Employee Working Motivation Development Post Organizational Changes (Case Study at Female Prison Class IIA East Jakarta)

Fatimah Malini Lubis[1*]   Moch. Asmawi[2]   Billy Tunas[3]

1.Postgraduate Doctoral Program, Jakarta State University, Rawamangun Muka Street, East Jakarta, DKI Jakarta 13220, Indonesia

2.Professor, Faculty of Sport Sciences, Jakarta State University, Pemuda Street No. 10, Rawamangun, East Jakarta, DKI Jakarta 13220, Indonesia

3.Professor, Faculty of Economic, Suryadarma University, Halim Perdana Kusuma, East Jakarta, DKI Jakarta 13220, Indonesia

Abstract

This research was conducted to find out working motivation development among employees post organizational changes. This research uses qualitative method with case study approach; using purposive and snowball sampling applied to define the informants. Informants of this study are employees at female prison class IIA East Jakarta. The research result found working motivation development among employees post organizational changes through 1) employee recognition; with the motto of Directorate General of Corrections with Work, Work and Work, culture of recognition is becoming important in fostering employee motivation, 2) family support; prison employees needs great supporting from their family to motivate them to worked confident through work life balance (WLB) as balancer in working and family life, if this conduction achieved thus the organization is able to achieve its objectives, and 3) cultural intelligent leadership; diversity is coming from employee, inmates and environment will handled by head of prison with capability of cultural intelligent (CQ) as mandatory capability for future leaders.

Keywords: work motivation, organizational changes, employee recognition, family support, intelligent leadership.

1. Introduction

Correctional institution employees are part of a unique work environment than other government's institution. One of the problem in Directorate General of Corrections in Indonesia is over capacity which impact to incompliance with regulation no.12 year 1995 regarding placement of prisoners and inmates of jail and prison i.e. female jail class IIA East Jakarta. To comply with the regulation, Directorate General of Corrections on mid of December 2016 decided to change the organization of female jail class IIA at East Jakarta become a female jail and prison. Currently, head of female prison is faced with the problem of employee motivation, it shows with increased absenteeism of employee and not engaged to work after organizational changes. It is understandable given that motivation is an appropriate thing that can change over time including with organizational changes. Thus, development of employees working motivation post organizational changes is required for organization. This study was conducted during January 2017 – March 2018.

2. Literature Review

Motivation in government and non-governmental organizations plays a vital role which is surely needed. Maslow Hierarchy of Needs Motivational Theory: Maslow Hierarchy of Needs Motivational Theory is used to understand human motivation, management training, and personal development. Rajput (2011) asserts that motivation is the word that originated from a Latin word "Movere" this word means "to move". Therefore, motivation can be defined as "the person's need to display the performance and readiness to apply effort. Frederick Herzberg Motivational Theory is a management and motivation theory which assumes that to enrich work, employees ought to be motivated. It assumes that satisfaction or dissatisfaction of employees at work place may result from a range of factors namely: achievement; recognition; work itself; responsibility; advancement; personal growth; supervision; relationship with supervisor; company policy and management practices; work conditions; salary; relationship with peers; personal life; status; and security.

According to Brown (2011:195), organizational change attempts to increase organizational efficiency with the purpose of increasing productivity through invigorated employees who can develop creativity, performance, and innovation beyond traditional levels. Kotter's model defines 8 (eight) step leading change: (1) create a sense of urgency, (2) create a guiding coalition, (3) develop a change vision and strategy, (4) communicate the change vision, (5) empower broad based action, (6) generate short term wins, (7) consolidate gains and implement more change, and (8) anchor change in the culture.

According to Imran et.al (2014), employee recognition has been identified to be a strong motivational tool that enriches employees' energies towards the accomplishment of organizational goals and objectives and have significant positive relationship with employee performance (Rahim and Daud, 2013). According to Neckermann

and Kosfeld (2008), nonfinancial rewards also called nonmaterial awards: 1) the impact of intrinsic and extrinsic rewards on employee's performance, 2) rewards increase your overall satisfaction on the job.

Taylor in Yusra (2011) said family support is all the help given by family member, it will provide a sense of physical and psychological comfort in an individual who is feeling depressed or stressed. According Kaplan and Sadock (2010), family support is a form of interpersonal relationships that protect a person from the effects of bad stress. Family support according to Friedman (2010) is the attitude, acts of family acceptance of family members, in the form of informational, assessment, instrumental, and emotional support. Family support is a form of interpersonal relationship that includes attitudes, actions and acceptance of family members, where family members feel there is a concern.

Ang & Van Dyne (2009) define Cultural Intelligence (CQ) as one such construct which is "motivated by the practicality of globalization in the workplace" and it is a measure of an individual's capability to function and manage effectively in culturally diverse settings. Mannor (2008), argue that CQ increases leader's abilities to assess culturally diverse work settings. Livermore (2010) goes further to state that leaders with advanced capabilities in CQ greatly contribute to leadership effectiveness and performance outcomes in culturally diverse teams.

2. Empirical Review

In 2014, Manzoor conducted a study titled "Impact of Employees motivation on organization effectiveness" which was aimed to identify key effects of a motivated employee on the organization. He found out that there is a positive relationship between employee motivation and organizational effectiveness. However, he concluded that organizations should endeavour to recognizes, empower and allow employees" participation in decision making and implementation process in the organization. Ang and Inkpen (2008), who similarly concluded that cultural intelligence is a critical leadership competency in a multicultural environment.

3. Method

This research is a qualitative research with case study research approach, which is trying to learn a case phenomenon in real context in prisons of women class IIA East Jakarta post organizational change in 2017. Method and research procedure was used case study research design by Yin (2012: 25-61), with the following stages: (1) study questions (study question); (2) theorems of the study or the theoretical framework (study proportion); (3) identification of units of analysis; (4) logical relationship of data with theorems or theoretical (the logical linking); (5) criteria for interpreting the findings. The number of informants in this study as many as 12 people prisons female class IIA East Jakarta. The data was collected using interview method and deep observation; study was held for 15 months. To test the validity of the research findings conducted triangulation with prisoners, personnel department, warden, prison officers who were not informants and Director General of Correctional. Here's a picture of the research methodology framework.
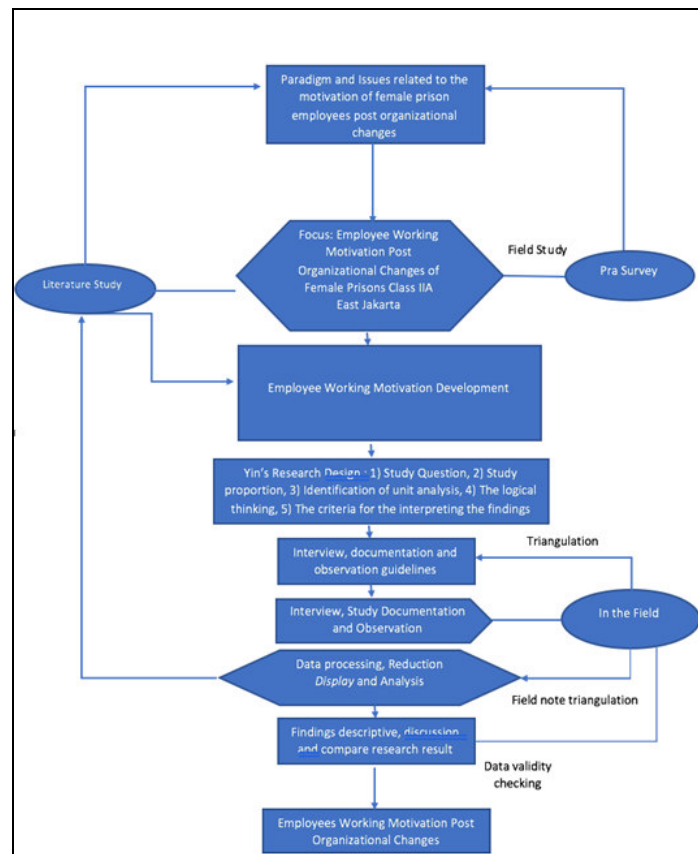
Figure 1: Framework of Research Methodology

4. Findings

Based on interviews with informants, they express their feelings related to development of working motivation. According to informants, the development of employee working motivation has never been felt even though based on information from Dirjenpas, the current development program is coaching and mentoring. But in the implementation of these activities have not been felt by the prison officers due to budget and human resources constraints.

Informants expressed their hard work is underappreciated even though they have tried to achieve the target and give their best effort in organizing a new prison. With many changes occurring in the post-organizational changes from responsibility, working environment and rules of the WBP guidance; the informants expect their work to be appreciated even if not in the form of monetary compensation as they also understand that the minimal budget for prison operations has not been met.

In addition, the informants also revealed that one that can motivate them is to have family support. This is important to them because their work requires unlimited work meaning that whenever it is necessary they are willing to be called for example when the WBP is sick and must be immediately taken to the nearest hospital or referral, the WBP must attend a court hearing for witnessing a case etc. With this kind of work would require an informant able to balance between time with family and work. The informant often feels guilty with his family if he must work overtime on holidays and must be willing to leave no holiday on religious holidays due to job responsibilities.

The informants revealed they had many changes in the handling of the WBP. The diversity of WBP as one of the challenges that make them required to understand the situation that they faced. WBP is coming from various types of crime, age, religion, ethnicity and culture. The prison head (*Kalapas*) is also expected to anticipate this, as this will always be a color in prisons. For *Kalapas*, this diversity will come from the prison officers and the WBP. Absolutely this situation cannot be avoided and must be overcome with a culture handling capability.

5. Discussion

Changing organizational structures that have negative implications on employees' wellbeing for example conditions that increase anxiety, work-life and family conflict, and workers perceived loss of control (Konopaske, Ivancevich, and Matteson, 2018). The development that has been done by Ministry of Law and Human Rights is

through mentoring and coaching, but according to informant narrative, work motivation development has not been felt by employees. They expressed the need for guidance on work motivation in prisons to maintain and increase work motivation to result excellent performance. Based on observations, field data, interviews and exploring the existing theories, this study found employee working motivation guidance of female prison class IIA employees post organizational changes with 3 aspects as follows:

5.1 Employee Recognition

One form of real effort in fostering employee motivation is by giving rewards. Most informants consider rewards as very important in fostering their motivation. According to them, during this time they work hard to achieve organizational goals in accordance with their work, but this is not followed by awards given by organization. The rewards do not always have to be financial, it can be through a sincere gratitude by the leader through a weekly routine or an early morning meeting that is attended by all employees and inmates. This is in line with the statement from Konopaske, Ivancevich and Matteson (2018), one of the goals of the awards program is to motivate employees to achieve high performance. Culture of appreciating the work should support the motto of the Ministry of Law and Human Rights, namely Work, Work, and Work. With the expectation of the organization expect all employees to work hard in carrying out their duties, employee recognition is becoming important in fostering employee motivation.

5.2 Family Support

The Prison officer is an ordinary human being which have a family life. As a member in a family, the support or encouragement of the family becomes an important factor for employee life, similarly, the prison officers both male and female employees. For male employees who already married, the family became a life goal for motivation their work. As the head of the family, employees are expected to be able to share their time for work and family. As for female employees, multiple roles as a child, wife and mother required a woman to become a super woman. It takes a tremendous ability for a female employee to work maximally in the workplace. Therefore, family support is expected to provide comfort for employees to work maximally, especially post organizational changes (Yusra, 2011). Employees need to be supported by families who can understand the conditions, schedule and employment risks of employees, of course, can help build employee motivation. It can be done by building a work life balance culture (WLB) in the prison environment. Influence of WLB on success of organizational activities (Gulbahar et al., 2014) up to explorations into links between WLB and job satisfaction, psychological well-being of individuals (Haar et al., 2014). WLB in the organization, the employee will get motivational support from both the organization and family; one of the purpose of WLB is a balancing in working and family life, if this conduction achieved thus the organization is able to achieve its objectives.

5.3 Culture Intelligent Leadership

Globalization is a complex issue with social, political, and economic implications that go beyond individual countries and societies. It has prompted the need for experiences and skills in relation to working in culturally diverse settings as the cultural composition of work teams can have both positive and negative impacts (Purcell et.al, 2009). Hence, there is a strong demand for leaders who have the necessary skills required to lead culturally diversified teams (Groves & Feyerherm, 2011). The challenges faced by 21st century of educational leaders is different from the past. One of leadership style to the prison must necessarily change with the decade, but the basic attitude that a leader possesses is maintained such as firm, discipline and lead with example. This fact was stated by informants as an understanding form and their expectation of a leader. With organizational changes, the warden has a momentum in demonstrating his ability to generalize cultural diversity in prisons. Cultural diversity is derived from employees and the inmates, among others, gender, age, ethnicity, race, and culture. As a warden, this knowledge is necessary to ensure the security of employees and the inmates in prisons. It is become an encouragement that can give motivation to employees in carrying out their duties. As disclosed Cultural Questions (CQ) enables people to interact with culturally different people and also results in many positive outcomes for individual and organizations. In the development of the world, CQ has become an important skill for everyone involved in multi-cultural situations (Early and Mosakowski, 2004).

6. Conclusion and Recommendation

The conclusions of this research are founded employee working motivation development at female prison class IIA East Jakarta as follows:

1. Employee recognition becomes the aspect that is needed in guidance of working motivation of prison employees. Employee recognition has not become an organizational culture in giving employees appreciation.
2. Family support becomes an important factor for the working life of employees who have not received attention from the organization.
3. Culture intelligent leadership is needed to lead the prison with the diversity that exists both in terms of

employees and the inmates.

Recommendations for Correctional Directorate General is creating real activities in the framework of guidance working motivation needs to be a regular program undertaken as an effort to maintain and improve employee working motivation through:

1. Personnel section needs to create employee recognition scheme to appreciate employees measurably; both financial or non-financial aspects. This requirement to be done in the short time to become a regular program in prisons.

2. Organization needs to create WLB culture as an organizational culture that has a positive impact on employee working motivation. WLB campaigns in regular events and supported by creating a real WLB programs like flexible working hours that can be applied in the short time.

3. Warden needs to get training for CQ in the short time and for the long-term planning, CQ will be applied through the mandatory training for warden.

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