

# THE ESTABLISHMENT OF EMPLOYEES' WORK MOTIVATION STRATEGY TO INCREASE PRODUCTIVITY IN CORVETTE WORKSHOP SURABAYA

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## ABSTRACT

*This study aims to determine factors that are causing the low motivation and also strategies that can be used to increase motivation in Corvette Workshop. Corvette Workshop is one of the leading workshop in Surabaya, backed up with high-end technologies and lead by well-educated mechanics. Unfortunately, performance of this workshop is proven to be declining, causing loss to the company.*

*After an observation concerning the performance is done, the decline is mostly caused by the lack of employees' work motivation. Employees, as human, have many internal and external factors that can affect their work motivations. Even though they have received adequate amount of salary, the ever-growing needs will bring negative impact to their work lives, one of them is the decline of work motivation.*

*Quantitative analysis from interview data will show internal and external factors that can determine the quality of employee work motivation, and in order to validate the findings academically, some theories will be used. Motivation Theory and Maslow Theory will be applied in this study, considering the subject of research is the motivation of human who have degrees of life necessities. SWOT Theories will also be used to determine the positioning of the company and to plan for future strategies. The result shows that ST strategy with diversification means. This strategy uses company's strength (S) to repel threat (T) with concentric diversification to fulfill material needs and horizontal diversification to fulfill non – material needs.*

**Key words:** motivation, productivity, and strategy.

## INTRODUCTION

Corvette Workshop Surabaya as an organization has internal and external factors that contribute to the future of the company. The internal factors mentioned include man (i.e. human and employees), money or capital, machinery, material, and method (i.e. ways and procedures). External factors mentioned include economic condition, market state, technological development, and government policy or regulation.

The first year of Corvette Workshop Surabaya establishment was considered to be quite flourishing, which makes the owner decides to increase the number of employees, equipments, and service types. This action had proven to give negative result which is not proportional to the

investment made. This gives insight to the problems that need to be deeply analyzed. If we look further, Corvette Workshop condition as of now faces some internal factors as such:

- a. Man : Corvette Workshop's employees are fulfilled quantitatively but lacking qualitatively
- b. Money : Corvette Workshop has an adequate amount of capital
- c. Machine : Corvette Workshop has a complete array of offers, including a dyno test
- d. Material : Corvette Workshop has a complete array of working tools and supporting facilities
- e. Method : Corvette Workshop's methods and procedures are not optimal Based on the analysis above, Man and Method factors give more contribution to the lack of growth in Corvette Workshop. Employees as the main factor is not showing maximum performance because of the lack of motivation, which reduces productivity and hinders company from its goal. This situation will hold as long as ineffective methods are used.

## **LITERATURE REVIEW**

### ***Maslow's Hierarchy of Needs***

The essence of this theory says that human needs are composed in a hierarchy. The lowest level of needs is physiology needs, and the highest is self – actualization needs. This theory assumes that people tries to fulfill their needs starting from the lowest level first before trying to fulfill the higher level. This is because people always have the desire to improve.

Maslow in Mathis (2011) explains that human needs can be classified to 5 levels:

1. Physiological Needs  
Physiological needs are the lowest level of human needs, which is the physical requirement of human survival. This includes food, clothing, home, oxygen, sleep, sex, and many more.
2. Security Needs  
This need includes safety and security from work risk, work insurance, and pension plan.
3. Social Needs  
This need includes friendship, affiliation, and interaction with other human beings.
4. Esteem Needs  
This need includes appreciation and respect for their achievement, and also recognition for their skills and talents.
5. Self – Actualization Needs  
Self actualization is related with the process of developing the true potential of human – the need to show skills, abilities and potentials

The most important thing taken from this theory is that fulfilled human need is a form of motivation, where if someone feels adequate with their salary, then money is not the cause for the lack of work motivation. Unfulfilled need is one of the potential threats for the company. It can cause frustration, conflicts, and mental strain.

## **RESEARCH METHODS**

Research method is a framework in a particular study that measures and analyzes data in order to answer research problems. This research uses qualitative method research with descriptive approach. There are some definitions about the description of qualitative approach. Moleong (2011) stated that qualitative research is a collection of data in a natural setting using natural method and done by researchers who are naturally interested.

The research is done, at Corvette Workshop in Surabaya, Karang Menjangan street no.106. It is done carefully with scientific method and approach, including interviews and archiving their documents for seven months from June to December 2016.

This study uses purposive sampling technique for sampling method. This technique set samples based on certain criteria which are adjusted to the information needed by the researcher. The samples that were chosen with this method are 6 (six) employees who work at Corvette Workshop Surabaya. The researcher chooses these 6 particular employees because the researcher believes that these 6 people take part in the management of Corvette Workshop Surabaya. Data analysis technique used in this research is qualitative data analysis technique from Miles and Hubberman. Miles and Hubberman state that there are 3 different analyses happened at the same time, which are data reduction, data presentation, and conclusion making.

## RESULT AND DISCUSSION

### *IFAS and EFAS Analysis*

Table.1 below is the result of IFAS analysis done after the identification of internal factors.

**Table 1. IFAS Matrix of Corvette Workshop Surabaya**

<b>INTERNAL STRATEGY FACTORS</b>	<b>WEIGHT</b>	<b>RATING</b>	<b>SCORE</b>
<b>Strength (S):</b>			
<b>1. Salary and Compensation</b>	0.16	4	0.64
<b>2. Allowance</b>	0.12	3	0.36
<b>3. Work Safety and Amenities</b>	0.12	3	0.36
<b>4. Achievement Award</b>	0.07	2	0.14
<b>5. Pension</b>	0.07	2	0.14
<b>SUB TOTAL</b>	<b>0.54</b>		<b>1.64</b>
<b>Weakness (W):</b>			
<b>1. Life Expediency</b>	0.04	1	0.04
<b>2. Cooperation and Communication</b>	0.07	2	0.14
<b>3. Management Control Function</b>	0.07	2	0.14
<b>4. Organization Policy</b>	0.12	3	0.36
<b>5. Self Development</b>	0.16	4	0.64
<b>SUB TOTAL</b>	<b>0.46</b>		<b>1.32</b>
<b>TOTAL</b>	<b>1</b>		<b>2.96</b>

Legend :

For Strength (S), column "Rating"

means: Rating 1: Small strength

Rating 2: Medium

strength Rating 3: Big

strength Rating 4:

Massive strength

For Weakness (W), column "Rating"

means: Rating 4: Small weakness

Rating 3: Medium weakness Rating 2: Big weakness Rating 1: Massive weakness

Table.2 below is the result of EFAS analysis done after the identification of external factors.

**Table 2. EFAS Matrix of Corvette Workshop Surabaya**

EXTERNAL STRATEGY FACTORS	WEIGHT	RATING	SCORE
<b>Opportunity (O):</b>			
1. Lack of Outside Employment	0.15	4	0.60
2. Information Technology	0.07	2	0.14
3. Automotive World Advancement	0.12	3	0.36
4. Workplace Environment	0.07	2	0.14
5. Employee Actualization	0.07	2	0.14
<b>SUB TOTAL</b>	<b>0.48</b>		<b>1.38</b>
<b>Threat (T):</b>			
1. New Competitor in Similar Business	0.04	1	0.04
2. Employee Hijacking	0.12	3	0.36
3. Price War	0.07	2	0.14
4. Social Setting Development	0.12	3	0.36
5. Change in Government	0.16	4	0.64
<b>Policy SUB TOTAL</b>	<b>0.51</b>		<b>1.54</b>
<b>TOTAL</b>	<b>1</b>		<b>2.92</b>

Legends:

For Opportunity (O), column "Rating"

means: Rating 1 : Small opportunity

Rating 2 : Medium

opportunity Rating 3 : Big

opportunity Rating 4 :

Massive opportunity

For Threat (T), column "Rating"

means: Rating 4 : Small threat

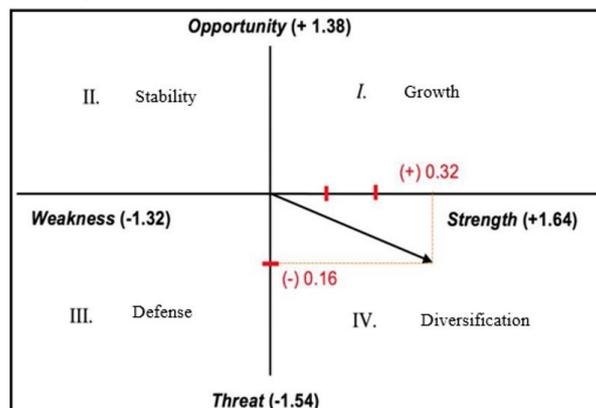
Rating 3 : Medium

threat Rating 2 : Big

threat Rating 1 :

Massive threat

Analysis result from Table.1 IFAS and Table.2 EFAS show the total score of each factor as: Strength [1.64], Weakness [1.32], Opportunity [1.38], and Threat [1.54]. The result above shows that Strength point is higher than Weakness point with the difference of (+) 0.32 and Opportunity point is lower than Threat point with the difference of (-) 0.16. Those points can be implemented into SWOT diagram as shown in Figure.1



**Figure 1. Cartesian Diagram of Corvette Workshop SWOT Analysis**

SWOT Matrix Strategy Combination will also be made based on the points from each factor. The result can be seen at Table.3.

**Table 3. SWOT Matrix Strategy Combination**

<b>EFAS</b>	<b>IFAS</b>	<b>STRENGTH (S)</b>	<b>WEAKNESS (W)</b>
		<b>STRATEGY (SO)</b> =1.64 + 1.38 = 3.02	<b>STRATEGY (WO)</b> =1.32 + 1.38 = 2,7
		<b>STRATEGY (ST)</b> =1.64 + 1.54 = <b>3.18</b>	<b>STRATEGY (WT)</b> =1.32 + 1.54 = 2.86

Based on the result on SWOT Matrix combination, ST strategy has the highest point (3.18) among the others. This is in line with IFAS and EFAS matrix analysis which put itself at fourth quadrant.

**Strategy of Choice**

Analysis and research of IFAS and EFAS factors shows that ST strategy has the highest point (3.18) among other strategies, and calculation of Cartesian matrix shows result that is positioned at fourth quadrant, between Strength and Threat in the form of diversification. Based on these results, Corvette Workshop Surabaya will try to increase employees work motivation using ST Strategy with many kind of diversification activities.

a. Concentric Diversification Strategy

ST strategy with concentric diversification focuses on the means to fulfill material needs of employees, such as:

Giving employees an adequate and on-time salary and wage.

1. Giving employees a new motorcycle if they work diligently for three years without resigning.
2. Giving employees a cut of salary or wage when they are absent without explanation as a form of reward and punishment.

b. Horizontal Diversification Strategy

ST strategy with horizontal diversification focuses on the means to fulfill immaterial needs of employees, such as:

1. Giving employees recognition of their achievement.
2. Giving employees information about modest lifestyle in the midst of consumptive society.
3. Having a good and clear communication among employees as well as between employees and owner.
4. Setting “work is prayer” motto at workplace.

**CONCLUSION**

Based on the above result and discussion, there are some conclusions that can be taken as listed below:

1. Motivation is placed at moral dimension beside intellectual dimension. Motivation is a spiritual process which can only be felt and cannot be touched. In an employee’s life, motivation acts as a drive for them to work.

2. Motivation enhancement is not separated from influencing factors. The influence of environment became more dominant altogether with the development of society that tends to be more materialistic. Honestly speaking, the influencing factors give more negative effects to the company.
3. The usage of Maslow Theory stating that “motivation is in line with need fulfillment” will give burden to the company because employee’s need always grows with each passing days.
4. The aforementioned problems happened at Corvette Workshop Surabaya where its productivity recently declines. Research shows strong indication that the main cause is the lack of employee work motivation.
5. Research result shows that company must do some diversification in order to solve the problem.
6. The company must consider different type of diversification because of the involvement in motivation factors, which focus on the fulfillment of material and immaterial needs.
7. Calculation combination shows that the company must make use of its strength in order to cover any possible weakness.
8. Research results and considerations shows that the strategy of choice is the one that uses Strength to cover Weakness through the usage of concentric diversification.

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