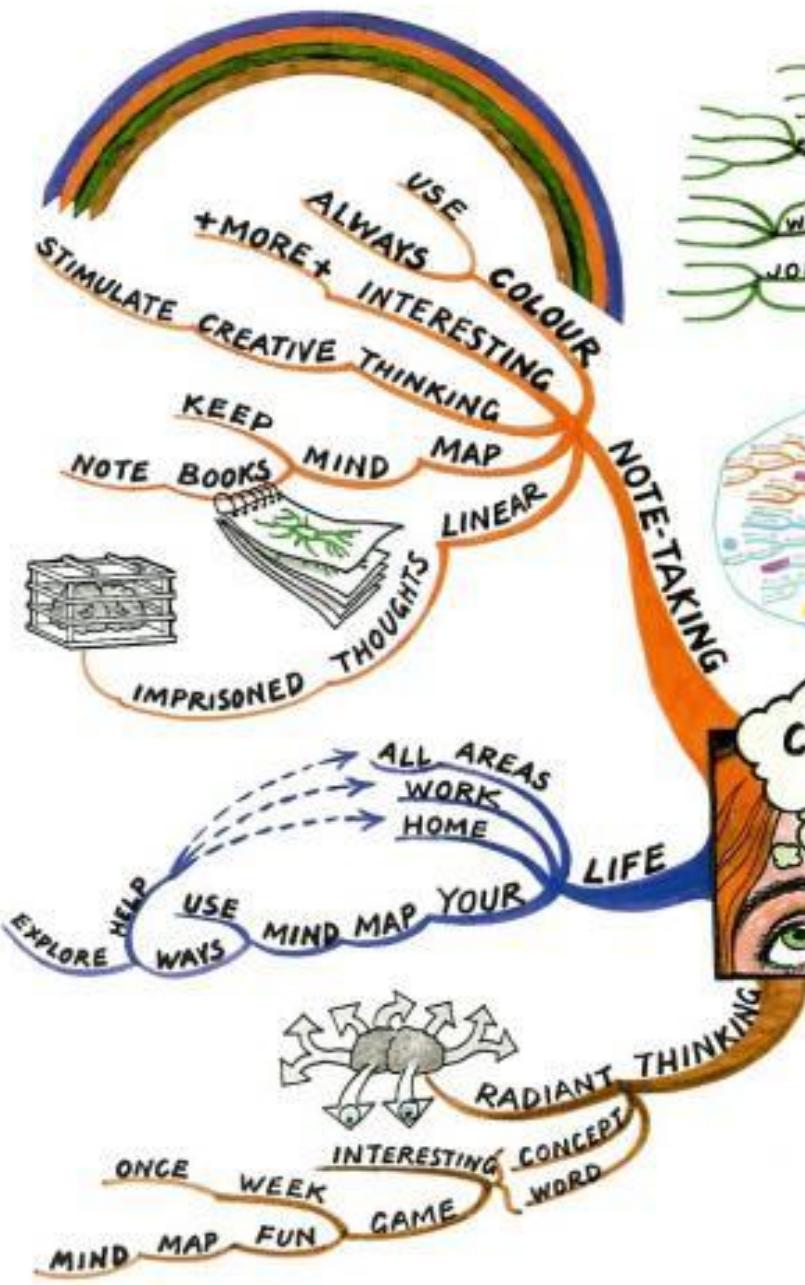
CREATIVITY

Resources

- your knowledge, expertise, and access to relevant information

Internal Motivation

- motivation from within; your need or passion to be creative



Progress / Innovation



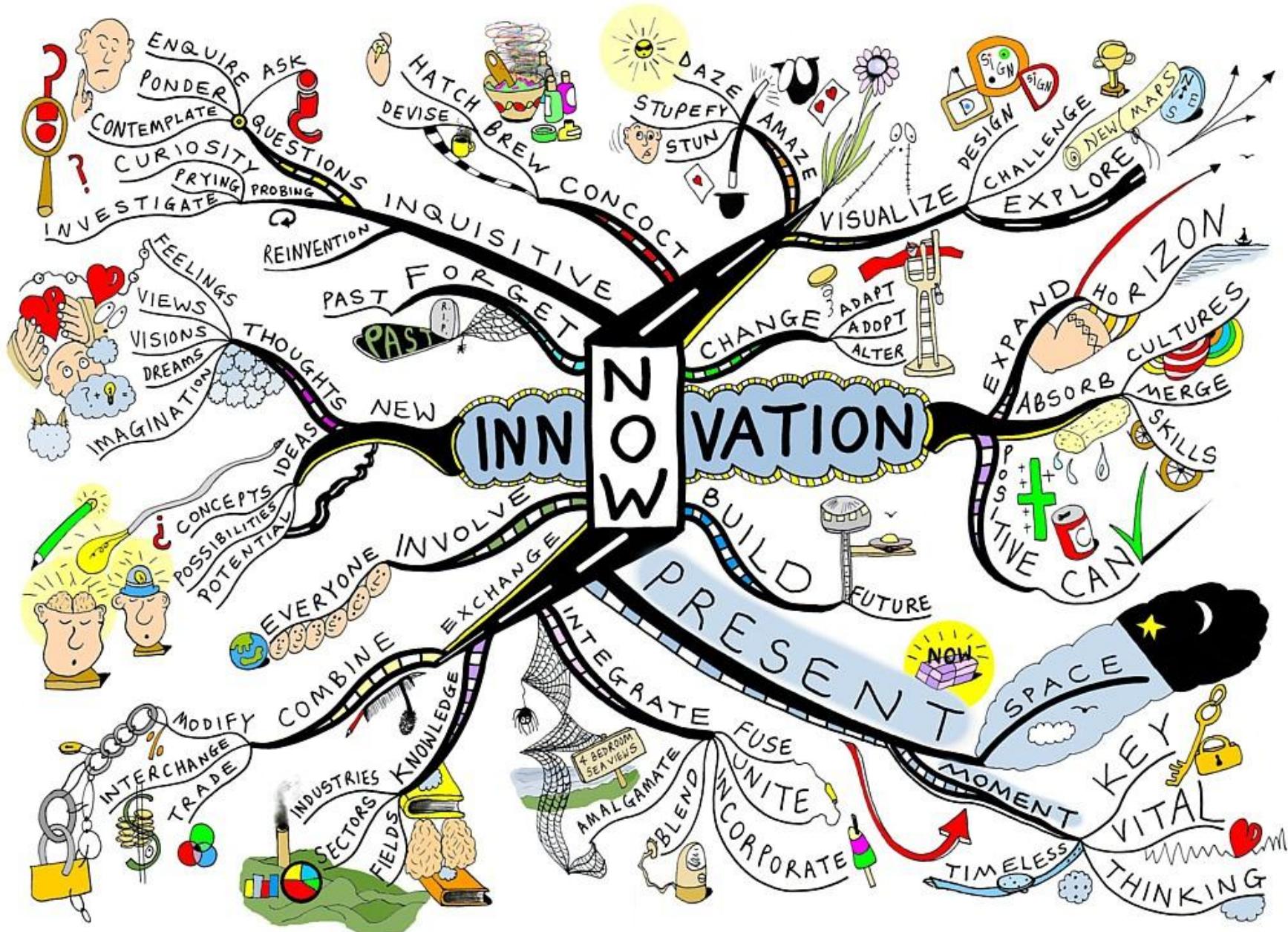
Linear, slow
Proprietary knowledge
Ideas as strategic advantage
Mentors
Learn by reverse-engineering
Progress by "Shoulders of Giants"
Wisdom of experts

Old (closed)



Exponential, networked, quick
Shared knowledge
Ideas "paid forward"
Micromentors
Lessons-learned benefit all
Progress by "The Mosh Pit"
Wisdom of crowds

New (open)



THANK YOU!

