

# CHAPTER I

## INTRODUCTION

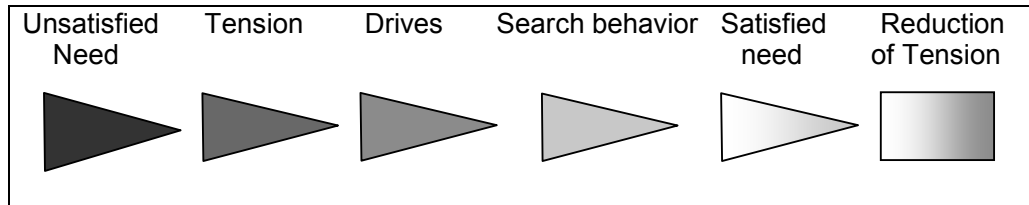
### I.1. Background of the Study

In a company employees are needed to run the income-earning activities. It is impossible for a company to run the activity and earn money by itself. It needs a lot of people to join and function each individual position in the business. Therefore, employees as members of an organization play very vital roles in a company. A company needs qualified employees in both skill and performance to work effectively and efficiently.

A company usually trains new employees to get qualified ones in skill and performance. Problems usually appear not in the training period but when the employee has already worked in the company for several months. Basically, the problem is found in the employee's lack of motivation in doing his or her job.

According to Robbin and Coulter, 2003, the motivation process is "an unsatisfied need creates tension that stimulates drives within an individual. These drives lead to a search behavior to find particular goals that, if attained, will satisfy the need and reduce the tension" (Robbin and Coulter, 2003: 424), as described in this picture below:

**Picture 1.**  
**Motivation Process**



Source: Robbin and Coulter, 2003.

Motivating and rewarding employees are the most important and the most challenging activities that manage performance. According to Handoko, (1992) “Motivation is a force that control human behaviours because every action of human made moved based on certain motives”.

According to Robbin and Coulter, motivation is:

- The result of the interaction between the person and the situation.
- The willingness to exert high levels of effort to reach organizational goals, conditioned by the efforts ability to satisfy some individual need.

(Robbin and Coulter, 2003:424)

Lack of motivation can also make the employee perform bad attitudes such as becoming lazy, not willing to show his potentials, coming late and so forth. The reasons of the worker’s doing such things are the lack of motivation and the company does not fulfill their needs. For example the company does not give enough salary, the working environment does not satisfy their expectation, working becomes compulsory and the job is not challenging enough for their capacity. Therefore, a person cannot work effectively and efficiently without motivation.

I choose this topic because I realize that motivation is an important factor for the employee in working. The reason I use the Herzberg's theory of motivation factors is that the statement is more representative. There are some more factors of motivation in Herzberg's theory. Besides I want to find out which factors make the administration staffs lose their motivation. In this term paper, I have to know what kind of motivation that can drive a worker in performing the job. Besides, I want to know what kind of problem that causes an employee to be lacking in motivation.

I choose to do my research at the Administration section of Maranatha Christian University because as a student in this university I want to participate in improving the quality of human resources related with motivation especially in administration section and for Maranatha Christian University progress in general.

I research the employees' motivation according to Herzberg's factor, both intrinsic and extrinsic by giving some questionnaires and interviewing the administration staffs' factors.

1. The intrinsic factors are related to job satisfaction such as achievement, recognition, work itself, responsibility, advancement and growth.
2. The extrinsic factors are associated with job dissatisfaction such as supervision, company policy, relationship with supervisors, working conditions, salary, relationship with peers, personal life, relationship with subordinates, status and security.

(Robbin,2001:159)

The problems occurred in the administration section were sometimes caused by some workers that perform the task half-heartedly or carelessly, have a lack of concentration when working, do not show the best effort to the superiors and the students and show unfriendly attitude in serving the students, for example unwilling to give detailed information or help the students. Besides, looking for another income will affect their dedication and loyalty.

## **I.2. Identification of the Case**

1. Which factors make administration staffs in Maranatha Christian University lose their motivation according to Herzberg's theory both in intrinsic and extrinsic factors?
2. How do their superiors from university motivate the administration staffs according to Herzberg's theory both in intrinsic and extrinsic factors?

## **I.3. Objectives of the Study**

1. To find out which factors make administration staffs in Maranatha Christian University lose their motivation according to Herzberg's theory both in intrinsic and extrinsic factors.
2. To know how their superiors from university motivate the administration staffs according to Herzberg's theory both in intrinsic and extrinsic factors.

#### **I.4. Limitation of the Study**

I make a research on the reasons why the workers are not motivated and find the ways to motivate the workers in administration of Maranatha Christian University according to Herzberg's theory.

#### **I.5. Layout of the Term Paper**

This thesis starts with the Abstract, a concise summary of the entire paper in Indonesia. This abstract is followed by the Preface, in which acknowledgements are given to those contributing and involved in the work. After that is the Table of Contents and Appendices, followed by its four chapters:

Chapter I Introduction to the study.

Chapter II Theoretical Review of basic theories or concept related to the Case Study.

Chapter III Case analysis, includes ways of collecting data, information or data gathered and discussion of important findings.

Chapter IV Conclusion, in which major statements are made along with some suggestions and an implications for further study is mentioned.

Following the Conclusion is Bibliography, where I present alphabetically the references used for study.