

Decreased Employee Work Motivation during a Pandemic in CV. Artez Cipta Gemilang Bandung

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DOI: <https://doi.org/10.37178/ca-c.23.1.074>

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Abstract

Motivation is a self-motivation from someone that causes distributes and supports in achieving optimal goals. Every company with compensation must be able to motivate appropriately. The purpose of our research is to analyze the decreased of work motivation employee at CV. Artez Cipta Gemilang. All sectors of the business industry experienced a very significant decline, decreased sales levels, consumers also delayed work, to operational costs that must be carried out normally by minimizing income. So like it or not, the company has to reduce the number of employees. Companies need to find more appropriate solutions to solve this problem, so that employees are able to improve their work performance again. Because this is allowed to disrupt all company activities so that the company will experience losses. The theory that we use in this research is Motivation Theory by Mc Clelland's which we analyze in detail. Using a descriptive method, we use a theory regarding employee motivation, then we analyze it by collecting data in the field so that we can conclude and give the best advice for CV. Artez Cipta Gemilang.

Keyword: Pandemic, Work Motivation

RESEARCH BACKGROUND

Competition in the world of work is increasing, spurring agencies or companies to continue to improve their performance so that they can create a product or service that is beneficial to the community. To create a product or service that is useful, of course, requires a workforce who really has high morale. Basically, humans are the most important factor that organizations have to achieve goals, so every agency or company needs to realize that there must always be someone who can motivate employees to carry out one's abilities and activities to get the best or the company itself in other words achieve productivity. as expected by the agency or company. In order to maintain and increase employee motivation, a tool is needed that is able to motivate employees, so that they work better. One of the tools is the compensation provided by the agency or the employees that are expected to motivate work and high morale. Motivation is an encouragement from someone who causes, flows and supports in achieving optimal goals. CV. Artez Cipta Gemilang (ACG) is a company engaged in the culinary industry and wedding services. CV. ACG has 50 permanent employees spread across several divisions, including the Marketing Division, Human Resources Division, Operations Division, Field Division and Finance Division. This has happened since the pandemic, CV. ACG had to reduce its employees to 30 people. All sectors of the business industry experienced a very significant decline, decreased sales levels, consumers also delayed work, to operational costs that must be carried out normally by minimizing income. So like it or not, the company has to reduce the number of employees. Various ways are carried out by companies to maintain their business, at least the company must have a good compensation system so that employees are motivated and have high achievements during this pandemic. Thus it can increase sales and generate profits for the company.

The researcher also interviewed one of the employees and based on the results of employee interviews by the author, current employees complain that compensation and benefits are not appropriate, so they are less enthusiastic in increasing motivation at work. the company only provides salaries and allowances during holidays, causing weak work motivation for employees and the company provides guarantees for social security benefits only if their employment status resigns or leaves or ends the contract, and when there is a promotion or training it will not increase employee motivation because the nominal form of salary and benefits is the same as before. The following is the facility or component data obtained by employees, including:

Companies need to find more appropriate solutions to solve this problem, so that employees are able to improve their work performance again. Because this is allowed to disrupt all company activities so that the company will experience losses.

LITERATURE REVIEW

Acquired Needs Theory was proposed by a psychologist [1]. He proposed that an individual's needs are a result of experience acquired through life. Leaders can motivate subordinates by understanding the individual needs and finding ways to foster acquiring those needs. According to [1], there are only three needs ; achievement, affiliation, and power.

The respondents view pictures and then create stories about them. These responses are evaluated and analyzed. Then the ratings attributed to each of the three needs are identified. Managers are supposed to be aware of the attributes given to each of the three needs. They provide the basis for their use and effectiveness in a firm. [1] identified three basic motivating needs: Power, Affiliation and Achievement[2].

What is the need for Power?

Power concerns the ability to influence others. Individuals with high power need are motivated to acquire a position through which they can influence and control others. Characteristics of power-need individuals include assertiveness, outspokenness, demanding, practical (rather than sentimental), and involved. The need for power can be effective in management positions if it is used to create better conditions or a more positive work environment. However, it can come at the expense of fostering necessary relationships or if it is used for one's personal gain at the expense of others or the organization. The people who have a high need for power have a desire to influence and control situations and people. People who become excellent managers have a high need for organizational power. This enables them to prioritize the needs of the organization. They need to control and organize the work of other people, resources and processes. One of the management principles is that the requirement for an association is constant in an organization in which individual power gives the ability to control the organization parts to the upper and middle management[3].

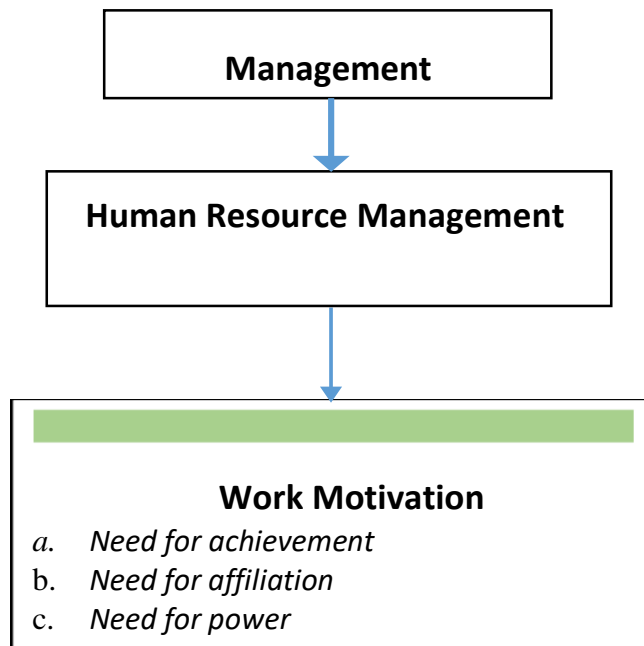
What is the need for Affiliation?

This is the need for connection with others and is accepted (liked by others). It seeks to be emotionally attached and to avoid the pain of rejection. Characteristics of power-need individuals also include a need for intimacy and the desire to console others during difficult times. In management, this type of need can be a disadvantage. The manager tends to focus more on how they are perceived by others than on task accomplishment or performance. Disciplining workers can be difficult. Those individuals who have a high sense of association do communicate effectively with others. They usually favor tasks that foster the development and the maintenance of a relationship[4].

What is the need for Achievement?

This is the need for personal achievement and is intrinsically motivated by task completion. Characteristics of achievement-based individuals include tendencies to take moderate-risk (not high-risk) decisions, prefer explicit goals, and seek immediate feedback on work. These individuals are highly dedicated to job task completion and meeting deadlines rather than focusing on material rewards. These individuals may find it difficult to manage others and to delegate tasks to others. They tend to be micromanagers, expect work to be completed exactly as directed, and expect others to be as motivated as they are. People who have high achievement needs are known as moderate risk takers since they need challenges to get the feeling of accomplishment. They do not attempt high-risk problems because of the high risk of failure. People like these are usually useful in situations that demand creativity and innovation.

Figure 1. Framework



RESEARCH HYPOTHESIS

Analysis of Decreasing Employee Work Motivation During a Pandemic in CV. Artez Cipta Gemilang Bandung

RESEARCH METHODS

The most common descriptive research method is the survey, which includes questionnaires, personal interviews, phone surveys, and normative surveys. Descriptive research generates data, both qualitative and quantitative, that define the state of nature at a point in time.

[5]. Literature, Research. Descriptive Research – As the name suggests, it describes a phenomenon or a subject. Eventually, one can gather data to study a target audience or a particular subject. It does not answer questions about 'why' a phenomenon occurred/ occurs. Descriptive research is a research method that describes the characteristics of the population or phenomenon being studied. So that this research method is the main focus is to explain the object of research. So answer what events or phenomena that occur.

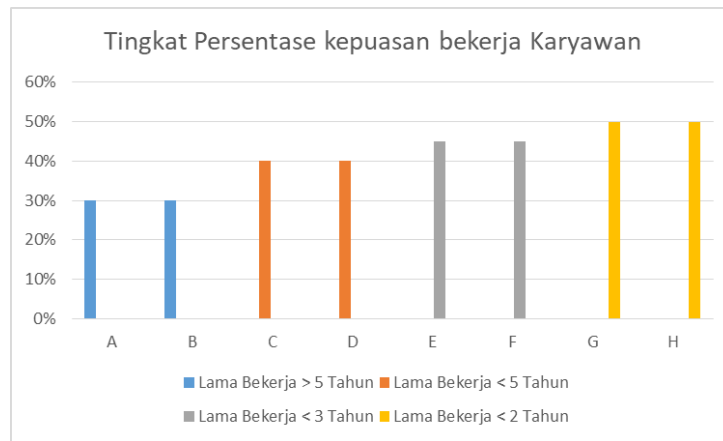
This method is then different from other methods which tend to focus more on discussing why an event or phenomenon occurs. Where the events and phenomena referred to here are the object of research. The results of the research will of course describe the object of research in detail. Descriptive research refers to the methods that describe the characteristics of the variables under study. Descriptive research is a part of quantitative market research or social research study which involves conducting survey research using quantitative variables on a market research tool or social research tool.

RESEARCH RESULT AND DISCUSSION

Motivation is the thing that causes, distributes, and supports human behavior so that they want to work hard and enthusiastically achieve optimal results and meet the needs of the company and the needs of employees, including Life Needs, Future

Needs, Self-Esteem Needs, and Needs for Recognition of Work Achievement. The employee's work motivation has decreased due to the absence of allowances or bonuses for employees, but until now the company only provides basic salaries and only provides THR allowances which is only once a year. There is also a holiday allowance (THR), the provision of religious THR for workers in the company is regulated in the Regulation of the Minister of Manpower and Transmigration No. PER.04/MEN/1994 concerning Religious Holiday Allowances (THR) for workers in the company, this is already carried out by the company but this allowance is only given once a year. In addition, there are allowances that are regulated by the government and some are not. The law does not regulate non-fixed benefits (meal allowances, transport, etc.) the policy depends on each company, but for the issue of health/welfare benefits, Law No. 13 article 99 regulates the existence of social security for workers. This has not been provided by the company so that employee work motivation decreases. The data below is the data listed starting from tables and graphs of sales data data, tables of employee length of work and graphs of the percentage of employee job satisfaction during work, as follow:

Figure 2. Percentage of Employee Job Satisfaction



Source : CV. Artez Cipta Gemilang, 2021

The data below is the data listed starting from tables and graphs of data sales data, tables of employee length of work and graphs of the percentage of employee job satisfaction while working, as follows:

Table 1

Realization of Data and Sales Target Year 2020

Sales per Year		Amount		Pcs	Achievement(%)
Jan	Target	Rp	150.000.000	30,000	100%
	Actual	Rp	150.000.000	30,000	
Feb	Target	Rp	150.000.000	30,000	100%
	Actual	Rp	150.000.000	30,000	
Mar	Target	Rp	150.000.000	30,000	100%
	Actual	Rp	150.000.000	30,000	
Apr	Target	Rp	150.000.000	30,000	83%
	Actual	Rp	125.000.000	25,000	
May	Target	Rp	150.000.000	30,000	83%
	Actual	Rp	125.000.000	25,000	
Jun	Target	Rp	150.000.000	30,000	83%
	Actual	Rp	125.000.000	25,000	
Jul	Target	Rp	150.000.000	30,000	83%
	Actual	Rp	125.000.000	25,000	
Aug	Target	Rp	150.000.000	30,000	83%
	Actual	Rp	125.000.000	25,000	
Sep	Target	Rp	150.000.000	30,000	83%
	Actual	Rp	125.000.000	25,000	
Oct	Target	Rp	150.000.000	30,000	80%
	Actual	Rp	100.000.000	20,000	
Nov	Target	Rp	150.000.000	30,000	80%
	Actual	Rp	100.000.000	20,000	
Dec	Target	Rp	150.000.000	30,000	80%
	Actual	Rp	100.000.000	20,000	

Source : CV. Artez Cipta Gemilang, 2021

The table lists the facilities and components of the salary obtained, a list of employee salaries and benefits received by employees and a list of employee attendance, as follows:

Table 2

List of Facilities and Employee Salary Components

Facilities and Employee Salary Components	
No	Description
1	Gaji
2	THR
3	Upah Lembur
4	Pesangon (jika resign/keluar)

Source : CV. Artez Cipta Gemilang, 2021

Table 3

Employee Attendance List

Month	Description			Number of Absence Employee	Amount of Employee	Percentage of Absence Employee (%)
	Sick	Permit	Alpha			
January	1	1	2	4	30	1.3%
February	2	1	1	4	30	1.3%
Marh	2	2	2	6	30	2.0%
April	3	1	2	6	30	2.0%
May	3	1	1	5	30	1.7%
June	4	1	2	7	30	2.3%
Jully	3	1	1	5	30	1.7%
August	2	2	1	5	30	1.7%
September	3	1	1	5	30	1.7%
October	1	3	1	5	30	1.7%
November	3	2	2	7	30	2.3%
December	3	2	2	7	30	2.3%

Source : CV. Artez Cipta Gemilang, 2021

Motivation Indicator According to [6] which the author took and the author applied to the CV company. Artez Cipta Gemilang does not really show these indicators due to office conditions and current pandemic conditions and employee work motivation has decreased, the following are the dimensions of motivation and explanations, namely:

The dimension of the **Need for Achievement**, this dimension is measured by two indicators, namely:

1. Develop creativity.

In developing employee creativity, employees do not have a high creative spirit due to unsupportive office conditions due to the absence of support in the form of training by the company so that the employee's condition does not develop and the conditions are the same.

2. Enthusiasm for high achievement.

The employee's need for this achievement is the most important, fellow employees usually always compete (competitive) because usually those who excel like employees who do tasks and achieve company targets will be given bonuses and allowances by the office, but on CV. Artez Cipta Gemilang, whether achievement or not, the salary will be the same and no bonuses are given so that employees do not have and are reluctant to show high competitiveness and work motivation of employees decreases.

The dimension of the **Need for Affiliation**, this dimension is measured by four indicators, namely:

1. The need to feel accepted by others in the environment where he lives and works (sense of belonging).

On CV. Artez Cipta Gemilang is a sub-dimension of this, employees have implemented a sense of belonging where they respect each other's acceptance and create a comfortable environment for working and their togetherness in working both individually and in groups.

2. The need for feeling respected, because every human being feels important (sense of importance).

On CV. Artez Cipta Gemilang, this sub-dimension, employees have implemented a sense of importance where they uphold high respect both in the upward direction and with each other as well as their togetherness in working individually and in groups

3. The need for a feeling of progress and not fail (sense of achievement).

The occurrence of very low enthusiasm for achievement and the absence of high competitiveness to achieve the target due to the absence of more appreciation from the company for employees, both achievement and not the salary will be the same and not given bonuses so that employees do not have and are reluctant to show high competitiveness and motivation the work of the employees decreased.

4. The need for a sense of participation.

The enthusiasm for individual participation in the company is very small because there is no company involvement to make its employees better by providing training, seminars, gatherings and other things so that employees feel more appreciated by the company. The employees also choose to focus on working to get wages, even though they work as much as possible, but still do not change the amount of wages or get other bonuses, this is what makes employees demotivated at work.

The dimension of the **Need for Power**, this dimension is measured by two indicators, namely:

1. Having the best position.

There is no desire for employees to have a better position because in terms of salaries that are not much different, there is no support and there are no bonuses and allowances that are qualified so that they complain and their performance decreases.

2. Muster ability to achieve power.

There is no ambition and desire to have power or position because based on the organizational structure it only consists of several levels, for example from staff directly to managers and proceeding to owners so that senior employees are usually elected as managers so it is not based on the expertise they have even though there is a small chance but most likely not based on expertise but with such an organizational structure and there is little difference in terms of salary between managers and staff so that employees do not have the ambition to achieve power, even some employees complain that their work motivation has decreased.

CONCLUSION AND SUGGESTION

CONCLUSION

1. Decreased employee motivation so that the company's targets are not achieved and employee performance is decreasing.

2. The basic salary is only the local UMR and there is no salary increase so that employee performance decreases and makes them lazy to work.

3. The absence of other benefits other than THR so that employees feel burdened with their work and not comparable to what they get only a basic salary.

4. The absence of training to improve employee performance so that employees do not develop their performance properly.

5. Lack of morale and enthusiasm to work according to targets so that employees feel they are not supported by the company.

SUGGESTION

1. The company must gradually start listening to employees who complain or who want to give advice to the company so that their performance is appreciated by the company and finally the employees' work motivation increases again and gives

appropriate appreciation and bonuses for employees who are able to complete their targets properly and correctly. time.

2. The company has negotiated with employees and offered salary increases to improve employee welfare so that they are diligent in working.

3. The company has negotiated and offered salary increases and other benefits to encourage employees to want to improve their targets and performance so that their motivation will increase again.

4. The company began to organize special training programs to develop employees and employee professionalism in order to further improve employee performance and motivation.

5. The company has negotiated with employees to increase mutual respect and support each other to advance the company and achieve company targets.

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