Analysis of Variables Affecting Work Motivation in Yogyakarta Street Vendro Association Cooperative (KPPKLY)

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Analysis of Variables Affecting Work Motivation in Yogyakarta Street Vendor Association Cooperative (KPPKLY)

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Abstract - The current study was conducted in Yogyakarta Street Vendor Association Cooperative (KPPKLY). It aims to determine and analyze: (1) work motivation, (2) appraisal of the variables affecting work motivation, (3) the significance of the effect of the nine variables on work motivation, and (4) variables with most significant effect on work motivation. Data collection techniques adopted in this study take the forms of questionnaires and interviews. The variables in this study consist of independent variables (X): wage (X.1) workplace (X.2), work equipment (X.3), employees' attitude toward their jobs (X.4), co-workers' attitude toward each other (X.5), trust and responsibility (X.6), the need for performance improvement (X.7), the need for achievement (X.8), and dependent variable (Y): work motivation. Data analysis was conducted using SPSS. The results indicate that: (1) employees' work motivation is strong; (2) employees provide a good appraisal for the variables affecting work motivation; (3) simultaneously, the eight variables have a significant effect on work motivation; and (4) the need for achievement has the most significant effect on work motivation. From the results of analysis we can conclude that the eight variables have the most significant effect on work motivation. To increase employees' work motivation, managers are expected to consistently pay attention to the eight variables, especially the need for achievement (X.8) considering its most significant effect on work motivation and it important role in ensuring sustainable business enterprise.

Keywords - motivation, employees, cooperative, business enterprise, manager

1. Introduction

In the present era of globalization, business sector is required not only to create profitable opportunities but also to implement an excellent business management. Every business enterprise intends to accomplish its goal. Human resource plays a very significant role in achieving the goal. To move the human resource into business-specific goal, it is necessary to recognize the work motivation of employees, because such motivation determines people's behaviors in the workplace. To put it another way, human behavior serves a simple function of illustrating the motivation. One of the definitions of work motivation is the will to expend high effort to achieve organizational objectives, conditioned by the capacity of such effort to fulfill individual needs Robbins [1]. The psychological power that motivates a person can come either from his or her internal or external factors. An individual motivated to do something upon his own consciousness or willingness can be said to be an intrinsically motivated person (i.e. internal factors as the sources of motivation). On the contrary, an individual motivated by rewards, material gains, or punishment avoidance, can be said to be an extrinsically motivated person (i.e. external factors as

the sources of motivation). A person can also become either intrinsically or externally motivated, or both. Individuals with intrinsic motivation are believed to have a higher level of effort and higher fighting power to confront obstacles. However, in case of business enterprise management, it is quite difficult to find and control individuals with intrinsic motivation. More often than not, business enterprise management can develop only extrinsic motivation, through attractive performance reward programs, competitive material rewards, severe sanction, comfortable workplace, a promising career path, and continued education program.

A number of theories have been developed to describe the factors that motivate a person; why and how a person becomes motivated, and how a person maintains the level of motivation. In general, the theories have been divided into three main categories: 1) **content theory**, to assist business enterprise managers comprehend human needs and how workers with different needs can respond to different types of situations; 2) **process theory**, to help business enterprise managers understand how workers interpret the rewards and the opportunities to get them; and 3) **reinforcement theory**, to help business enterprise managers understand how the behaviors of workers

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will be affected by their environmental consequences. Every business enterprise has its own management system and undergoes changes over time. This has also been the case for Yogyakarta Street Vendor Association Cooperative (KPPKLY) as one of business enterprises at people's economic level with different workers, objectives, aspirations and needs. For that reason, Yogyakarta Street Vendor Association Cooperative (KPPKLY) attempts to develop a good managerial system and a pleasant work atmosphere for the employees. This has been intended to motivate them and to improve their performance. Accordingly, it is necessary for business enterprise managers to pay attention to variables that affect workers' motivation.

The present study aims to determine and analyze the effect of wage/salary, workplace, work equipment, employer attitude toward employee, attitude toward co-workers, trust and responsibility, the need for performance improvement and the need for achievement, on work motivation in KPPKLY. Hereinafter, the focus will be on the content theory to recognize different employees' needs and how to meet them. The content theory includes need theories such as Abraham Maslow's theory, Alderfer's ERG Theory, Frederick Herzberg's Two-factor Theory, and McClelland's Need Theory.

From the above description, the problem will be formulated as follows: (1) How employees are motivated? (2) How do employees appraise the variables that affect their motivation? (3) Do the variables affecting employees' work motivation have a jointly significant effect on their work motivation? (4) Which variable has the most dominant effect on employees' work motivation?

2. Theoretical Review

In accordance with the title, the background, and problem identification and formulation, to limit the problem in order to keep away from irrelevant topics, we define the scope of the problem as follows: The object of our study is Yogyakarta Street Vendor Association Cooperative (KPPKLY). All employees working for Street Vendor in Yogyakarta constitute the subject of our study.

Work motivation is the will to expend high effort to achieve organizational objectives, conditioned by the capacity of such effort to fulfill individual needs Robbins [1] . As for Gibson, he maintains that **motivation** is a concept used when one describes the forces that act on or within an individual to initiate and direct behaviors. In this study we adopted the definition proposed by Stephen P. Robbins. Work motivation is the will to expend high effort to achieve organizational objectives, conditioned by the capacity

of such effort to fulfill individual needs. The variables that affect work motivation are wage or salary, workplace, work equipment, employees' attitude toward their jobs, attitude toward co-workers, trust and responsibility, the need for performance improvement and the need for achievement. All these are based on Abraham Maslow's Hierarchy of Needs, Alderfer's ERG Theory, Frederick Herzberg's Two-factor Theory, and McClelland's Need Theory. The eight variables are described in more details as follows:

1. Wage: a payment for the work done by the respondents and paid in rupiah.
2. Workplace: an environment where the employees work that may include lighting, air circulation, temperature, noise, the area of workspace, cleanliness and tidiness.
3. Work equipment: condition and completeness of work equipment.
4. Employees' attitude: attitude toward their jobs in the workplace.
5. Co-worker attitude: attitude toward fellow employees in the workplace.
6. Trust and responsibility: trust and responsibility the management has given to employees to do their jobs.
7. The need for performance improvement: the needs to improve job-related performance.
8. The need for achievement: the needs to obtain work-related achievement(s).

Human Resource Management, as part of general management, deals with the element of human resources and serves to study and develop various organizations that benefit the people. Several experts argue that human resource management is a term to describe a variety of activities that involve recruiting, developing, and maintaining talented and passionate organizational workers Stoner [2]. Human Resource Management involves employing, developing, researching, rewarding and managing the individual members of an organization or group of workers Simamora [3].

While there are different experts with their own definitions of human resource management, they basically imply similar meaning; that is management that place more emphasis on employment in organizations. The human resource management is a continual process that attempts to maintain organizations by recruiting the right persons at the right time. The main activities of human resource management are: 1) human resource planning. It is designed to ascertain that the required number of personnel has been adequately met; 2) Recruitment. It deals with developing prospective employees' reserves in accordance with human resource plans; 3) Selection.

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This includes the use of application form, curriculum vitae, interview, skills testing, verifying the information from the reference to evaluate and screen the prospective employees for the manager that subsequently will select and accepting or rejecting the candidates; 4) Socialization (orientation). Socialization is intended to help the newly selected employees to adapt to an organization's the internal environment; 5) Training and development. Both are aimed to improve employees' capacity to contribute to their organizational effectiveness. They are designed to improve skills required for the current jobs. Development program is designed to prepare the employees for their promotion; and 6) Performance appraisal. Performance appraisal attempts to compare a person's performance with established standards or objectives developed for the person's post. Low performance indicates the need for corrective actions such as additional training, demotion, or layoff. High performance, on the other hand, means award, salary raise, bonuses, or promotions. Promotion, transfer, demotion and layoff reflect employee's value for organization. High-performing employees can be promoted or transferred for further development of their skills, while low-performing employees could face demotion, transfer to lower post, and/or layoffs.

In management studies, especially business management, motivation is one of important topics that must be understood by the leaders in order to achieve company goals. However, motivation, the influencing factors, and the process are all constitute a phenomenon that is difficult to express thoroughly without integrative knowledge. Several definitions proposed by experts are, among others:

Work motivation is the will to expend high effort to achieve organizational objectives, conditioned by the capacity of such effort to fulfill individual needs Robbins [1].
Motivation is a concept that describes the forces within the employees that initiate and direct their behaviors Gibson [4].

In order for employees to behave in accordance with company goals, there must be a combination between their motivation and organizational demand Reksodiprodjo [5]. Motivation is defined as the will to expend high effort to achieve organizational objectives, conditioned by the capacity of such effort to fulfill individual needs Robbins [1]. Motivation in a person will elicit behaviors directed toward achieving the goal of satisfaction. Needs and goals are the concepts that provide the basis to construct a working pattern. Need is a condition of deficiency felt by a person at a certain time. A goal is an outcome sought by the employees that is seen as the force that drive them to behave according to their goals in order to

reduce the number of unmet needs. The current study aims to analyze the variables that affect the performance. It can be conceptually explained that performance the result of an individual's effort that is affected by his or her motivation that drives his or her behavior. What drives a person to behave in accordance with his goal is his need. The latter is a condition of deficiency experienced by an individual at a certain time. Such deficiency can be physical, as categorized into five hierarchies by Maslow; condensed by Aldefer into three categories: existence, relatedness, and growth; further classified by Herzberg into two conditions: extrinsic and intrinsic; by Mc Clelland's three needs theory: the need for achievement, affiliation, or power. Processes of motivation, as interpreted by experts, are directed toward goals. The goals or results sought by employees are seen as the forces that drive a person. Based on Maslow's hierarchy of needs, Alderfer's ERG Theory, Frederick Herzberg's Two-factor Theory, and McClelland's Need Theory, the factors affecting employee's work motivation in an organization are:

1. Wage: a payment for the work done by the respondents and paid in rupiah.
2. Workplace: an environment where the employees work that may include lighting, air circulation, temperature, noises, area of workspace, cleanliness and tidiness.
3. Work equipment: condition and completeness of work equipment.
4. Employees' attitude: attitude toward their jobs in the workplace.
5. Employee's attitude toward each other: attitude toward fellow employees in the workplace.
6. Trust and responsibility: trust and responsibility the management has given to employees to do their jobs.
7. The need for performance improvement: the needs to improve job-related performance.
8. The need for achievement: the needs to obtain work-related achievement(s).

The objective of this study is to determine how wage, workplace, work equipment, employees' attitude toward their jobs, co-workers' attitude, trust and responsibility, the need for performance improvement, and the need for achievement have a significant effect on work motivation. The current study is expected to contribute to creating a favorable condition for employees to improve their performance in order to achieve business goals.

From the framework and theoretical basis of this study, we formulate the research framework as follows:
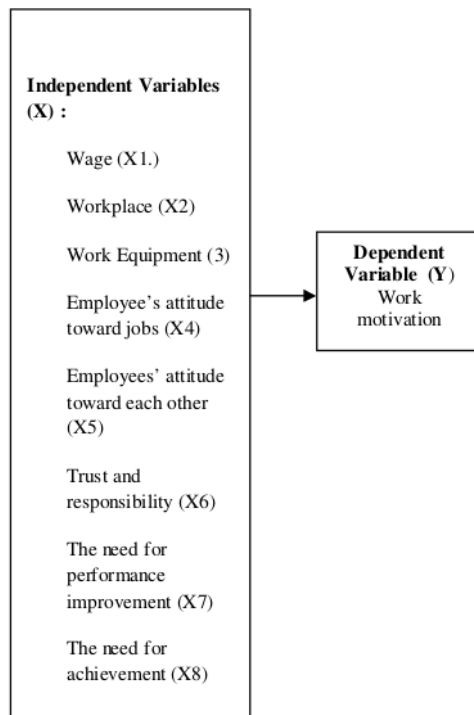
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Independent Variables (X) :

Wage (X1.)

Workplace (X2)

Work Equipment (3)

Employee's attitude toward jobs (X4)

Employees' attitude toward each other (X5)

Trust and responsibility (X6)

The need for performance improvement (X7)

The need for achievement (X8)

Dependent Variable (Y)
Work motivation

Fig 1. Research Framework
Source: Stephen P. Robbins (modified)

2.1 Hypotheses

Based on the theoretical review and research framework, we formulate the following hypotheses:
H1: Employee's work motivation is strong.
H2: Employees appraise the variables as significantly affecting their work motivation.
H3: The variables that consist of wage, workplace, work equipment, employee's attitude toward jobs, employees' attitude toward each other, trust and responsibility, the need for performance improvement, and the need for achievement have a significant effect on employees' work motivation..
H4: The need for achievement has the most dominant effect on employees' work motivation.

3. Method

The current study adopts an associative research technique. Associative researches intend to determine the cause and effect relationship between two or more variables Sugiyono [6]. The present study analyzed eight variables that affect employees' work motivation.

3.1 Sample size determination

Population is a complete element group to which we are interested to study or to make it the object of study Kuncoro [7]. The population in this study was all 74 employees at PPKLY. In this study we adopted a census (or saturation) sampling, i.e., if all members of the population are employed as respondents, this will includes the whole population, with the margin of error of 1% ($\alpha = 1\%$).

The data in this study can be grouped into two broad categories—primary data and secondary data. **Primary data** is the data that can be collected directly and immediately from the sources, i.e. observations, interviews, and questionnaires. **Secondary data** is the data that can be collected indirectly, obtained to supplement the primary data and can be accounted for. Research variable is basically anything the researchers intend to study, to get information, and to draw conclusion. Variables in this study are as follow:

a. Dependent Variable
Dependent variables (Y) are those affected by or the results of independent variables. In this study, the dependent variable is work motivation (Y).

b. Independent Variable
Independent variables are those that affect or that cause changes in dependent variables. In this study, the independent variables are wage (X1), workplace (X2), work Equipment (3), employee's attitude toward jobs (X4), employees' attitude toward each other (X5), trust and responsibility (X6), the need for performance improvement (X7), and the need for achievement (X8).

We divided the questionnaires in this study into two main parts. The first contains data on respondents and the second contains close-ended questions to which the respondents need only to choose the available alternative responses. The questions concerned the variables that affect employees' work motivation. The data obtained are responses to the questionnaires distributed to the employees. They are qualitative in nature, and, thereby, need to be quantified to obtain computable data.

3.2. Data Analysis

Validity test, reliability, and analysis of means, are utilized to measure overall employees' work motivation, employees' appraisal of the variables that affect their work motivation, either in overall or per variable. The criteria for work motivation, based on the interval, are as follow (Sudjana): lowest work motivation (1.00 – 1.79); low work motivation (1.80 – 2.59); medium work motivation (2.60 – 3.39); strong work motivation (3.40 – 4.19); and very strong work

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motivation (4.20 – 5.00). The above criteria for employees' appraisal are based on the following intervals: 1.00 – 1.79 (worse); 1.80 – 2.59 (bad); 2.60 – 3.39 (adequate); 3.40 – 4.19 (good); and 4.20 – 5.00 (excellent). The analysis of multiple regressions employed a stepwise analysis method (SPSS). It aims to: (1) determine the effect of the variables such as wage, workplace, work Equipment, employee's attitude toward jobs, employees' attitude toward each other, trust and responsibility, the need for performance improvement, and the need for achievement on employees' motivation; and (2) to determine which variable has the most significant effect on employees' motivation.

The results of the regression analysis are then tested to determine their significance using F test. F-test is used to test the hypotheses proposed in this study, i.e. that the independent variables are altogether significantly affect employees' work motivation. If F-count > F-table, then the relationship is significant, and vice versa. Adjusted R^2 is also necessary to test the effect of each independent variable (X1, X2, X3, X4, X5, X6, X7, X8) on the dependent variable (Y) and to determine which variable has the most significant effect. To evaluate the best regression model, we use the values of Adjusted R^2. For K > 1 and Adjusted R^2 < R^2, if the number of independent variables is added, the *Adjusted* R^2 increased by less than R^2. Adjusted R^2 can be negative despite the R^2 being always positive. If the *Adjusted* R^2 was negative, then the value is considered to be zero. In general, if the additional independent variable was a good predictor, then the variant will increase, and, in turn, the *Adjusted* R^2 will increase. On the contrary, if the additional variable does not increase the variant, then the *Adjusted* R^2 will decrease. This means that the additional variable is not a good predictor for the dependent variable.

4. Result and Discussion

Data analysis in this study is intended to answer the research questions and to achieve the research objectives as described earlier. The data collected from the questionnaires are then quantified to be statistically analyzable. The questions employed in the questionnaires can be divided into two main parts:
1. Part I contains data on respondents.
2. Part II contains:
   a. Wage (X1.)
   b. Workplace (X2)
   c. Work Equipment (3)
   d. Employee's attitude toward jobs (X4)
   e. Employees' attitude toward each other (X5)
   f. Trust and responsibility (X6)
   g. The need for performance improvement (X7)
   h. The need for achievement (X8)

Before conducting the actual research, experimental questionnaires have been distributed to 30 individuals to determine the conformity of the questionnaire as the measuring instrument to the objectives to be measured as well as to determine the consistency of the measurement performed.

Respondent characteristic. The analysis is intended to perceive the characteristics or profile of the respondents. From the questionnaires distributed to the respondents, the collected data can be classified in the table below:

Table 1. Respondent Characteristics based on Gender

Gender	Total	Percentage
Women	48	64.9
Men	26	35.1
SUM TOTAL	74	100.0

Source: processed primary data

As we can see from the table, of 74 employees, 48 or 64.9% are women and 26 or 35.1% are men. It is, therefore, clear that the majority of employees are women.

Table 2. Respondents' Characteristic based on their Last Educational Level

Educational Level	Total	Percentage
Junior High School or Pre-Junior High School	40	54.1
Senior High School	19	25.7
Diploma 1 – 3	15	20.3
SUM TOTAL	74	100.0

Source: processed field data

As indicated in Table 2, of 74 employees, 40 or 54.0% have or have not graduated from junior high school, 19 or 25.7% have graduated from Senior High School, and 15 or 20.3% have graduated from D1-D3 program.

Table 3. Respondent Characteristics Based on Age

Age (years)	Total	Percentage
20 – 25	20	27.03
26 – 35	26	35.14
36 – 45	18	24.32
Above 45	10	13.51

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SUM TOTAL	74	100.0

Source: processed field data

Table 3 indicates that 26 (35.14%) or majority of respondents are 26 -35 years old, 20 (27.03%) are 20-25 years old, 18 (24.32%) are 36 -45 years old, and 10 (13.51%) are 45 years old.

Table 4. Respondents' Characteristics based on Period of Working

Period of Working	Total	Percentage
0 – 5 years	40	54.05
6 – 10 years	26	35,14
More than 10 years	8	10,81
SUM TOTAL	74	100.0

Source: processed primary data

From Table 4 we can see that 40 (54.05%) or majority of respondents have been working for 0-5 years, 26 (35.14%) respondents for 6-10 years, and 8 (10.18%) respondents for more than 10 years.

Analysis of Employees' Work Motivation   This method is adopted to determine overall employee's work motivation by finding the mean, where the respondents previously asked to choose the alternative responses to the statements indicating employees' work motivation. Upon the completion of data collection from the respondents, calculation was conducted to determine the frequency of respondents giving strongly agree, agree, neutral, disagree, and strongly disagree responses. As the frequency of respondents for each response has been determined, the mean values are included in the table below:

Table 5. The Mean Values

Variable	Mean	Criteria
Wage	3.7784	Good
Workplace	3.8595	Good
Work equipment	3.7081	Good
Management attitude towards employees	3.8270	Good
Employees' attitude toward each other	3.8514	Good
Trust and responsibility	3.7865	Good
Promotion	3.9054	Good

The need for performance improvement	3.9270	Good
The need for achievement	3.7027	Good

Source: processed primary data

By calculation the mean, it can be concluded that employees provide good appraisal to the variables that affect their work motivation as indicated by 3.40 – 4.19 interval.

The Effect of the Variables Affecting Employees' Work Motivation   The analysis is performed to determine the effect of independent variables (wage workplace, work equipment, management attitude towards employees, employees' attitude toward each other, trust and responsibility, promotion, the need for performance improvement, the need for achievement) on the dependent variable (work motivation). In this analysis, we adopted multiple regressions with stepwise method. By this method it can be seen that there are two independent variables that significantly affect the dependent variable, that is, the need for achievement and employees' attitude toward their jobs. The three independent variables affect the dependent variable by 0.668 or 66.8% as we can see from the Adjusted R^2 figure. This means that the independent variables do affect the dependent variable by 66.8%, while the remaining 33.2% came from other variables. To test or to verify that the independent variables are simultaneously affect the dependent variable (work motivation), we use F-test. F-test is conducted to compare F-count and F-table at a significance level of $\alpha = 0.01$. With degrees of freedom of n-1-k = 74-1-3 = 70, by significance level of 1%, F-table can be derived by 2.67. From the data computation using a computer program, it can be seen that F-count of 50.022 is greater than F-table of 2.67, or it can be seen from the significance level   F = 0.000. This means that the variables are simultaneously affect the employees' work motivation.

Analysis of Variables with Most Dominant Effect on Employees' Work Motivation   To determine which variable(s) with most dominant effect on employees' work motivation, we can refer to the value of Adjuted R^2. The values of Adjuted R^2 for each variable that affect employees' work motivation are as follow:

Table 6. The Values of Adjusted R^2

Variable	Ajusted R^2
Wage (X.1)	23.6%
Workplace (X.2)	5.1%

Work equipment (X.3)	25.5%
Management attitude toward employees (X.4)	40%
Co-workers attitude toward each other (X.5)	5.8%
Trust and responsibility (X.6)	1.3%
The need for performance improvement (X.7)	-0.9%
The need for achievement (X.8)	47.7%

Source: processed primary data

Of the eight variables that affect employees' work motivation, the one with the highest value of Adjusted $R2$ is the need for achievement (X8), i.e. 47.7%. For that reason, it is safe to say that the need for achievement (X*) has the most dominant effect on employees' work motivation.

5. Conclussion and Recomendaton

5.1 Conclusion

First, employees' work motivation at KPPKLY is strong. The reason this is the fact that the computation using analysis of average count indicates the value of 3.8432, which lies between 3.40 – 4.19 intervals. This means that hypothesis 1—employees' work motivation at KPPKLY is strong—is supported. **Second**, KPPKLY employees provide good appraisal for the variables that affect their work motivation. This was indicated by the following results of calculation using analysis of average count: wage = 3.778, workplace = 3.8595, work equipment = 3.7081, employees' attitude toward their jobs = 3.8270, co-workers' attitude toward each other = 3.8514, trust and responsibility = 3.7868, the need for performance improvement = 3.9270 and the need for achievement = 3.7027, all of which lie between 3.40 – 4.19 intervals. This means that hypothesis 2—employees provide good appraisal for the variables that affect their work motivation—is supported. **Third,** two independent variables—the need for achievement and employees' attitude toward their jobs—do affect work motivation. This can be seen from the value of Adjusted R squared: 0.668 or 66.8%. This indicates that 66.8% of employees' work motivation is affected by the two variables, while the remaining 39.6% is affected by other variables not included in the research model. The variables are simultaneously affecting the work motivation as can be determined by comparing F-count and F-table. The calculation indicates that F-count (50.022) is greater than F-table (2.67). **Fourth**, the need for achievement has the most dominant effect on work motivation of employees in KPPKLY. This can be seen from the

following Adjusted R^2 values: wage = 23.6%, workplace = 5.1%, work equipment = 25.5%, employees' attitude toward their jobs = 4.%, co-workers' attitude toward each other = 5.8%, trust and responsibility = 1.3%, the need for performance improvement = 0.9%, and the need for achievement = 47.7%. From the above calculation it can be determined that the need for achievement has the greatest or the strongest effect on work motivation. This means that the fourth hypothesis—the need for achievement has a dominant effect on work motivation—is supported.

5.2 Recommendation

Based on the results of this study and data analysis as described earlier, we propose four recommendations. **First**, employees' work motivation is indispensable for the advancement of business enterprises. Therefore, workers and business managers need to be familiar with the knowledge of motivation in order to fulfill a common responsibility in achieving business enterprise goals so that workers can make contribution in accordance with their interest and capacity. **Second**, the need for performance improvement and the need for achievement have a significant effect on employees' work motivation. Therefore, managers are expected to focus their attention to the variables in order to improve employees' performance and to achieve company goals properly. **Third**, the independent variables have an effect on dependent variables. For that reason, managers are expected to focus their attention to the variables that affect employees' work motivation. They include wage, workplace, work equipment, management attitude toward employees, co-workers attitude toward each other, trust and responsibility, the need for performance improvement, and the need for achievement—the eight variables are interrelated and affecting each other, and form an inseparable entity. **Fourth**, the variable with the most significant effect on employees' work motivation is the need for achievement. Therefore, business managers are expected to provide opportunities for employees to develop and to excel, as well as to express their ideas or opinions. In addition, it is recommended also to provide them with facilities and infrastructure for their development, such as training or course. Business managers should pay attention to their employees in order for them to continually improve their performance to ensure a sustainable business enterprise.

5.3 Managerial Implications

The need for achievement (X.8) has the most significant effect on work motivation. Hence, business managers should always pay attention to this, in order

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for employees' performance to gradually improve to make sure a sustainable business enterprise. In addition, it is also necessary for them to pay attention to the following variables: wage (X.1) workplace (X.2), work equipment (X.3), employees' attitude toward their jobs (X.4), co-workers' attitude toward each other (X.5), trust and responsibility (X.6), the need for performance improvement (X.7). Ignoring those variables will likely cause high employee turnover, and this means that the stability of business enterprise will be disrupted.

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