

WORK MOTIVATION OF ADMINISTRATIVE STAFF IN PRIVATE UNIVERSITIES

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Abstrak

Di lingkungan sebuah perguruan tinggi, khususnya yang berstatus Swasta, bekerja sejumlah karyawan di bidang administratif. Karyawan tersebut hanya akan sukses dalam melaksanakan tugas/pekerjaannya apabila memiliki motivasi kerja yang tinggi untuk dapat mencapai prestasi kerja yang memiliki dua dimensi, terdiri dari : (1). Dorongan untuk melaksanakan tugas secara efektif dan efisien, (2) Keinginan untuk melaksanakan tugas/pekerjaan yang dapat memenuhi kebutuhan orang lain/pimpinan, dosen, orang tua mahasiswa. Dengan memiliki karyawan yang motivasi kerja dan motivasi berprestasi yang tinggi, berarti sebuah Perguruan Tinggi akan dapat mempertahankan dan mengembangkan eksistensinya di tengah persaingan yang semakin berat dan ketat.

Key Words :

Karyawan Administratif, Motivasi Kerja, Pencapaian Kerja, Efektivitas Organisasi

I. INTRODUCTION

A university is an educational institution which also functions as work organization, and contains a number of workers as its human resources. Therefore, a university must implement work divisions, by building several work units. The division is implemented by classifying the same type of work in a work unit, and thereby creating several work units. Every work units has their own type of work, which differs from one another, according to the workload and responsibility. This classification of work will create an organizational structure containing work units with different strata (vertical), due to their different responsibilities and workload. It will also contain several work units at the same level, because they have the same work load and responsibility but different kind of work.

All the work units must cooperate in doing their job as part of the organizational work, and in creating effective and efficient effort in attaining their goal. The cooperation can take place vertically between units in different level or horizontally between units in the same level.

Universities have two main work units in its organization structure, the Academic Section and the Administrative Section. The academic section is responsible in conducting teaching-learning process that is done by several lecturers, also known as academic workers. The administrative section is manned by several employees whose job is to

support the academic section so their work will be done in effective and efficient manner. The principal administrative section works are mainly finance, administration, inventory, and students' service. Both sections are important for the university as work and educational institution, therefore they must cooperate with each other.

The two sections are essentially different either from the type of work or from the responsibilities they carry. They are also different in many other aspects such as the educational background requirements for the employees, the working hours, the salary and allowance, promotion requirements, and career development. As we can see that the administrative staff's work are mostly routine activities which will cause boredom, doesn't need creativity and initiative, is not challenging etc. Therefore to do such work the staff must have high motivation so they can do their job as effective and as efficient as possible.

STATE AND PRIVATE UNIVERSITIES IN INDONESIA.

As explained in previous section that universities are educational institution as well as work organization, and there are essential similarity between the state-owned universities and the private-owned universities. The similarity lies in the goals of universities in Indonesia to implement Tri Dharma Perguruan Tinggi (Three Goals of Universities) to create quality graduates. The central component of the goal is to do teaching-learning activities with various methods, known as educational component in Tri Dharma Perguruan Tinggi. This component dominates the activities in a university and takes the whole academic year to implement and finish usually with the final test at the end of an academic year. Although the second and third component, research and public service, are important, the implementation is highly influenced by the head of the university. The policy to conduct the other two components is influenced by the availability of human resources, the lecturers as researchers, and fund. This can be in form of training for young lecturers or technology research and development for senior and experienced lecturers. The third dharma is Public Service, which is usually done by lecturers with or without help from the students.

To apply the tri dharma and other supporting activities, the universities need to employ a number

of administrative staff.

The universities also need money to buy and maintain facilities, or to fund the cost of human resources which constitutes the lecturers and the employees. It is in this field that the difference between state-owned and private-owned universities lies. This in turn will affect the quality of the graduates. State-owned universities that are funded and subsidized by the government in general can carry out their main duties effectively and efficiently. However, there are also some state-owned universities whose graduates are of low quality due to lack of sufficient funding from the government. In contrast, the private-owned universities must solely rely from the students' tuition to fund its activities. This creates a causative relation between the universities ability to fund its activities and its ability to attract students. If the universities are able to attract sufficient number of students, it will enable them to conduct high-quality programs which in turn will improve the quality of their graduates. In turn, the higher the quality of the graduates of a university will affect the number of new students it can attract.

The ability to pay for the programs and human resources will have a great influence in the lecturers and administrative staff's motivation in doing their job in private-owned universities. The next section will discuss about the work motivation in general and specific terms in the work environment of private-owned universities.

III. THE DEFINITION OF WORK MOTIVATION

The explanation in previous sections show that to be able to effectively and efficiently run organizations' functions, we need human resources. An organization will not function without human resource, which will do an activity called working. In other words, an organization need to have human resource, as well as other resource, like money, facilities etc. According to Katz and Kahn quoted by Steers, an organization require three requirements to function effectively: (1) People who belong to the organization not for the sake of membership alone, but are also happy to belong to it, (2) The members must be able to do their duty and responsibility, (3) The members must be able to perform in a creative, spontaneous, an innovative manner (Richard M Steers

and Lyman Porter, 1991). This opinion fundamentally reflects the role of work motivation's importance in running an organization, including universities. Without work motivation, all functions of organization will be paralyzed, this means an organization must be able to motivate its employees.

Before going further to the level of university, we will first try to define work motivation in general. Motivation is derived from a latin word "movere" which means to move, in other words, things that make people do something. There are also many synonyms to describe motivation, such as incentive, inspiration, drive, stimulus, impulse and needs. In accordance to these meanings, Werther and Devis define motivation as "something that drive someone to do an activity because he/she is willing to do so. People act because they want to do so." (William and Keith Davis, 1996)

The definition shows that someone is motivated to do something which pleases him/her and avoid doing things which displeases him/her. George Terry and Stephen Franklin states that "motivation is a need or drive inside an individual which urge him/her to act to attain certain goals". Fred Luthans (1985) also said that "motivation is a drive in human being which activate, move, and direct a behavior to achieve goals, therefore the key to understand motivation is to understand the relation between needs, drive, and goals." In other words, "motivation is something inside which give us energy, activate and direct the behavior to achieve goals." (Harold Koontz et. al, 1982)

Robbins also defines motivation as "the willingness to make a serious effort to achieve organization's goal which is conditioned by the effort to fulfill individual needs." (Stephen Robbins, 1991) Therefore if someone is motivated, he/she will try as hard as he/she can to do activities to fulfill his/her own needs. "The standard measurement of human behavior is activity," (Miftah Toha, 1983) which mean that behavior is a set of activities. Among the activities of life, at one time or another human will choose to work. This choice is directed and limited to one work and not others. In doing the work he/she chooses, work motivation is needed for the behavior in achieving

the work's goal/goals. The motivation is called incentives in forms of material / financial and non-material / non-financial gains which will satisfy the person.

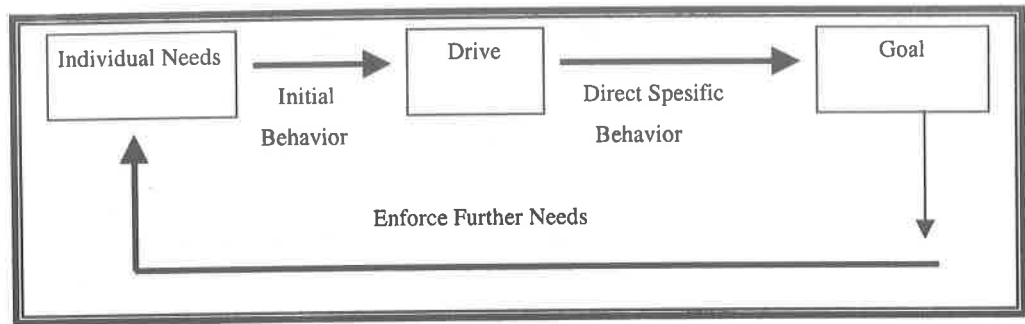
The explanation above shows that universities, especially private-owned universities, must be able to tackle the problems related to work motivation, to stimulate their employees to participate actively in doing their duty and responsibility and achieve something for the organization, and satisfy the employees involved.

We can also see a close relation between work motivation and the workers' needs, either in their work environment, or their life outside work. The next section will discuss the relation between work motivation and human general needs, especially among the workers in universities.

IV. THE RELATION BETWEEN WORK MOTIVATION AND HUMAN NEEDS

In the previous section Robbins defined motivation as the willingness to make a serious effort to achieve organizations' goals which is conditioned by the effort to fulfill human needs. The definition clearly states that unfulfilled needs are the starting point of motivation in an individual. Unfulfilled needs will create a psychological imbalance in an individual because there is something lacking in him/her. This imbalance and lack will create a drive for someone to behave and act to attain some goals. The achieved goals will result in balance and the fulfillment of needs.

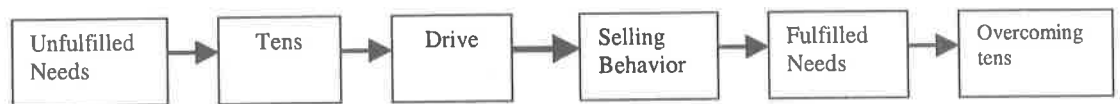
A fulfilled needs will stop motivation, however, in the process of motivation, will arise new goals. The process of motivation will continue, because every time a need is fulfilled, will cause new needs which will become new motivation. In this regard George Terry and Stephen Franklin said: "The first fulfillment of need will create a satisfaction in an individual, but after the satisfaction is savored, it will become something usual. This condition will create new needs and wants which are higher than the fulfilled ones." (George Terry 1982) The condition is called motivation process, which can be illustrated in the diagram below:



Source : George Terry and Stephen Franklin; Principle of Management;
(Illiois, Richard Irwin, 1983) p.299

The process of motivation also takes place in an individual activity called working. In an organization, including university, a person learns to fulfill his/her various needs. For example, the need to have an achievement will drive an administrative staff to work hard to get salary as his/her first goal. And after that he/she will increase performance to get a promotion which will result in salary increase, and this will continue with new motivation to get promotion as head of a work unit and so on.

Aside from the theories above, Stephen P. Robbin gives us a simpler description about the process of motivation as described:



Source: Stephen P. Robins; Organizational Behavior Concept, Controversis, and Application
(New Jersey: Printice Hall Inc, 1991), p.192

There are other motivation theories that show relation with human needs that are something universal. Hadari Nawawi in his book *Manajemen SDM untuk Bisnis yang Kompetitif* states the human needs as follows:

1. Physical Needs:
 - a. Food
 - b. Clothing and Housing
 - c. Sexual need (procreation)
 - d. Health, recreation, and sports

These needs are dynamic in nature because the quality and the quantity keeps increasing.

2. Social Psychological needs:
 - a. Security (physical and psychological)
 - b. The need of future certainty, including education
 - c. Other social needs such as the need of self respect, self-actualization, power etc.
3. Spiritual needs
This is the need to have religion and beliefs and to practice it. (hadari nawawi,2000)

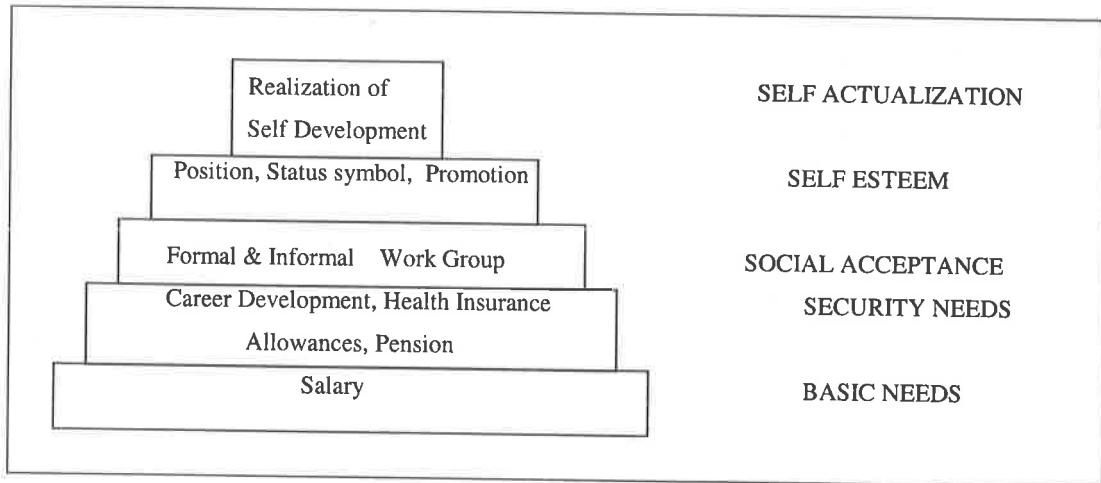
The three needs, physical/biological, social-psychological, and spiritual, are universal in nature, without regard to skin color, race, ethnic, or religion.

These needs will drive or motivate men to behave, act, and work. Simply put, a person will work because he/she is motivated by the urge to fulfill the three needs above.

The relation between motivation and needs is also discussed by Abraham Maslow in a five scale hierarchy of needs, which motivate men to act and work. John W. Newstrom and Keith Davis stated that "The motivation that drives someone to work comes from the assumption that there is an instinct to fulfill needs in every human being. These needs are systematically classified by Maslow in five priority

scale, which are physical, security, social, self-respect, and self-actualization." (John and Keith Davis, 1998) It is also stated that the needs form a hierarchy which means "someone can not fulfill the higher need level until the lower level is fulfilled satisfyingly." (Joseph Gawel) A need will only motivate someone to act only if the lower need has been fulfilled. The model of work motivation and needs can be seen in the diagram below:

performs several social functions, like a chance to meet others and build friendship. Third, the job is often a status in social life (social status symbol). Fourth, there are several aspects that drive someone to work, like identity, respect and self-actualization so that the worker can give help and clarification on the values of the society." Based on the assumptions above work motivation is the drive that an employee needs to do his job, which is caused by the need to relate to others



Maslow's model of work motivation above has given us a clear picture of close relations between motivation and human needs which can also be applied to the administrative staff in private-owned university.

According to the model, an employee first need is to have salary to satisfy his/her basic needs. After this need is fulfilled, there will be a motivation to gain a position and allowances which closely related to security needs. The next motivation will be in a form of social need, to belong to a formal and informal work group. Then there will be a motivation to gain a promotion to a respectable position such as managerial jobs which reflects the need for self-respect. After all these needs are satisfied, the motivation to have an achievement and self development will arise as a form of self-actualization.

Steers (1991) stated that working is important for an adult, including administrative staff, because of work motivations which include: "First, there is a reward from the activity done, such as salary, wages (external) or in the form of individual satisfaction for the service given (internal). Second, working in general

(affiliation), the need to have a certain social status in society, respect from others, and self-actualization through the work done. High work motivation will be shown by employee willing to work hard, able to cooperate with workers of the same level and satisfied with the achievement of the work well done.

V. CONCLUSION

Work motivation is important for each employee, therefore managers must have the ability to help the employee in building and maintaining work motivation so the employee will work efficiently, effectively, and productively. Managers must create a sense of responsibility in work as internal motivation in an employee. Beside that, managers must also be able to create external motivation like wages/salary, cooperation, respect, compliment, reward, punishment, etc.

In general, work motivation can be seen from two dimensions:

1. The first dimension is the motivation to do the job effectively and efficiently as an indicator of a)

the need to be better than others, b) the need to achieve maximum achievement though still below others, c) the willingness to learn from others, d) the willingness to do something right or to avoid mistakes, e) to work according to the time given, f) the willingness to work hard.

2. The second dimension is the motivation to do the work which closely relates to human satisfaction with the indicators: a) the need to work together, b) the need to have reward or compliment from the superior/others, c) an effort to increase work ability, d) the willingness to work overtime, e) the willingness to find better and more effective working method, and f) the compatibility between the job and ability, and g) satisfaction of the goal achieved.

The dimensions and indicators of work motivation above is essential for each employee so that he/she can contribute to the achievement of goals in the organization or university where he/she works. As such, for a private-owned university, the goals achieved will be beneficial in maintaining and developing its existence and will prepare it in facing the globalization.

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