Analysis of Factors Affecting Motivation of Manager Work

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Abstract

Companies in running their operations must be supported by the availability of reliable human resources that can work well in order to create a good company performance. Characteristics of work have a strong relationship in directing the motivation of the manager's work so that managers will have the achievement of the results of activities that are supported by the characteristics of the work of its employees. Motivation will move when all employees working in the company really feel a comfortable organization climate and all employees have different skills so that employee shortcomings can be met with different employee skills. The role of managers is needed in moving employee motivation through various efforts of managers in moving employee work motivation is expected to get better and better. Organizational climate within the company will be created by the interaction between fellow employees and between employees with superiors that occur so far where the behavior and attitude of employees will be formed with the climate organization. Organizational climate is very important to be discussed at this time because the organizational climate will create an atmosphere of comfort of people working within the company that can encourage employees to work sincerely so that the achievement of corporate goals can be achieved well within a predetermined time through the decision of the company's work meeting. From result of research can be explained that job characteristics have relation to work motivation of manager equal to 60% and organization climate also have relation to work motivation manager equal to 34%. Then simultaneously can be explained that the two independent variables (work characteristics and organizational climate) have a relationship to the dependent variable (work motivation) of 76%.

Keywords: Job Characteristics, Organ izational Climate and Work Motivation.

1. Introduction

In a company that has many employees of course expected to have a lot of expertise so that the constraints of human resources can be overcome because the existing employees in the company have many skills so that they can replace each other. The skills possessed by the employee should be tailored to the needs of the company in which the skill is gained by employees for the experience they have while working in the company and the level of education it has.

To direct the company in achieving its goal required a manager who is able to manage all the business activities of the company well so that all resources in the company can be driven to the maximum.

The presence of a manager within the company is expected to improve all employee activities within the company in order to achieve company performance for a certain time [1, 2, 3] . Managers as corporate leaders must provide a good role in managing all the potential of the company to realize collectively between the goals of employees with corporate goals. Each manager has the type and style of leadership that can affect the human behavior to work better or more unfavorable because the managerial leadership style can provide an example to subordinates.

In carrying out its role in the company then the manager must open the communication to his subordinates so as to build a conducive working atmosphere that encourages employees to work. Job characteristics have a strong relationship to job design where job design shows the process by which management determines the duties and authority of individual members of the organization. [4,5,6,7].

The company must create a comfortable and calm environment so that employees who work in the company can create well where this can happen because of the atmosphere of tranquility in the corporate environment.

Organizational climate within the company will be created by the interaction between fellow employees and between employees with superiors that occur so far where the behavior and attitude of employees will be formed with the climate organization.

Organizational climate is the environment or working conditions that occur within the company that can change attitudes and human behavior that exists within the company will also provide a meaningful contribution to the motivation of work. [8,9,10].

Motivation will move when all employees working in the company really feel a comfortable organization climate and all employees have different skills so that employee shortcomings can be met with different employee skills.

The role of managers is needed in moving employee motivation through various efforts of managers in moving employee work motivation is expected to get better and better.

Performance managers can be measured by how much effort made by managers in motivating the work of employees and companies.

1.1.Formulation of the Problem

With the phenomenon or situation that occurred in the field can be explained as follows:
1. How big is the relation of job characteristics to work motivation of manager?

2. How big is the organization's climate relationship to the manager's work motivation?
3. How big is the relation between independent variable of work characteristic and independent variable of organization climate to dependent variable of work motivation of manager.

2. Theoretical Description

2.1 Job Characteristics

In a company consists of a large number of workers who have different behaviors and this difference is the capital for the company to manage well in creating the productivity of the company.

Job design is an activity that relies on the effort to engineer everything related to a job and it also integrates job content (task, function, and relationship), rewards and required qualifications (skills, knowledge, ability) to every job.

[10] said that the characteristics of the work put forward the work situation in the company and create work motivation and work experience of employees for the work it performs with the following measurements:

1. Different skills.
2. Task Identity.
3. Important tasks.
4. Autonomy.
5. Feedback.

2.2 Climate Organization

All activities that exist within the company will be affected by the interaction of all employees within the company that produce a working condition called the work environment.

Organizational climate is very important to be discussed at this time because the organizational climate will create an atmosphere of comfort of people working within the company that can encourage employees to work sincerely so that the achievement of corporate goals can be achieved well within a predetermined time through the decision of the company's work meeting.

According to [11] said that the organizational climate is the organizational psychological structure that is as a feeling, personality or character of the organizational environment perceived members of the organization as a result of his perception.

Litwin and Stringer [12] say that the organizational climate is the organizational psychological structure that is as a feeling, personality or character of the organizational environment perceived members of the organization as a result of his perception consisting of the following dimensions :

1. Responsibility is related to responsibility for the level of task completion delegated to the members of the organization.
2. Standard is related to the provisions set by the organization about the quality of work of members of the organization.
3. Conflicts are related to managers and other employees who want to hear different opinions.
4. Reward is associated with rewards for every work done.
5. Structure that is related to employees has limits in an organization.
6. Risks are related to the ability to take risks and challenges in the work.
7. Support is related to the assistance received from managers and other employees within an organization.
8. Identity is related to our existence in an organization and how valuable we as a member of an organization.
9. Warmth is related to friendship that exists in the working atmosphere in an organization.

2.3. Motivation

In a simple sense it is said that the motivation consisted of the word "Movere" which ruled from the Lathin language which means encouragement. The human being as a living mahkulk must have a high work motivation that will change his behavior to work energetically resulting in increased output over time.

Dessler [13] says that motivation of work is a human self-encouragement that creates a spirit of work that can change human behavior by adjusting to the work environment. Victor H. Vroom [14] says that everyone will work maximally when the people who work have the confidence that they will be rewarded for the performance of employees in the form of salaries and other forms of compensation applicable in their respective companies.

Motivation is a theory of hope that explains that hope is the impetus or strength that is in the human self to act on certain ways that are expected to give results to individual performance.
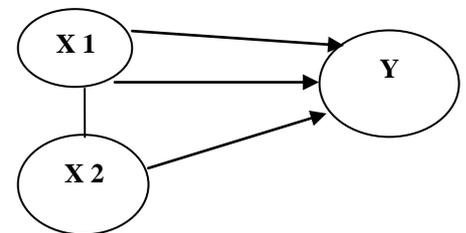
In theory hope can be explained that everyone believes that when employees do a good job will get an award where the motivation will affect employee behavior to work well.

Then the theory of hope explains the three relationships are:
1. Effort Performance relationship is a belief for employees will hope for a good work.
2. Performance-reward relationship is the belief that employees if doing certain jobs will get certain results as well.
3. Rewards-personal goals relationship is the expectation of appreciation for individual work performance so that individuals have hope will get rewards in achieving personal goals.

2.4. Framework of Thinking

Based on the problems presented can be formulated framework of thinking as in the picture below:

Explanation:
X 1 = Job Characteristics
X 2 = Organizational Climate
Y = Work Motivation.

Premise
The premise is the basic logic of thought which can give rise to a hypothesis with the support of previous theories and results of research and the literature so as to connect the different variables.
With the basic logic of thought and frame of mind and the existing literature can be born the premise as follows:
Premise 1
Internal motivation and external motivation can nurture and empower individuals to be creative in work such as: structure, organizational climate, leadership style, and reward system, job characteristics, human resource development policies [19, 23, 24]
Premise 2
Motivation of work is a job impetus that is the level of effort that individuals are deployed to achieve job goals. The level of effort mobilized will basically depend on a strong expectation so that the individual has a belief that what they do will get good results.

Premise 3

Different job characteristics will encourage employees to be more challenged to solve them so as to increase employee work motivation [17, 18].

Premise 4

Organizational climate is a term used to describe the organizational psychological structure that is as a feeling, personality or character of the organizational environment perceived by members of the organization as a result of its perceptions that can be analyzed based on the dimensions: 1. Responsibility, 2. Standard, 3. Conflict, 4 Reward, 5.Structure, 6. Risk, 7. Support, 8. Identity, 9. Warmth.
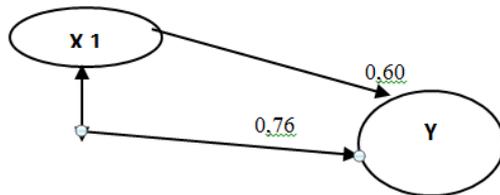
2.5. Hypothesis

Based on the theoretical basis, the framework of thought and the premise it can be concluded the hypothesis:

1.   There is relationship of job characteristics to work motivation manager.
2.   There is an organizational climate relationship to the manager's motivation.
3.   There is a mutual relationship between independent variable of job characteristics and independent variable of organizational climate with dependent variable of work motivation of manager.

3. Research Methodology

The place of research is BUMN Perkebunan in North Sumatera and that used as research subject number of managers in BUMN Plantation in Sumatera Utara number of 141 people.

Population Research

Respondents are all managers in the SOE Plantation in North Sumatera called the population and as a whole are used as research samples.

3.1. Data Collection Technique

In conducting the research, the data were collected using the research instrument:

1.   Observation is the research that proceeded by direct observation on the phenomenon that is happening in one case in the field.
2.   Interview is a technique used to collect data directly from respondents by conducting direct interviews.
3.   The questioner is collecting information from the respondent by distributing the questionnaire to the respondent.
4.   Library research is to collect all the books that support the theories used in this study.

3.2. Test Data

In conducting this research, the data needed as a tool to answer the problems that exist in the field where the data is collected by the researcher by using the research instruments are: observation, interviews, division of questionnaires and libraries.

The data already collected should be tested by:

1.   Test the validity of the ability of research tools (research instruments) to explain something to be measured. [17, 18, 19, 20, 21,22].
2.   Test Reliability is to explain about the data collection tool whether it has the accuracy and accuracy and consistency in revealing an event that occurred in the field at different times.

2.1.1.   Structural Equation Modeling (SEM) is a tool that explains the relationship between independent variables with dependent variable.

3.3 Analysis and Evaluation

Based on the results of data analysis can be explained that:

1.   The relationship between the characteristics of work to work motivation is equal to 0.60 or 60%.
2.   Then the relationship between organizational climates to work motivation is equal to 0.34 or 34%.
3.   Simultaneously can be explained that the influence of independent variables together affect the motivation of work is equal to 0.76 or 76%.

A characteristic of a strong manager's job will create three critical psychological conditions (sense of meaning, responsibility, knowledge of actual results) in the thinking of work: Experience the work as meaningful that the individual gets a job whose outcome has a role and significance and is taken into account for the value of a person or the whole system.

2. Experience the responsibility that the individual gets work experience with values and responsibilities are clear and meaningful from the results achieved work.

3. Knowledge of the result that the individual must have knowledge about the results of his work.

Organizational climate created through a concept that explains how the situation of work or job atmosphere within a company so that the results seen is the occurrence of increased motivation of work managers within the company.

The working atmosphere explains the comfort and security of working within the company where all employees working in the company feel the atmosphere is conducive so that they are motivated to work by producing good performance.

Then can be emphasized that the climate organization is the work environment within the company perceived employees in the company is very pleasant due to the relationship between fellow employees and employee relationships with a harmonious boss resulting in employees who work feel the comfort and security work in the company.

6. Conclusion

1.   Characteristics of work according to the perception of managers have characteristics strong enough because the nature and behavior of the manager's job that requires the diversity of skills and skills, the job has an identity, the work is very important for the company's outcome and environment, the manager has the autonomy in carrying out their work and have feedback for the results of his work.
1.   Companies have a conducive organizational climate that can support managers to work optimally and a conducive organizational climate will be able to change attitudes and behaviors of employees in the work so that what the goals of the company and employees can be achieved.
2.   Simultaneously work characteristics and organizational climate have a strong relationship to the motivation of the manager's work.

4.1. Suggestion

1. To create the influence of job characteristics on motivation, the organization needs to redesign the job (job design) so as not to be monotonous and does not cause boredom of work and the manager is given freedom in determining his work schedule and determine the procedure so as to increase the responsibility of the employee for the result of his work.
2. Organizations need to create a conducive, dynamic, flexible and fun work environment for their members so that members of the organization can work well, relax, professional and able to encourage morale.
3. The motivation of the manager's work can be enhanced by the way the organization should familiarize its recognition of the achievements of its members both in the form of verbal compliments, other more challenging assignments, placards and incentives.

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