

INDIVIDU DI DALAM ORGANISASI

MOTIVASI DI DALAM ORGANISASI

- mendefinisikan motivasi dan menjelaskan pentingnya motivasi di dalam perilaku organisasional
- mendeskripsikan teori hirarki kebutuhan dan rekomendasinya untuk memperbaiki motivasi di dalam organisasi
- mengidentifikasi dan menjelaskan kondisi dimana penyusunan tujuan dapat digunakan untuk memperbaiki kinerja (preatsi kerja)
- mendeskripsikan keadilan distributif, keadilan prosedural, dan keadilan interaksional, dan menjelaskan bagaimana keadilan tersebut dapat diterapkan untuk memotivasi orang di dalam organisasi
- mendeskripsikan teori ekspektasi dan bagaimana menerapkannya di dalam organisasi
- membedakan antara perluasan pekerjaan (*job enlargement*), pengayaan pekerjaan (*job enrichment*) dan model karakteristik pekerjaan sebagai teknik untuk memotivasi karyawan

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MOTIVASI DI DALAM ORGANISASI: SIFAT DASAR

Motivasi berasal dari bahasa latin - *move* artinya to move

- **MOTIVASI**
proses yang membangkitkan, mengarahkan, dan mempertahankan perilaku manusia untuk mencapai beberapa tujuan



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- **Titik awal motivasi**
Motivasi diperkirakan berkaitan dengan kebutuhan dan tujuan
- **Kebutuhan**
Kekurangan yang dirasakan seseorang pada saat tertentu, baik berupa fisiologis, sosial, maupun psikologis
- **Tujuan**
Hasil/kondisi yang diinginkan oleh seseorang

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The Motivational Process: An Initial Model



VI. Need deficiencies reassessed by the employee
"I still want the promotion. I've got to try another approach"

I. Need deficiencies
"I want to perform well to earn the promotion"

II. Search for ways to satisfy needs
"I need to show the manager that I want the promotion – work on tough assignments, work extra hours, help co-workers"

III. Goal-directed behavior
"The promotion"

IV. Performance (evaluation of goal accomplished)
"Highest ratings on quantity, quality, & cost containment"

V. Reward or punishment
"Receives recognition award; granted the opportunity to attend training program"

The employee

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- **ARTI PENTING MOTIVASI**
Motivasi merupakan faktor penting yang mempengaruhi prestasi. Namun motivasi bukan merupakan satu-satunya faktor, faktor lain misalnya kemampuan, usaha, dan pengalaman

Motivasi berkaitan dengan:

1. Arah perilaku
2. Kekuatan respon
3. Persistensi perilaku

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- **KOMPONEN DASAR MOTIVASI**



NEEDS
Arousal
Saya ingin mencapai target penjualan

DRIVES
Direction
Kerja lembur
Membuat penawaran lebih banyak
Mempelajari lini produk

Maintenance
Persist
Persist
Persist

INCENTIVES
Goal
Target penjualan tercapai

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■ **TIGA HAL PENTING TENTANG MOTIVASI**

- ✓ Motivasi dan kinerja tidak sinonim
- ✓ Motivasi beraneka segi (*multifaceted*)
- ✓ Orang dimotivasi lebih dari hanya sekedar uang

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MEMOTIVASI DENGAN MEMENUHI KEBUTUHAN

■ **TEORI HIRARKI KEBUTUHAN MASLOW**

General Examples		Organizational Examples
Self-Fulfillment	Self-Actualization Needs	Challenging Job
Status	Esteem Needs	Job Title
Friendship	Social Needs	Friends at Work
Stability	Security Needs	Pension Plan
Shelter	Physiological Needs	Salary

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■ **TEORI ERG ALDERFER**

Maslow's Need Hierarchy Theory	Alderfer's ERG Theory
5. Self-actualization Needs	Growth Needs
4. Esteem Needs	Relatedness Needs
3. Social Needs	Existence Needs
2. Safety Needs	
1. Physiological Needs	

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■ **APLIKASI MANAJERIAL TEORI KEBUTUHAN**

- Promote a healthy workforce
- Provide financial security
- Promote opportunities to socialize
- Recognize employee's accomplishments



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MEMOTIVASI DENGAN PENETAPAN TUJUAN

■ **TEORI PENETAPAN TUJUAN**

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    graph TD
      A[Recognize challenge of higher goal level] --> B[Desire to attain goal]
      A --> C[Self Efficacy beliefs]
      B --> D[Goal Commitment (accept goal as own)]
      C --> D
      D --> E[Desire to feel competent]
      D --> F[Performance of goal level]
      E --> F
      F --> G[Performance of goal level]
  
```

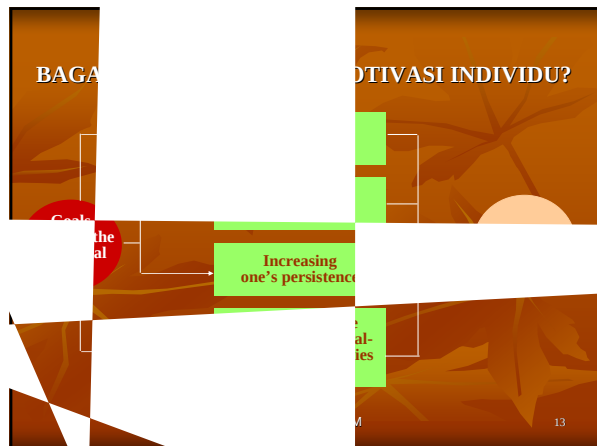
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■ **PEDOMAN MANAJER UNTUK MENETAPKAN PENCAPAIAN TUJUAN YANG EFEKTIF**

- ✓ Assign specific goals
- ✓ Assign difficult, but acceptable performance goals
- ✓ Provide feedback concerning goal attainment



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MEMOTIVASI DENGAN BERLAKU ADIL: ORGANIZATIONAL JUSTICE

- **Distributive Justice :**
 - the perceived fairness of outcomes received
 - the perceived fairness of how resources and rewards are distributed
- **Procedural Justice :**
 - the perceived fairness of the process and procedure used to make allocation decisions
- **Interactional Justice :**
 - the perceived fairness of the interpersonal treatment received from others
 - extent to which people feel fairly treated when procedures are implemented

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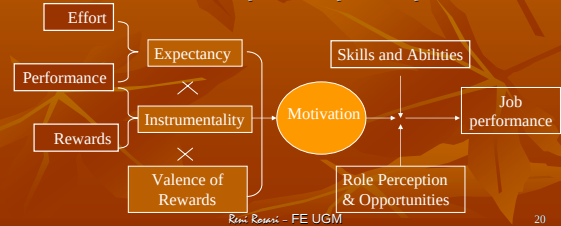
- **Organizational Justice: Beberapa tips motivasional bagi para manajer**
 - Avoid underpayment
 - Avoid overpayment
 - Give people a voice in decisions affecting them
 - Explain outcomes thoroughly using a socially sensitive manner

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MEMOTIVASI DENGAN MENGUBAH HARAPAN-HARAPAN

- **ELEMEN-ELEMEN DASAR TEORI HARAPAN**
 - ✓ **EXPECTANCY**: the belief that effort leads to performance
 - ✓ **INSTRUMENTALITY**: the belief that performance is related to rewards
 - ✓ **VALENCE**: the value or importance one places on a particular reward



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Expectancy Theory Model



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■ APLIKASI MANAJERIAL DARI TEORI HARAPAN

- Clarify people's expectancies that their effort will lead to performance
- Administer rewards that are positively valent to employees
- Clearly link valued rewards and performance
 - ✓ Pay-for-performance plan
 - ✓ Incentive stock option (ISO) plans

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MEMOTIVASI DENGAN MEMBUAT PEKERJAAN MENJADI MENARIK

Desain pekerjaan: pendekatan untuk motivasi yang menyarankan bahwa pekerjaan dapat dibuat sedemikian rupa sehingga orang lebih tertarik untuk melakukannya

■ JOB ENLARGEMENT DAN JOB ENRICHMENT

➢ Job enlargement

the practice of expanding the content of a job to include more variety and a greater number of tasks at the same level

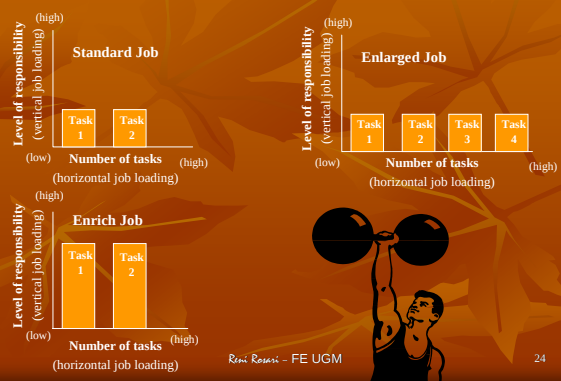
➢ Job enrichment

the practice of giving employees a high degree of control over their work, from planning and organization, through implementing the jobs and evaluating the results

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Perbandingan Job Enlargement dan Job Enrichment



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■ THE JOB CHARACTERISTICS MODEL

■ Components of the model:

- ✓ skill variety
- ✓ task identity
- ✓ task significance
- ✓ Autonomy
- ✓ Feedback

■ Does the model apply to everyone?

➤ Growth need strength

The job characteristic model best describes people high in growth need strength

■ Putting it all together

➤ Motivating Potential Score (MPS)

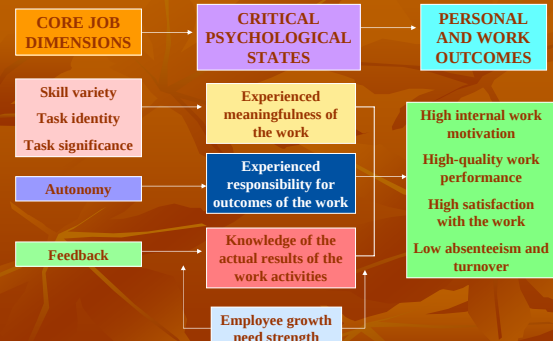
$$MPS = \frac{\text{Skill variety} + \text{Task identity} + \text{Task significance}}{3} \times \text{Autonomy} \times \text{Feedback}$$

■ Evidence for the model

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The Job Characteristics Model: Basic Components



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■ TEKNIK UNTUK MENDESAIN PEKERJAAN YANG MEMOTIVASI: BEBERAPA PEDOMAN MANAJERIAL



- Combine tasks
- Open feedback channels
- Establish client relationships
- Load jobs vertically

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Enriching Jobs: Some suggestions from the job characteristics model

PRINCIPLE OF JOB DESIGN	CORE JOB DIMENSIONS INCORPORATED
1. Combine tasks, enabling workers to perform the entire job	Skill variety Task identity
2. Establish client relationships, allowing providers of a service to meet the recipients	Skill variety Autonomy Feedback
3. Load jobs vertically, allowing greater responsibility and control over work	Autonomy
4. Open feedback channels, giving workers knowledge of the results of their work	Feedback

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