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HOW MOTIVATION WORKS, INDONESIAN EMPLOYEES IN FOREIGN COMPANIES ?

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ABSTRACT

To achieve company goals, employees need to be motivated so that they can carry out their duties responsibly and without coercion. The purpose of this study is to find out how employee work motivation works in foreign companies, by knowing the motivation of employees of foreign entrepreneurs can formulate the needs desired by local workers so that their loyalty and performance increases. This research method is descriptive analysis, where the population of this research is employees who work in foreign company South Korea, with sample size 229 people. The results of this study indicate that extrinsic motivation is more dominant influence employee work motivation, employee intrinsic motivation more dominant to fulfill requirement of daily life, and employee extrinsic motivation more dominant to get award.

Kata kunci: Work Motivation, Intrinsic Motivation, Extrinsic Motivation

I. INTRIDUCTION

Companies and employees are two things that can not be separated, employees have a very important role in carrying out the life of the company and employees are active actors in every activity of the organization. Differences of interests that differentiate employee and employee motivation (Devi, 2009), because it creates a work motivation that is very important direction for the common goal of business continuity and peace of mind that become a common goal can be realized.

Employees who understand and accept company goals will feel in accordance with him will feel responsible in realizing the goals of the company. In order to increase loyalty, creativity and employee participation need motivation (Hasibuan, 2014: 137). Between permanent and non-permanent employees the motivation for achievement is no difference (Sarianti dan Sari, 2008). Work motivation is influenced by personal circumstances, situational

and social factors (Hossain and Hossain, 2012).

Leaders who can create a conducive working atmosphere and reward employees can make employees more attached to the company (Jing-zhou et al., (2008), motivational leaders can make employees do the job well (Omar et al., 2010) , to increase the psychological satisfaction of the employee should consider the needs of employees (Ding et al., 2012), according to Muchtar (2016), motivation to contribute to environmental performance, while Purwaningsih and Noermijati (2015) said that financial and non-financial compensation significant to employee loyalty.

According to (Rochman, et al., 2016), expatriate leaders play a role in the fulfillment of social needs, appreciation, and self-actualization. The constraints faced by expatriates in the fulfillment of social needs, appreciation and self-actualization is communication. Factors that motivate Indonesian employees working in Japanese companies are salary, old-age benefits, health, accidents, death

and long-term job security, they feel welcome, motivated, involved in the decision-making process, feel the prestige, the facilities they receive and the opportunity to study (Cape, 2013).

According to Chang and Chang (1994: 136) Korean companies are an extension of the family and have the same relationship as a family. The style of expatriate leadership of south korea is more dominant in authoritarian (Mochklas, 2017). Corporate rewards to employees consider seniority and ability (Lee, 2012).

The purpose of this researcher to find out how the motivation of employees working in Korean companies. By knowing the motivation of the workers, the foreign businessmen can apply whatever needs are desired by local workers, so as to increase their loyalty and performance.

II. LITERATURE REVIEW

Motivation is a desire to perform activities as a manifestation of the willingness to expend all the ability to achieve organizational goals that dilation by the desire to meet an individual needs (Robbins, 2003: 55). Motivation is a driving force in a person appearing on psychological symptoms, feelings, and also emotions (Pinaraswati, 2018).

According to Saydam (2005: 227) work motivation is a whole series of stimulation processes to employees so that employees willing to work voluntarily. Hasibuan (2014: 95) states that the motivation of work is the provision of driving force that can make employees willing to work together, work discipline, work effectively and integrated to achieve satisfaction and high loyalty.

Motivation of work is a process of encouragement to employees to direct behavior in carrying out their duties and responsibilities with no coercion to achieve company goals, which is fulfilled by the fulfillment of the needs of employees.

There is no single motivational technique that is effective for all employees in the company, this is due to the different characteristics of each employee. Motivation as an employee psychological process is influenced by intrinsic and extrinsic factors (Saydam, 2005: 333). Intrinsic motivation is the driving force of work that comes from within the employee as an individual, in the form of awareness of the importance of working to meet the needs of life, to

earn environmental awareness and is an application of education that has been received.

Extrinsic motivation is the driving force of work that comes from outside the employee as an individual, in the form of a condition that requires carrying out the work to the fullest and full responsibility. Suppose a dedicated employee in a job because of high salary wages, honorable positions, praise has power, penalty sanctions and raises employee status.

An employee reinforces a work motivation aimed at performing an employee's work activities to choose and strive to achieve his ultimate motivational goals and not to achieve his low motivational goals.

III. RESEARCH METHODS

This research method is descriptive research. The population in this study were employees who worked in foreign companies owned by South Korea, with a sample size of 229 people. To obtain data about employee work motivation, distributed questionnaires with rating scale model with a range of values 1-5. Data entered and according to the criteria then analyzed by using descriptive analysis technique.

Operational definition of work motivation in this study is a psychological process that occurs in an employee who can affect himself in carrying out the work, namely intrinsic motivation and extrinsic motivation.

The intrinsic motivation indicator is to work to meet the needs of life, work according to education and to gain an environmental award. While extrinsic motivation indicator is working to get salary, position, award, avoid sanction and to increase employee status.

IV. RESEARCH RESULT

1. Economic Region

Before further analysis, first tested the instrument (questionnaire) consisting of validity and reliability test. This test is required to ensure that the questionnaire used meets the requirements of the measurement and reliability of the questionnaire.

The result of validity test for each statement indicator on research variable by using pre-sampling data as much as 30 respondents. Result of validity

test of all indicator of statement that measure work motivation variable as shown in table 1.

Table 1. Test Validity Variable Motivation Work

Dimensions	Indicator	Statement	r _{Table} (n=30, α=5%)	r _{Pearson}
Intrinsic Motivation (X ₁)	X _{1.1}	I work in this company to meet the needs of everyday life	0.361	0.880
	X _{1.2}	I work in this company according to my education	0.361	0.721
	X _{1.3}	I work in foreign companies to be more appreciated in the community	0.361	0.691
Extrinsic Motivation (X ₂)	X _{2.1}	The policy on work allowances makes me more earnest in my work	0.361	0.649
	X _{2.2}	I work better for the job to increase	0.361	0.656
	X _{2.3}	I am motivated to work better to be rewarded	0.361	0.720
	X _{2.4}	In order to avoid the sanctions of layoffs I work more seriously	0.361	0.808
	X _{2.5}	I will improve my performance so my work status can improve	0.361	0.765

Source: Data Processed Researchers

Result of validity test on work motivation variable shows Pearson r value greater than r value of 0.361, so from this result can be concluded that every indicator has good ability in measuring work motivation variable. Or in other words each of the above indicators can be said to be valid.

Furthermore the reliability test results showing the extent to which a reliable gauge is shown in table 2.

Table 2. Test Reliability

Variable	Cronbach Alpha
Work motivation	0.874

Source: Data Processed Researchers

In table 2, the cronbach alpha value is greater than 0.6. From this result can be concluded that data from variables of Intrinsic Motivation and Extrinsic Motivation in this research can be stated reliable. The results of this reliability test show that consistency of measurement results of Intrinsic Motivation and Extrinsic Motivation variables showed the level of determination and accuracy of the results.

With descriptive analysis can give description about data of research result. In the description of respondents' answers is done by calculating the average value of respondents' answers to each indicator divided into five levels:

- 1) Very Low (average 1.00-1.80),
- 2) Low (average 1.81-2.60),

- 3) Enough (average 2.61-3.40),
- 4) Good (average 3.41-4.20) And
- 5) Very Good (average 4.21-5.00).

Respondents' answers on each indicator of work motivation variable in this study, as shown in table 1.

Table 3. Description Variable Motivation Work

Dimensions	Indicator	Statement	Average	Std. Deviasi
Intrinsic Motivation (X ₁)	X _{1.1}	I work in this company to meet the needs of everyday life	4.09	3.84 0.816 0.791 0.846
	X _{1.2}	I work in this company according to my education	3.80	
	X _{1.3}	I work in foreign companies to be more appreciated in the community	3.63	
Extrinsic Motivation (X ₂)	X _{2.1}	The policy on work allowances makes me more earnest in my work	3.88	4.03 0.816 0.776 0.816 0.795 0.646
	X _{2.2}	I work better for the job to increase	3.87	
	X _{2.3}	I am motivated to work better to be rewarded	4.22	
	X _{2.4}	In order to avoid the sanctions of layoffs I work more seriously	4.07	
	X _{2.5}	I will improve my performance so my work status can improve	4.11	
Overall			3.96	

Source: Data Processed Researchers

From table 3, it can be seen that the highest perception of respondents regarding work motivation lies in the dimension of extrinsic motivation of 4.03. Respondents' perceptions of the highest intrinsic motivation indicator is working to meet the daily needs of 4.09. While the perception of respondents to the highest extrinsic motivation dimension is to work to get an award of 4.22.

V. DISCUSSION

The results of this study support the results of previous research Hafiza et al., (2011), Sandhya and Kumar (2011) and Trivellas et al., (2010) that employee motivation is more on extrinsic motivation than intrinsic.

While research Ulfa et al., (2013) that the intrinsic conditions of existing work within the company can serve as a motivator for employees more to perform the maximum work performance, automatically job performance will also be high and of course employees in carrying out duties and responsibilities in accordance with what which is ordered by the boss and can achieve maximum results as expected by the company.

Giving encouragement as a form of motivation, it is important to increase employee's passion to achieve the desired result by management.

In Figure 1, intrinsic motivation is more reflected by the salary indicator, the motivation in the employees in working to get salary to meet the needs of daily life is highest. According to Abadi et al., (2011) that intrinsic instruments are the expectations of employees when a good performance target then he will receive greater rewards.

The dimension of extrinsic motivation is more reflected by the position indicator. Employees are motivated to work in order to be promoted to positions. According to Chowdhury (2008), employees will think if they are good, they believe will successfully occupy certain positions. Meanwhile, according to Tippet (2009), bonuses are extrinsic rewards that encourage award, because they have done a good job and valuable.

Employee morale will increase and work will be optimal if employees are motivated. High work motivation makes the employees have high spirit in work (Mudayana, 2010). Employees in motivated work can be seen from the level of attendance, employee discipline, job responsibilities.

Motivation by the leadership to subordinates is not so difficult, but in practice motivation is much more complicated. Some of the causes of Hasibuan (2014: 146) motivational complexity are:

1. Unequal needs on every employee, and change over time.
2. Leaders do not understand the attitude and behavior of employees
3. Factors that exist within the personal personality itself such as personality, attitude, experience, culture, interests, expectations, desires, the environment that affects the employee's personal.

To keep employees motivated in working other factors should also be considered such as working conditions, employment relations, work culture. Because these factors also affect employee performance.

VI. CONCLUSION

From the results of research and discussion can be taken some conclusions, namely:

1. Extrinsic motivation is more dominant in affecting the work motivation of employees who work in foreign capital companies of South Korea
2. Intrinsic motivation of employees in work because to meet the needs of everyday life.

3. Extrinsic motivation of employees in working to get the award from the leadership and company.

VII. SUGGESTION

Each employee will understand and accept the company's goals if the motivation given by the company according to him, the employee will also be responsible in realizing the company's goals. To motivate employees the leaders of the company able to formulate the needs of workers.

To improve the skills to carry out effective and efficient work, the leader must increase the expectation of the employee by opening up opportunities for local employees to be able to occupy certain positions and salary above feasibility.

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