



MOTIVATIONAL FACTORS FOR CIVIL SERVANTS IN INDONESIA

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ABSTRACTS

The research objective was to identify various factors that influence the motivation of civil servants in Indonesia by adapting Herzberg's Motivation-Hygiene Theory of Motivation. The research was carried out through a quantitative approach using a survey method. The research instrument used was a rating scale instrument which aims to assess respondents' perceptions of motivation and hygiene factors using a four-point Likert scale. Respondents in this study are civil servants who work in various government institutions in Indonesia, both at the central and regional levels. Data collection was carried out on-line using a digital questionnaire through the Google Forms application which was carried out from May to August 2020, with a total number of respondents as many as 303. The results of this research showed that the motivation factor for Civil Servants in Indonesia to be internally motivated is recognition; giving of responsibility; possibility of growth; and achievement. Meanwhile, hygiene factors that can reduce the motivation of civil servants in Indonesia because they are still not in line with expectations are policies and administrative systems in government agencies, salaries, the ability of supervisor, working conditions, and working status.

Keyword: Motivation Factors, Hygiene Factors, Civil Servant.

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1. INTRODUCTION

Human resources are important resources for an organization in supporting the achievement of various goals (Batarliene et al., 2017). As an illustration, even though an organization has material resources and natural resources, if the human resources in the organization do not have the ability to utilize other resources, then of course the organization will find it difficult to develop and achieve its goals (Chaerudin et al., 2020). Furthermore, human resources can be said to be an asset for an organization if they have various attributes such as knowledge, experience, commitment and motivation (Kuranchie-Mensah, and Amponsah-Tawiah, 2016; Kianto et al., 2017). Related to human resources as an asset, motivational factors have been empirically proven as the main factor influencing employee performance in an organization because they affect work productivity which has an impact on the effectiveness and efficiency of an organization's work (Nohria et al., 2008; Omolo, 2015; Che Embi et al., 2016; Lorincová, et al., 2019). The ability of an organization to motivate its employees has even been stated as a key aspect to distinguish between successful and unsuccessful organizations (Serhan et al., 2018). Motivation is defined as the strength, direction, and persistence of an individual to achieve certain goals based on the desire to exert their best efforts to achieve these goals and satisfy their needs (Sahito and Vaisanen, 2017). Employees who are not motivated will certainly have an impact on unsatisfactory work results (Osabiya, 2015). Therefore, it is important for an organization to determine various factors that are in accordance with the needs and expectations of its workers so that they can motivate them to increase productivity (Hanaysha and Hussain, 2018).

Related to government institutions, the existence of human resources called Civil Servants (PNS) certainly has an important meaning because they have a vital role not only in determining the success of the organization, but also in supporting good public services (Dharmanegara et al., 2016). More specifically, PNS play a role in planning, implementing, and also controlling various policies in government institutions that have been established (Friolina et al., 2017). Because motivation has been empirically proven as the main factor in supporting the success of an organization in achieving its goals, government institutions must of course identify various appropriate factors to motivate PNS, so that they are able to achieve higher performance standards, commit to the organization, and encourage initiative and active participation in the workplace (Ciobanu and Androniceanu, 2015).

In analyzing employee motivation and job satisfaction, one of the theories that can be used is Herzberg's Motivation-Hygiene Theory of Motivation (Malik and Naeem, 2013; Alshmemri et al., 2017). This theory is based on two factors that drive employee satisfaction in the workplace, namely motivational factors and hygiene factors (Ruthankoon and Ogunlana, 2003). Motivation factors are also called intrinsic factors that allow positive attitudes and satisfaction to emerge at work, while hygiene factors are extrinsic factors that better describe various conditions in work that can affect motivation and job satisfaction (Kuranchie-Mensah, and Amponsah-Tawiah, 2016). Therefore, motivational factors are internal factors from within individual employees that can encourage each individual to work hard and enjoy their work, while hygiene factors are external factors that do not cause the level of motivation to increase, however, if these factors are not met, it will cause dissatisfaction (Hyun and Oh, 2011). Motivational factors consist of: work performance, recognition, type of work, responsibility, career advancement; and the possibility of development (Kuranchie-Mensah, and Amponsah-Tawiah, 2016). Meanwhile, hygiene factors consist of: Company policies and administration systems, supervisor/superior abilities,

interpersonal relationships with coworkers, work conditions, job status, personal life, salary, and job security (Ndungu, 2017).

Research on the factors of civil servant motivation has been conducted in several countries, including: Kosovo (Naim Ismajli et al., 2015); Romania (Ciobanu & Androniceanu, 2015); Penang, Malaysia (Che Embi et al., 2016); and Lebanon (Serhan et al., 2018). However, the results of these studies were conducted in countries that have different social and cultural characteristics from Indonesia. Meanwhile, several studies related to civil servant motivation have also been conducted in Indonesia, such as those conducted by (Esthi, 2014; Gusti et al., 2018; Chalim and Rizani, 2018; Nurung et al., 2019). However, these studies focus on the influence of the level of civil servant motivation on work performance, and not on the factors that influence work motivation. Based on this, the formulation of the problem put forward in this study is what factors influence the motivation of civil servants in Indonesia? Based on this formulation of the problem, this study aims to identify various factors that influence the motivation of civil servants in Indonesia by adapting Herzberg's Motivation-Hygiene Theory of Motivation. This study is expected to be useful for various parties, especially leaders in government organizations related to civil servant management activities in Indonesia. This is based on the opinion of Mullins in Omolo (2015) which states that the main task of a leader is to motivate his subordinates effectively. Therefore, by knowing the factors that can motivate employees, it can certainly make it easier for government institution leaders to optimize their most valuable assets, namely human resources.

2. RESEARCH METHODS

This study was conducted to identify factors that influence the motivation of civil servants in Indonesia by adapting Herzberg's Motivation-Hygiene Theory of Motivation. The study was conducted through a quantitative approach using a survey method. The respondents used as samples in this study were civil servants working in various government institutions in Indonesia, both at the central and regional levels.

The research instrument used was a rating scale instrument that aims to assess respondents' perceptions of motivational factors and hygiene factors using a four-point Likert scale with the following provisions: 4 = Strongly Agree; 3 = Agree; 2 = Disagree; and 1 = Strongly Disagree. The rating scale instrument consists of two parts. The first part is intended to obtain general information on respondents consisting of gender, level of education, and length of service as a civil servant. Meanwhile, the second part contains statement items to be assessed based on respondents' perceptions.

The rating scale instrument was developed through several stages. In the first stage, a literature review was conducted from various previous studies to compile various statements that are in accordance with Herzberg's theory regarding motivational factors and hygiene factors. In the second stage, based on the results of the literature review, then the statement items were compiled using positive sentences that represent each factor in the motivation factor. The total statement items for the motivation factor were 16 statements and the hygiene factor was 19 statements. In the third stage, the validity of the questionnaire content was checked using the expert assessment method to two practitioners in the field of human resource development of civil servants with experience > 10 years.

In general, based on the results of the content validity test, it showed that all statement items were relevant to the research objectives. Data collection activities were carried out online using a digital questionnaire through the Google Form application which was distributed via the WhatsApp application to more than 1000 respondents. The data collection time was carried out from May to August 2020. The questionnaires filled out were 303 with a more specific respondent profile given in **Table 1**.

Table 1. Respondent Profile (N=303)

Category	Frequency	Percentage
Gender		
Male	194	64
Female	109	36
Work Experience as a Civil Servant		
0-5 years	42	14
6-10 years	74	24
11-15 years	100	33
16-20 years	32	11
21-25 years	19	6
> 25 years	36	12
Education		
High School/Vocational School	4	1
Diploma 1, 2, and 3	5	2
Bachelor's Degree	143	47
Master's Degree	140	46
Doctoral Degree	11	4

Data analysis activities were carried out using descriptive statistical methods that focused on the average value and standard deviation value according to the Likert scale for each motivational factor and hygiene factor. Based on the results of descriptive statistics, motivational factors were sorted based on the largest average value and the smallest standard deviation value. In other words, motivational factors with the largest average value and small standard deviation are the main factors that influence civil servant motivation. Meanwhile, hygiene factors were sorted based on the smallest average value and the smallest standard deviation value. In other words, hygiene factors with the smallest average value and small standard deviation are factors that must be anticipated to prevent civil servant dissatisfaction.

3. RESULTS AND DISCUSSION

In the motivational factors according to table 2, there are four factors that have a value of > 3.00, namely: recognition, responsibility, possibility of development and work performance. Meanwhile, there are two motivational factors that have a value of < 3.00, namely type of work and career advancement, the results are as in **Table 2**.

Table 2. Mean Value and Standard Deviation of Motivation Factors

Ranking	Motivational Factors	Mean Value	Standard Deviation
1	Recognition	3.41	0.62
2	Responsibility	3.29	0.59
3	Possibility of growth	3.17	0.68

4	Achievement	3.14	0.64
5	The work itself	2.90	0.64
6	Advancement	2.51	0.83

The basic principle of motivational factors is internal factors from within the individual civil servant that are able to encourage each individual to work hard and enjoy their work. The recognition factor gives the highest average value compared to other motivational factors. The next motivational factors are giving responsibility; the possibility of development; and work performance are the next factors to be considered so that internal motivation arises in civil servants. However, there are two factors that have a value of <3.00, namely the work factor and career advancement. These results indicate that the type of work given or a transparent and measurable career promotion system are not the main aspects that give rise to internal motivation in civil servants.

The work recognition factor will arise if civil servants receive praise or awards when they achieve performance targets or when they are able to provide high quality work. The motivation that arises according to the responsibility factor is related to the giving of responsibility from the leader to the civil servant concerned to be given the freedom to make decisions in completing tasks. In the possibility of development factor, motivation will arise if a government agency provides the opportunity to develop competence or provide work experience in other positions that can support the career of civil servants. Meanwhile, motivation related to work performance appears as an impact if civil servants achieve specific success, such as being able to solve complex problems in a job. These motivational factors must of course be a concern for leaders in every Government Agency so that motivation always appears in every civil servant. In the hygiene factor according to **Table 3**, there are five factors that have a value of <3.00, namely: agency policies and administration systems, salary, superior ability, work conditions, and job status. Meanwhile, there are three factors with a value of ≥ 3.00 , namely: interpersonal relationships with coworkers, job security, and personal life.

Table 3. Mean Value and Standard Deviation of Hygiene Factors

Ranking	Hygiene Factors	Mean Value	Standard Deviation
1	Company policies and administration	2.42	0.75
2	Salary	2.43	0.80
3	Supervision	2.68	0.78
4	Working Condition	2.72	0.70
5	Working Status	2.93	0.68
6	Interpersonal Relations	3.00	0.59
7	Job security	3.03	0.73
8	Personal Life	3.45	0.55

The basic principle of hygiene factors is that they are external factors that, although they do not cause increased motivation, however, if these factors are not met, they will cause dissatisfaction. The current policy and administrative system factors in Government Agencies are generally perceived as the factors that are least in accordance with expectations. Then followed by salary factors, superior abilities, work conditions, and current job status in

Government Agencies which are perceived as not being in accordance with expectations, so they have the potential to cause decreased motivation. Of course, this must be given special attention. As for personal life factors, job security, and interpersonal relationships with coworkers with a value of ≥ 3.00 , they are generally perceived as being in accordance with civil servants' expectations, so they can be maintained to maintain motivation.

The policy and administrative system factors of the Agency are related to dissatisfaction that arises from civil servants as a result of the poor policies of a Government Agency. As for salary, dissatisfaction has the potential to arise if additional income is not commensurate with the type of tasks assigned to civil servants, or even income in a Government agency is not commensurate with other government agencies with the same tasks. In the superior's ability factor, dissatisfaction will arise if the leader does not have good managerial competence, is unfair to subordinates, or even has no desire to develop the competence and career of his subordinates. For the work condition factor, dissatisfaction will arise if the facilities, work environment, or the amount and amount of work are below the expectations of civil servants.

Meanwhile, the work status factor is related to a sense of pride in working for a government agency that has a good reputation. These factors are generally perceived as still below expectations, which of course has the potential to reduce civil servant motivation. Therefore, improvements are needed related to matters related to these factors, so as to be able to maintain motivation or even increase the motivation of civil servants in Indonesia. The results of research related to the motivational factors of civil servants in Indonesia turned out to have slightly different characteristics from several similar studies in several countries.

The results of research conducted by Naim Ismajli et al. (2015) where salary and career advancement factors are the main factors influencing the motivation of civil servants in Kosovo. The motivational factors of civil servants in Penang Malaysia are influenced by the development of civil servant competence and salary (Che Embi et al., 2016). Meanwhile, research related to factors that motivate civil servants in Romania is the work environment and type of work given (Ciobanu & Androniceanu, 2015). Meanwhile, the main factors that motivate civil servants in Lebanon are salary and work environment conditions (Serhan et al., 2018). Based on this study, similar to Indonesia, salary is one of the factors related to civil servant motivation in various countries such as Kosovo, Malaysia and Lebanon. Other factors that influence civil servant motivation are career advancement in Kosovo, civil servant competency development in Malaysia, work environment and type of work in Romania, and work environment in Lebanon. Meanwhile, in Indonesia, factors such as career advancement and type of work are not factors that motivate civil servants. Meanwhile, the policy and administrative system factors in Government Agencies in Indonesia are perceived as still below civil servant expectations, and are not even factors related to motivation in other countries. This once again must be a concern not only for leaders in every government institution, but also related to various policy regulations that govern the civil servant profession in Indonesia, so that civil servants can continue to be motivated in their work which of course has an impact on optimal performance.

4. CONCLUSION

The main factors that motivate civil servants in Indonesia internally are recognition from institutions when civil servants achieve a work target when providing good quality in a job; giving responsibility and freedom in making decisions in a job; giving opportunities for

civil servants to develop competence and work experience in other positions; and the ability of civil servants in completing relatively difficult tasks. While the main factors that can reduce the motivation of civil servants in Indonesia externally because they are still not in accordance with expectations are factors of policies and administrative systems in Government Agencies that are currently in effect, salary factors, superior abilities, work conditions, and job status.

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