

Motivation vs. Demotivation of Employees Work: An Empirical Study Post Organizational Changes

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Abstract: President election is an activity which is held by all democratic countries. The post president election of 2014, Indonesia faces the era of changes in the aspect of economy, social, politics and government bureaucracy. Jakarta as the capital government holds the important role to support the government program and become a success factor indicator of the government. To support this, it is needed the government employee which has motivation and able to anticipate all organization changes such as performance demotivation as an impact of organization changes. This research used qualitative case study approach by snowball and purposive sampling with the informant number of 300 State Civilian Apparatus (SCA). Novelty of this research is finding out the factors that increase the performance motivation through career opportunities and organizational development, increased income, new challenges, solid teamwork and a positive work atmosphere. And the cause of performance demotivation post organizational changes in the government organization environment including: organizational change factors, work environment, workload, placement, rotation and diversity.

1 INTRODUCTION

Indonesia is a country that adheres to democratic system which means the election comes from and for the people. The president election process becomes a routine agenda which is participated by all Indonesian who has required for the public election. The result of president election in 2014 gives an impact in the aspect of economy, social, politics and government bureaucracy management. This is a new thing for government organization to do the change which is based on the president's visions and missions. Jakarta as the capital government becomes the area which holds important role of the government success in this ongoing government. Government changes which include a policy and the change of working plan become a characteristic in each era which has the organization changes. State Civilian Apparatus (SCA) as an execution subject of the changes becomes the main character in performing and accepting the raised changes. One of the raised changes impact of organization changes is an increase in performance motivation and demotivation of SCA employee in

respond to the changes where the SCA works. This research aims to investigate the factors which is affected the performance motivation and demotivation of SCA performance that works in Jakarta in respond to organizational changes. Organizational changes are certain activity that is done by the organization in respond to the organization challenges either in the side of organization performance increase or keep the company sustainability.

Many studies have been done by the researcher about the motivation such as: Barney and Steven Elias (2010) found that with extrinsic motivation there exists a significant interaction between job stress, flex time, and country of residence. Panagiotakopoulos (2013) concluded that factors affecting staff motivation at a period where the financial rewards are kept to the least leads to stimulate employee performance. So, management personnel's responsibility to motivate their employees to work as per the expectation to enhance the organization's performance. The employee characteristics which are motivated are the high-spirited, high performance discipline and enthusiasm employee in facing the changes. While the

characteristic of employee with demotivation is always rejecting every change, lacking spirit in performance, often absent and ignoring task that been given to them.

2 THEORETICAL FRAMEWORK

Bangun (2012) said motivation comes from the word motive (motive), which means encouragement or being because someone does an action / activity that takes place consciously. Leaders know that at the heart of every productive and successful business lies a thriving organizational culture and hardworking people collaborate passionately to produce great results (Gignac and Palmer, 2011). Robbins in Sentot Imam Wahyono (2010) argues that motivation is the willingness to issue a high level of effort for organizational goals that is conditioned by the ability of that effort to meet some individual needs. This means that someone needs to strive with maximum effort in achieving its goals that will contribute to the organization.

Chandra Sekhar et.al (2013) said motivation to work as a support person to provide work to the organization to be able to improve individual and organizational performance even in a better way than they usually do. Vuori and Okkonen (2012) stated that motivation can be useful for providing knowledge through an intra-organizational social media platform to help the organization to achieve its goals.

Research conducted by DeCenzo & Robin (2010) states two types of awards, both financial and non-financial rewards for job satisfaction and employee motivation.

According to Hasibuan (2003), it was stated that position rotation is a change in the place or position of an employee but still in the same rank within the organization, terms that are the same as rotating positions are moving, assignment and transfers.

As per Yamamoto (2013) employees assume that they will get awards for well-done work and guarantees of the work and will have an automatic impact on performance. Similarly, Zhang and Wu (2004) provide the fact that with work problems, employees will trust themselves with the future of their work will also provide the best business according to the goals of the organization. Therefore, it can reduce job satisfaction given motivation that contributes to employees to ensure their performance and the achievement of organizational goals and maximize company profits.

According to Candi et al. (2013), a recognition of innovation through staging experience. Mahazril et

al. (2012) concluded that several ways to motivated employee are rewards, recognition and communication. Increasing levels of productivity and job performance can be shown in the first performance or progressively to strengthen employee behavior through recognition.

In (2012), Jung and Kim stated job satisfaction and an employee organizational commitment increase due to good work environment and good work conditions. Thus, employees will work optimally to get good employee work performance. Similarly, Cheng et al. (2013) found that there were evidences associations between psychosocial work conditions and health in moderating effects of age. At present the need for working conditions and physical environment is very important for employees. With poor working conditions will have a negative impact on performance, because it will result in a decrease in mental and physical health of employees. For this reason, employees need good working conditions.

A study by Garcia et al. (2012) identified that organizational justice and job satisfaction perceptions influenced of promotion systems affect. Likewise, Koch and Nafziger (2012) promotion is something that is desired by most employees to compensate them for providing harder work. Promotion within a regular time period will provide an optimistic approach behind and employees are given promotions as psychological requirements in an organization

The work of Hunter et al. (2012) defines that achievement is form of organizational performance which unique and special. As per Satyawadi and Ghosh (2012), employees who are more motivated are caused by good achievement and mature self-control. Understood together that an employee who is motivated to pursue achievement, looking for goals that are realistic but challenging and continue to make improvements in the work. There is hope that feedback from company leaders will be given and the need for a sense of achievement.

In (2011), Parvin and Kabir conduct studies and tests on factors that influence job satisfaction in pharmaceutical companies and provide an overview of satisfaction through the views of employees on their work and view job satisfaction that is different from their motivations, although clearly related. Wickramasinghe (2009) conducted an investigation that gender and working period are important factors in measuring employee job satisfaction. It can be said that one's job satisfaction is determined by the results expected to exceed the target or expectation. For example, a good work environment and supportive working conditions can improve employee job satisfaction, therefore employees will make the best contribution in improving their

performance. Williams et al. (2003) said that job satisfaction brings a good working relationship between employees and leaders, maintaining good rest periods, maximizing existing resources and providing flexibility for employees within the organization. Job satisfaction leads to someone who enjoys doing his job and is rewarded for his achievements. This is the main basis for recognition, promotion, income and other achievements in order to meet the expected goals and objectives. (Kaliski, 2007).

As summarized by Park (2010), monetary incentive as a trigger for greater action and high enthusiasm and enthusiasm for the work of employees, this will be an aid in recognizing employee performance. Likewise, Beretti et al. (2013) reviewing monetary incentives used in order to build a positive work environment and maintain work morale, this is consistent with employees who will encourage employees to produce better performance. Therefore, monetary incentives can motivate employees and increase employee commitment to produce company performance, psychologically able to provide satisfaction to someone and become job satisfaction in the form of behavior or views of employees towards work in the organization.

3 RESEARCH METHOD

This research is a qualitative case study research approach, which conducted learn a real case context phenomenon in the capital city of Jakarta that occur post organization change. The method and procedure employed in this study is case study research design by Yin (2012), with the following stages:

(1) Research questions; before making a series of questions, the researcher began by conducting a literature review by reading journals related to performance motivation, demotivation, leadership and organizational change both the civil service and employees in the private sector. The researcher did this because he wanted to know the previous similar research methods and their relation to the research being carried out so that it would be easier for researchers to bring up research questions and show when there was a development of new knowledge. As stated by Neuman, a good *review* showed a relevance to the existing body of knowledge and at the same time can create coherence and summarize "what is known in an area". Literature reviews obtained from relevant journal studies make it easier for researchers to group and synthesize different

research results. The results showed what has been done and what has not been done. The results of the review helped the researchers to tell something that has been found, so that researchers benefit from what others have done. By completing the two stages of the process, the researcher had defined and carried out the research design. The results of the literature review, documentation, observation, and initial interviews were used by researchers to make interview guidelines. This interview guide was used by researchers when interviewing informants.

(2) Research theorem or theoretical framework (proportion of studies); Researchers study, collect, and analyze the data related to government employees and how the employee motivation and causes of employee demotivation is. Researchers also study the legal basis of government employees

(3) Unit identification analysis; the next stage, the researcher made preliminary observations with government officials. To add some accurate information and more than one source, researchers also conducted observations in the government office and talked with informants. In addition of a party and the affected by organizational changes was observed, researchers also observed the real situation. This is done to get the results of observations, their experiences and opinions on organizational changes that occur. The results of information and discussions with various internal parties become the data, hence will be a multi-source document for researchers. To get direction and sharpness on these problems, researchers conducted discussions with human resource practitioners who had conducted research with case studies, promoters and co-promoters to get insight into the research and agreement on employee motivation problems of post organization changes to be used as research material.

(4) The logical relations of data with theorem or theoretical (logical relation); The researcher made a research proposition and set out the analysis units from the start which had been chosen by the researcher as a case study. Then, the researcher also assembled the logic by the research question, proposition, and analysis units. Propositions were necessary to identify the relevant information related to the problems of employee's performance motivation of post organization changes. If the researcher did not make a proposition, the researcher would be easily tempted to collect everything that was not needed. At this stage, the researcher made the questions point to the case of demotivation of employees beginning with giving an overview related to employee motivation prior and post organization changes in order to provide answers to

what causes demotivation of employees, how committed they are within organization and how to foster their performance motivation of post organization changes.

(5) Criteria to interpret the findings; the researcher conducted the data collection and analysis. In this activity, researchers prepare time, mentally and practice skills to foster good relations with related parties and improve the ability to obtain information through the interview process. This interview process requires skills to listen, ask questions, read the *body language* of the informants and conclude the results of interviews. Because the research profession was not in the world of *human resource*, then the researcher invited the other researchers with management backgrounds knowledge and had carried out the interview process to participate in the interview process. This is done to provide input during interviews and provide scientific opinions related to the interview process that has been conducted. After completing the interview process, the researcher also discussed with other researchers' friends to make sure the results of the interview could be used as a reference in making interview transcripts. Other preparations are a set of interview guides and media to make it easier for researchers to conduct interviews such as recorders, cameras, mobile phones, pens, memos, and other supporting tools. During conducting research, in addition to the informant's expressions summarized from the body language of the informant also the complements of the analyzed information. In this process, researchers observed things visually so that the research was better to understand the full context of the information conveyed by informants. The task of the researcher is to collect data and present it in written form that can provide life and in-depth information on the research.

This research was conducted with 300 informants who worked in central government employees in DKI Jakarta who experienced organizational changes. The data collection techniques used observation, interviews, documentation and *audio* material. In the process of data analysis techniques, the researchers used the Miles & Huberman approach, namely the procedure of analyzing qualitative data with data reduction, data presentation and conclusion / verification. The validity check of the data utilizing Moleong's opinion with four criteria for data validity checks, namely credibility, transferability, dependability, and conformability. The research process carried out by the researchers can be described in figure 1 as follows:

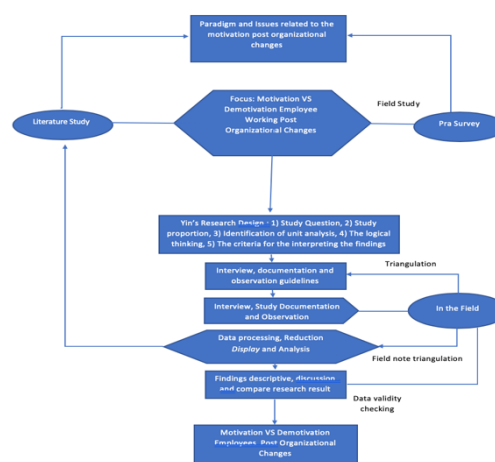


Figure 1: Frame of Research Methodology

4 RESEARCH FINDING AND DISCUSSION

Based on the observation results, interviews and literature studies that have been conducted, it was found that there was a performance demotivation of government employees of post organization changes. This is indicated by the decrease of work discipline and work ethic which has significant changes. This work motivation can be seen from two sides, namely from internal organization and external organization. Sahar F. Abu-Jaraour examines the demotivation of someone in the life of an organization which states that demotivation can be caused by inside and outside factors of the organization; the factors cover the financial aspects obtained by employees, besides that slow development also causes demotivation; external factors include the achievement of work life and social life; thus, the lower achievement will trigger demotivation (Sahar, 2014).

a. Internal Factors

Internal factor is a factor which comes from the inside of the organization as dimensions that arise in post organization changes. This factor includes: organizational change, work environment, workload, placement and diversity.

Changes made post organizational changes are things that must be accepted by government

employees. This change should be done in good manner to achieve the goals of the change itself. The success of organizational change depends on the actors of change, namely human resources. If changes are made without seeing the situation of the human resources, then these changes will not work properly.

Working environment is a factor that create demotivation of employee's performance in post organization changes. In this case, the working environment will experience some significant changes because by these changes, it will change the existing work environment. Changes in the work environment include physical work environments such as working facilities, work tools while non-physical work environments such as relationships between superiors and subordinates.

Workload is a causal factor for employee's demotivation. In the post organization changes, the workload is still not in a normal state as proper as the position. Thus, the workload will tend to demotivate employees because the employees must experience an increase in workload.

Placement is one of the factors that cause demotivation of employees. Most employees feel that the placement of employees does not match the passion and background of Education. This becomes a challenge for the organization in placing employees in the right place. In this case, the term man in the right place is very appropriate for the organization in placing its employees according to the needs of the organization.

Indonesia as a country that has high diversity is certain that the employees in each organization will have diversity such as religion, race, ethnicity and culture. Diversity can be demotivating when organizations do not instill a culture of tolerance and respect the diversity that exists. So, when the organization does not find diversity management that can be applied in the government, this diversity will have an impact on the demotivation of employees.

b. External Factors

External factors are factors that come from outside of the organization, namely factors from individual employees themselves. These individual factors come from the personality and daily environment of the employee. Although the admission process has been carried out through several existing standards, the personality of the employee can still be affected by the environment around the employee. So that over time organizational changes will have an impact on the employee itself.

To confirm the results of this study, especially on the dimensions that affect the demotivation of government employees, the researchers take measurements using a table which is specifically designed by the researchers to empirically produce results on these indicators. The following are the results of measurements using 11 (eleven) dimensions of motivation according to Chandra et.al (2013). Each informant responds positively or negatively to their attitude towards these dimensions with the following results in table 1 below:

Table 1: FML Motivation Measurement

Indicator	Response	Count (Employee)	Percentage
Monetary Incentives	-	74	25%
	+	226	75%
Training	-	76	25%
	+	224	75%
Job Security	-	90	30%
	+	210	70%
Recognition	-	120	40%
	+	180	60%
Appreciation	-	68	23%
	+	232	77%
Job Transfer	-	90	30%
	+	210	70%
Working Conditions	-	86	29%
	+	214	71%
Job Satisfaction	-	89	30%
	+	211	70%
Achievement	-	162	54%
	+	138	46%
Promotion	-	47	16%
	+	253	84%
Social Opportunities	-	77	26%
	+	223	74%
Motivation	-	159	53%
	+	141	47%

Monetary incentives are indicators that show the importance of financial incentives for employees to support motivation. There were 75% (224 people) of the total informants said that they felt that financial incentive factors were a supporting factor in increasing motivation after organizational change.

As stated by Wiley (1997) which is concluded that good pay is an important motivator regardless of age. This shows that a good salary will be a good motivator for all working ages.

Training is the second indicator that has affected the motivation. From the informant's response, there were about 75% of the total 300 informants who stated that training was a support for motivation after organizational change while 25% said training caused a decrease in work motivation.

Job Security is an indicator that supports motivation. There are 70% of the 300 informants who convey job security which increases performance motivation and 30% states that the indicator is a cause of decreased work motivation.

Recognition is one of the factors which supporting motivation in post organization changes. There are 60% of 300 informants stating that the recognition has an impact on work motivation after organizational change. While 40% said that recognition did not make a positive contribution to motivation.

Appreciation is something that has an impact on motivation. 77% of the informants said they were motivated because of the appreciation given after organizational change. While 23% of informants said appreciation was a factor that caused a decrease in work motivation.

Job transfer is an indicator that shows 70% of 300 informants who convey job transfers are things that make work motivation increase while 30% of informants state that job transfer is a factor that causes a decrease in work motivation.

Working conditions are factors that greatly influence employee motivation. There were 71% of 300 informants stating that working conditions were factors that were able to increase employee motivation, while 29% of informants stated that working conditions had an effect on decreasing work motivation.

Job Satisfaction from informants shows that 70% of informants are satisfied with their work. Even though, the work done is in the form of routines that are carried out every day with minimal variations in work. While 30% of informants stated that job satisfaction does not have a positive impact on motivation.

Achievement is an indicator that shows the response of informants by 46% giving an increase in employee motivation, but there are 54% who say achievement is not a positive factor in work motivation.

Promotion is an indicator that has a big influence on work motivation. Based on the informant's

response, 84% of informants stated that promotion provided an increase in work motivation, but 26% of informants stated that they did not have a positive influence on work motivation.

Social Opportunities are the biggest factor of several indicators mentioned above. There were 74% of informants giving a positive response to the social opportunities indicators, while 26% said this indicator did not have a positive impact on increasing motivation.

This research is a follow-up research from a previous research which produced dimension of motivation and implement to SCA post organizational changes.

5 CONCLUSION

Based on the results of the research and literature review it can be concluded that: first, factors that can increase employee motivation in post organization changes are career opportunities and organizational development, increased income, new challenges, solid teamwork and a positive work atmosphere. These factors are able to provide new enthusiasm of the employees in accepting and implementing organizational changes. Second, based on the results of the research that has been conducted, there are several factors that make employees demotivated, including: organizational change factors, work environment, workload, placement, rotation and diversity.

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