



The Role of Management in Increasing Employee Work Motivation at Falsafa Stationary Store

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ABSTRACT

Management is a necessity to facilitate the achievement of human goals in organizations, as well as manage various organizational resources, such as facilities and infrastructure, time, human resources, methods and others effectively, innovatively, creatively, solutively, and efficiently. The role of management in the business world is very important. This study aims to determine the role of management in increasing employee motivation at falsafa stationary store. This research method uses qualitative methods. Research data collection techniques through direct interviews with falsafa stationary store management. The results showed that the management of falsafa stationary store increased employee work motivation by providing more incentives for employees who work overtime, giving appreciation to employees who excel and discipline, trying to create a positive and comfortable work environment, implementing effective communication to employees, providing health facilities, leave facilities, capacity building facilities, housing facilities.

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Introduction

Management in an organization includes a collection of actions or processes that all members of the organization perform to meet a specific goal or set of goals. Management is characterized as a set of activities (which include planning, decision-making, organizing, leading, and controlling) aimed at the optimization of organizational resources (human, financial, physical, and information) with the aim of achieving organizational goals in an efficient and effective manner (Griffin, 2021). Management can be considered as the mechanism by which tasks are accomplished through individuals, and it also realizes the creative and dynamic synergy of effective resources (Pettinger, 2020). Management embodies the scientific and artistic dimensions of organizing, regulating, communicating, and deploying all available organizational resources through the application of management functions, thereby facilitating the achievement of organizational goals effectively and efficiently (Kristiawan, 2017). Phenomena observed among private sector employees in the workplace reveal the persistence of instances where newly hired employees resign soon after starting work, employees leave without prior notice, and some individuals fail to report for work on their first day despite having secured a position. This situation undoubtedly raises questions regarding the underlying causes, whether they stem from deficiencies in the management system that require



evaluation or from issues related to the personal attributes of individuals. Nevertheless, in the midst of this phenomenon, certain organizations have managed to retain their employees, one illustrative example being the stationary store philosophy.

Management is described into four main functions (Suryani et al., 2021), namely: 1. Planning: Planning is the process of formulating strategies to achieve organizational or company goals. 2. Organizing refers to the efforts made by leaders to mobilize and organize the resources they have. 3. Coordination: Coordination involves the integration of diverse directives or orders, serving as a means to harmonize and align the aspirations of all concerned members towards a common goal. 4. Control - Supervision is a systematic managerial action aimed at directing each task execution according to pre-set parameters. Effective monitoring measures are essential in supervision to prevent deviations that may result in adverse consequences for the organization or company.

The significant functions of management, as articulated by Henry Mintzberg (2012), a prominent management scholar, initiate the basic roles of management which can be categorized into several segments including :

1. Interpersonal Bridge Role

The interpersonal bridge role pertains to roles that involve interaction with others (both subordinates and external stakeholders) as well as activities that are ceremonial and symbolic in nature. The three roles covered in this category are figurehead, leader, and liaison.

2. Information role

The information role relates to activities related to gathering, receiving and disseminating information. This category consists of three roles: monitor, disseminator, and spokesperson.

3. Decision roles

Decision roles encompass the responsibilities associated with the decision-making and choice-making process. The four roles identified in this category include entrepreneur, disturbance handler, resource allocator, and negotiator. However, the functions associated with this role manifest differently for managers at different levels of the organization. For those in higher managerial positions, the roles of information disseminator, protagonist, negotiator, liaison, and spokesperson tend to have greater significance. Whereas lower down in the organization, leadership roles (as defined by Mintzberg) appear to be more required of managers.

4. Role of the Planner

Management is involved in formulating long-term and short-term strategic plans for the organization. They describe goals, articulate strategies, and allocate resources to effectively achieve these goals. Effective planning enhances organizational goals and facilitates anticipation of fluctuations in the business environment.

5. Role of Human Resource Development

Management plays an important role in the advancement of the organization's personnel. They assess training requirements, facilitate career advancement, and ensure that there are appropriate rewards for high-performing employees. Human resource enhancement significantly contributes to improving the quality and competence of employees, thereby affecting the overall performance of the organization.



Effective and proficient management in an organization has the potential to increase employee motivation levels. Motivation, as defined by Hasibuan (2019), is the driving force instilled in individuals to aspire towards optimal, effective, and integrated work performance within an organizational framework. The goal is for employees to achieve personal satisfaction while aligning with organizational goals. According to Hasibuan, the essence of motivation is to increase work productivity, improve morale and job satisfaction, improve discipline, foster loyalty, stimulate creativity and participation, improve overall welfare, increase a sense of accountability, and optimize resource utilization.

Work motivation encompasses the intrinsic energy that drives employees to meet organizational goals. It can also be interpreted as the state that incentivizes individuals to engage in specific tasks. Factors that influence work motivation include, but are not limited to: remuneration, bonuses, and employee attitudes towards work-related situations (Mangkunegara 2019).

An organization is poised for success when its employees are adept at carrying out their responsibilities. Therefore, organizational leadership must understand the various forms of motivation. Work motivation is classified into three categories (Sedarmayanti, 2017): 1. Primary motivators, which can be measured monetarily; 2. Secondary motivators, such as attention provided by leadership; 3. Non-material incentives, which cannot be easily measured in monetary terms, include aspects such as proper job placement, systematic training, promotion opportunities, job security, involvement of subordinate employees in the decision-making process, conducive working conditions, dissemination of company information, recreational facilities, health care provisions, and housing support.

Work motivation consists of several dimensions in each employee, encouraging them to achieve optimal performance. According to Munandar (as cited in Sakiman 2019), the fundamental aspects of work motivation include: 1. Employee discipline, which refers to the attitude or behavioral actions of employees in carrying out work activities in accordance with established patterns, decisions, and norms, whether codified or verbal, with accountability for sanctions in cases of violation of duties, 2. A high level of creativity and combinatorial thinking, which involves the generation of work results and the synthesis of ideas or images in a structured manner, showing original and constructive initiatives, resulting in superior work quality, 3. Self-efficacy, which indicates the confidence employees have in their abilities and their ability to maintain a positive outlook in the face of prevailing circumstances, as well as their accountability for decision-making processes that enable the orderly resolution of challenges, 4. Resistance to pressure, which describes an employee's response to adverse emotional experiences that are perceived as a threat or arise from a disconnect between demands and personal will, with the resolution of the pressure being managed independently, 5. Responsibility in doing work is an awareness in everyone to carry out obligations or work, accompanied by the courage to accept all risks, great initiative in facing difficulties with work, and a great drive to get the job done.

Abraha Maslow with the hierarchy of needs motivation theory (in Andjarwati, 2015) believes that humans are basically good and shows that individuals have a continuous growing drive that has great potential. The hierarchy of needs system, developed by Maslow, is a pattern commonly used to classify human motives. The hierarchy of needs system includes five categories of motives arranged from the lowest needs that must be met first before fulfilling higher needs. The five levels of needs are :



- 1) Physiological Needs Food, water, shelter.
- 2) Security Needs protection against danger, threats, and security guarantees. Behavior that creates uncertainty with regard to continued employment or that reflects different attitudes and different, unpredictable administrative policies will be a very strong motivator in terms of a sense of security at any stage of the employment relationship.
- 3) Social Needs Giving and receiving love, companionship, affection, possessions, association, support. If the first two levels of needs are met a person becomes aware of the need for the presence of friends.
- 4) Esteem Needs are the need for achievement, sufficiency, power, and freedom. In essence this is a need for independence or freedom. Status, recognition, appreciation, and dignity. This need is a need for self-esteem.
- 5) Self-Actualization Needs, namely the need to realize one's ability for continued self-development and the desire to become more and be able to become a person. If the job has fulfilled some of the higher needs then it will be decisive in work motivation. The level of aspiration is closely related to the hierarchy of needs, and attitudes will determine the path a person will take to achieve their needs.

Methods

The method used in this research is a qualitative method. Qualitative research method is a research method that aims to understand a phenomenon in depth. This method uses data that is not a number. Qualitative research data collection techniques in-depth interviews, observation, forum group discussions, documentation. Qualitative research can be used to research problems that are complex, unclear, or cannot be measured by numbers. Qualitative methods are very suitable for understanding social interactions. Complex social interactions can only be unraveled if researchers use qualitative methods, among others, by means of involved observation and in-depth interviews with the social groups studied (Sugiyono 2020).

Results

Based on the results of direct interviews with the head of the falsafa stationary store, Mr. Wali Saputra, S.E Ak., M.A, the results show that the role of management in increasing employee motivation is to do several ways, the first of which is to provide more incentives for employees who work overtime. Employees who choose to work overtime automatically increase employee working hours, to increase employee motivation, of course their overtime hours should be rewarded by providing additional incentives.



Then give appreciation to employees who excel and discipline. Employees who excel deserve to get appreciation to maintain and increase their work motivation. This also applies to disciplined employees. Because time discipline is very necessary and not everyone can do it. Furthermore, as the leader of the falsafa stationary store, trying to create a positive and comfortable work environment for its employees, being able to be a place to discuss for employees who are stuck with work problems, and treating employees with the principle of humanizing humans. Another way to increase work motivation is to apply effective communication to employees, because after all communication is the most important element in the organization, especially to avoid misunderstandings. Then the organization's policy in providing health facilities, leave facilities, capacity building facilities, housing facilities. Facilities are important for organizations to increase employee morale. With these facilities, it can help employees in terms of economy, health, because health is a very important concern and is a facility that is needed by employees as well as facilitating employees to develop their potential, even with the provision of residence facilities, it can make it easier for employees whose homes are far from the work location, or if employees work overtime until night and do not dare to go home, they can use the residence facilities that have been provided. Of course, with the provision of living facilities, it can facilitate employees in saving time and also the economy.

In addition, facilities such as a special room that serves as a place to store tableware, food ingredients, and prepare snacks or drinks are also provided. For organizations engaged in the business world, of course, it is necessary to pay attention to employees and their needs in the workplace so that there is no gap between superiors and employees and together work together to advance the organization and achieve targets and goals. However, humans need each other. Can not run the organization by itself. Of course, we both respect each other, look after each other and embrace each other so that work motivation is maintained and increasing. As a supervisor, when we have made all efforts, but there are still employees who leave and quit work, we still evaluate how our management system has been for employees.

Then based on interviews conducted with five employees from each field representative stated that employees have a sense of comfort working at falsafa stationary store, because falsafa stationary store management can help employees in meeting their needs. There is no gap between leaders and subordinates, employees feel embraced to work together so that it can be one of the causes of increased work motivation. For employees, wherever they work, even though the salaries received are not excessive, a comfortable work environment is more important. Employees also feel helped by the supporting facilities provided by the management of falsafa stationary store. Where today it is very difficult to find a job with a workplace that helps its employees with various forms of facilities. Employees feel like they have family ties in their current workplace. By providing opportunities and opportunities to discuss with leaders regarding problems experienced at work, it is enough to help employees to get a sense of security and comfort at work.

Discussion

The role of management in increasing the work motivation of falsafa stationary store employees can be said to be in accordance with Abraham Maslow's hierarchy of needs theory. Abraham Maslow's theory of motivation or Hierarchy of Needs theory consists of five levels of



needs, starting from physiological needs, security, respect, self-actualization, to transcendental needs. This pyramid illustrates that humans have different needs and must meet lower needs first before they can meet higher needs (Rahmadania 2023).

The management role applied by the falsafa stationary store such as providing gaiji, drinking water facilities, pantry rooms, and shelters has helped fulfill physiological needs. Then the need for security for employees such as the existence of health and housing facilities can contribute to meeting the security needs of employees. Furthermore, paying attention to the needs of employees and providing opportunities for discussion is one form of fulfilling the social needs of giving and receiving, and providing support. In addition, by giving appreciation to employees who excel and are disciplined, it can fulfill employees' self-esteem needs. And providing opportunities and facilities for employees to develop their abilities is a way for organizations to meet employees' self-actualization needs.

The results of this study are in line with the results of research (Wardani, 2023) which found that the implementation of Abraham Maslow's hierarchical theory regarding the hierarchy of employee needs has been implemented by PT Molindo Raya Industrial properly. Of the five aspects of needs that must be met by the company, all of them have been carried out well. In addition, company leaders also play a very good role in helping employees get their needs. So it can be said that the leadership in the company PT Molindo Raya Industrial has been running well. Research from (Sunarya, 2022) found the results that Maslow's theory is very relevant in building and raising organizations, because it consists of individuals who act and act with excellent performance and work ethic. Maslow with his theory can explain the level of satisfaction and motivation of individuals in groups and organizations. In addition, it can build the loyalty of organizational members with the motivation of the hierarchy of needs. Then research from (Mahardika et al., 2022) found the results that according to Maslow's Hierarchy of Needs Theory, physiological needs are ranked first, which are supported by indicators such as salary, clothing, and nutrition, which are primary needs that can be received during the COVID-19 pandemic. The remaining four needs are non-essential needs that are not a priority to obtain during the COVID-19 pandemic, specifically the need for security in the second rank, which is supported by indicators such as retirement remuneration, health insurance, and employment status provided, followed by the need for social status in the third rank. These social needs are supported by indicators such as working relationships with coworkers, supervisors, and superiors. Self-actualization needs, namely the need for appreciation, are ranked last.

Conclusion

From the results of research and discussion, it can be concluded that the role of falsafa stationary store management in increasing employee motivation by providing more incentives for employees who work overtime, giving appreciation to employees who excel and discipline, trying to create a positive and comfortable work environment, implementing effective communication to employees, providing health facilities, leave facilities, capacity building facilities, housing facilities can be in accordance with and support the theory of the hierarchy of needs from Abraham Maslow.



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