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ABSTRACT:

This study was held with the purpose of understanding employee needs on a cross-cultural level to improve employee motivation in Institut Ilmu Kesehatan. The study is done on an international level as it was apparent that the cultural differences between countries makes it impossible to formulate a single strategy that can improve motivation in all existing organisations. 100 surveys were given out to IIK employees. One-sample t-test will be done to confirm the validity of the hypothesis while the independent sample t-test and the ANOVA test are conducted to ensure that the different employment types and age groups do not affect the consistency of the result. This research found that the IIK employees have an above average need for personal structure and achievement, but did not desire social approval. The organisational structure preferred is the form of a tall hierarchy while the corporate culture they desired was one that embedded high efficiency and effectiveness. It was concluded that Inglehart and Hofstede"s studies on cultures proved to be a good basis for research however could not be relied on 100%. Investigations, one would proof useful in finding more accurate results as it deals with primary data and are then immediately treated with the appropriate statistical analysis tools.

Key words: *cross cultural, motivation, Indonesia culture, workforce.*

ABSTRAK:

Penelitian ini bertujuan memahami kebutuhan karyawan pada tingkat lintas budaya untuk meningkatkan motivasi karyawan di Institut Ilmu Kesehatan (IIK). Penelitian ini dilakukan pada tingkat internasional di mana perbedaan budaya antar negara tidak memungkinkan untuk merumuskan strategi tunggal dalam meningkatkan motivasi di semua organisasi. Dimensi budaya Hofstede ditemukan lebih cocok untuk menyelaraskan dengan kebutuhan Maslow. 100 survei yang diberikan kepada karyawan IIK. Satu-sample t-test dilakukan untuk mengkonfirmasi keabsahan dari hipotesis sementara independent sample t-test dan uji ANOVA dilakukan untuk memastikan bahwa jenis pekerjaan yang berbeda dan kelompok usia tidak mempengaruhi konsistensi hasil. Penelitian ini menemukan bahwa karyawan IIK memiliki kebutuhan atas rata-rata untuk

struktur pribadi dan prestasi, tetapi tidak menginginkan persetujuan sosial. Struktur organisasi disukai adalah bentuk hirarki tinggi sedangkan budaya perusahaan yang mereka inginkan adalah salah satu yang tertanam efisiensi tinggi dan efektivitas. Disimpulkan bahwa studi tentang budaya terbukti menjadi dasar yang baik untuk penelitian, namun tidak bisa diandalkan 100%. Investigasi membuktikan hasil yang lebih akurat seperti yang berhubungan dengan data primer kemudian segera dianalisis dengan statistic yang sesuai.

Kata kunci: *lintas budaya, motivasi, budaya Indonesia, tenaga kerja.*

INTRODUCTION

Institut Ilmu Kesehatan (IIK) is an institute for health education located in the town of Kediri of East Java province, Indonesia. The institute offers studies at high school, diploma and university levels. The type of product offered by this organisation is not physical goods, but in form of service, that is the teaching given by the teachers to the students. The teaching given is of utmost importance, as negligence in its quality results in student dissatisfaction.

In the last few years, IIK faces a problem of low employee productivity consequently causing inefficiencies in the workplace. Poor employee productivity wastes more than monetary cost, but also have negative effects to the workplace morale (Abbasi and Homan, 2000). This study thus lies under the business division of Human Resource Management (Wilson, 2005).

The paper is made for the benefit of the organisation which identified poor staff productivity as a problem. In order to find the root of the problem, the Ishikawafishbone diagram was utilised. This is done by firstly attaching the 4M and 1E (machine, material, man, method and environment) to the fishbone structure and then listing the associated problems (Civil Service College, 2006). The constructed diagram in Figure 1 indicated that "lack of motivation" is the dominant cause of the low productivity in IIK.

When employees are not properly motivated, they become a dead weight for the organisation, just an expense that does not contribute to any value addition to the company (Wilson, 2005). Looking at the problem through a wide perspective,

this study will be analysed on a cross-cultural level, as it is impossible to effectively apply a single motivational strategy globally.

Types of organisational work cultures will be analysed in the literature review to support the mission of identifying the key factors significant in employeemotivation. Thus, the title of this research is: understanding employee needs on a cross-cultural level to improve employee motivation at Institut Ilmu Kesehatan. The objectives that should be satisfied at the end of this thesis are: 1) The identification and elaboration of employee personal needs that must be satisfied in order to improve employee motivation in IIK; 2) The implementation of a work culture in IIK that will best improve the employee motivation.

LITERATURE REVIEW

The study of international culture is prerequisite to the understanding of national and international management (Morden, 1995). In his paper, Morden referred to Hofstede"s finding regarding world cultures and claims that its interpretation may be applied to motivational theories. Morden described that the motivation of Japanese workers are influenced by variables such as their masculine culture, which leans towards economic competition and material acquisition. As Hofstede discovered, the great power distance in Japan allows the people to feel comfortable with a strong hierarchical structure where managers holding a higher status are responsible for his employees. Morden placed emphasis on studying the implications of certain culture and matching it up with strategies that should be used for the purpose of employee motivation. Cesare and Sadri examined the relevance of motivation theories (Maslow"s Need Hieararchy, Herzberg"s Two Factor Theory and Vroom"s Expectancy Theory) to employees in Japan and the United States (2003). The research proved that different cultures explains the difference for the effectiveness of different motivational drives. Although both American and Japanese both find the need to satisfy their esteem and reach self-actualisation, they are motivated differently. Retaining a more individualistic culture, Americans strive to improve their own position in life,

whilst Japanese employees has a more collective culture and so are motivated to succeed together as a group. Studies of the Chinese culture showed that the people hold a strong collective culture (Gambrel and Cianci, 2003). Loyalty to the country is of utmost importance, followed by consideration for the family and it is considered taboo for people to take personal credit for their accomplishments. In fact, Gambrel and Cianci also referred to a study conducted in 1983 stating that the Chinese has a higher need for "belonging" than for "physiological needs" and thus their culture is an exception to the textbook theories on Maslow"s hierarchy of needs.

These previous researches points out the important message that organisations should understand the culture of the employees so they may be able to identify their needs accurately. Upon the identification, an organisation is given the advantage of being able to provide the right conditions and opportunities for employees to satisfy their needs (Emery and Oertel, 2006). The dependent variable in this thesis that we strive to improve is the "employee motivation". The four independent variables are then chosen to be: personal need for structure, achievement and social approval along with individual"s preference in organisational culture and corporate culture (Table 2). The hypothesis was formulated by referring back to both Hofstede"s Cultural Dimension and Maslow"s Need Theory.

For independent variable one (personal structure), it was predicted that IIK employee would feel more motivated when they are allowed a moderate level of personal structure, because of the near-average score in uncertainty avoidance means that they do not have a high need for safety.

The average score on masculinity for Hofstede"s cultural index indicated that the need for esteem in Indonesia is just at an average level, therefore it was speculated that the personal need for achievement and social approval is also just at a moderate level.

Due to the high score on the power distance index in Indonesia, the type of organisational structure that the employees are comfortable with is predicted to be

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centralised and mechanistic in nature. The low need for individuality means that Indonesians have a strong need for belonging and thus it was predicted that a high relationship culture will be preferred by the employees.

The hypotheses of this thesis are thus:

Hypothesis 1: High personal need for personal structure (X_1) is significant in improving employee motivation (Y).

Hypothesis 2: Achievement (X_{2a}) and social approval (X_{2b}) is most suitable to meet the needs-based motivation of IIK employee (Y).

Hypothesis 3: A formalised organisation culture that is mechanistic in nature (X_3) is most suitable to meet the needs-based motivation of IIK employee (Y).

Hypothesis 4: A relationship corporate culture (X_4) is most suitable to meet the needs-based motivation of IIK employee (Y).

METHODS

For this study on employee motivation, the sample frame consists of all the academic teaching staff of IIK. The sample size, ss, is the number of people needed to ensure that the surveys do represent the population well.

The chosen form of data to be collected is primary data, which will be gathered directly from a first-hand source. The means for gathering primary data that will be used in this research is a questionnaire. The samples are taken directly from the population. 100 surveys are given out randomly to IIK academic staff. The employees are to complete and return the questionnaire within one day, so they can complete it with their spontaneous answers. The questionnaires give out to the employees may be found in the appendix of this thesis. Named after its founder, the Likert scale, is now the most popularly used scale for studying social attitudes (Kothari, 2004). The Likert scale uses intervals at its scale, providing the respondents several choices to express the degree of their outlook. This type of scale is considered rather powerful in measuring the effects to the independent variable as there is a higher precision in data quantification and thus allowing the use of more powerful statistical test (Sekaran, p.192, 2005).

After data is entered and cleaned, three analytical tools were used to analyse the implications of the findings, the one sample t-test, independent sample t-test and the Oneway ANOVA test. These tests are used to ensure validity and test–retest reliability of these findings.

RESULTS AND DISCUSSION

1. Personal Structure

The results of the questionnaire regarding personal structure indicated that the majority of IIK staff has a great need for personal structure. From 100 questionnaires, 84% of the respondents had a need for personal structure of above average and above. With a mean of 54.54 the score falls under the category of "above average need for personal structure". It was found that the standard deviation was at 6.851 with an error mean of 0.685.

Although Indonesia scored below average in Hofstede"s Uncertainty Avoidance dimension, the results here strongly indicate that IIK employees do have a high need for personal structure. However, a country with a culture of low uncertainty avoidance should have had a higher tolerance for ambiguity. This means that the uncertainty avoidance index by Hofstede could not be straightly applied to an organisation, since variations may occur according to the local culture and mentality of individuals. In Maslow"s hierarchy, safety needs is placed as the second most important need for human satisfaction following basic physiological needs such as food and shelter. In this case, Maslow"s theory is still valid as safety is still a basic need to satisfy even in countries with low uncertainty avoidance. Having a greater than average need for personal structure means that the organisation should provide more opportunities for the employees to satisfy their needs. Creating more standaradised procedures in making lesson plans would give a more structure atmosphere for the routine works of the employees and thus allowing them to feel safer.

Providing a clearer path for career and remuneration progression would allow employees to plan ahead for the future, making them feel more at ease. On a

smaller scale, a more detailed annual calendar with reminders for events and the holidays that will take place will also provide a structured feel for the employees.

As the test failed to reject the null hypothesis, it is prevalent that there are no significant difference in the need of personal structure between full-time and contract based employees. This would be pleasing to the management as the lack of difference in needs means the employees can be given the exact same level of personal structure in the organisation.

Management may apply the same standard procedures and provide the same employment progression path to satisfy the need for personal structure of both full-time and contract based employees.

Taking into consideration the range of answers from the survey and also the mean, the ANOVA test shows that there is insignificant difference preference in the level of need for personal structure between age groups. This suggests to the company that the entire staff in IIK, no matter the age has a similar need for personal structure and that no customisation in treatment is necessary.

2. Personal Need for Esteem

a. Esteem Needs: Achievement

The needs for achievement of the IIK employees was recapped and it was found that the majority have a greater than above average level need for achievement. The figure below shows that 85% of the respondents had greater average level need for achievement, with a mean score at 20.74 within the range of "above average level of need for achievement".

IIK employees are found to have a greater than average need for achievement. This achievement needs belong in the "esteem" category of the Maslow hierarchy of human needs. Even though Indonesians have significant portion of middle and lower class economy, the employees do have the desire to satisfy a need that is high up on the Maslow"s hierarchy. Such needs can be satisfied by providing more levels for employees to progress on. The esteem of these employees will be boosted each time that

they receive a promotion or a pay rise. Smaller scales methods for fulfilling the sense of achievement in employees is to give them extra responsibilities and then. No difference was detected in the different employment status group that could affect the need for achievement. This indicates that the recommendations suggested in section A earlier is applicable throughout the organisation and the management need not bother to provide alternative strategy to handle contract based employees.

Although the mean of the age group between 50-59 years old (at 24.50) is higher than the others, there were only 2 respondents in this group and with the help of statistical analysis it was proven that this was insufficient proof to reject the null hypothesis. With no difference between age groups it can be concluded that there is no need to create different human and resources strategy to manage younger and older employees.

b. Esteem Needs: Social Approval

The needs for social approval of the IIK employees was recapped and it was found that the majority have a greater than average level need for achievement. The figure below shows that 85% of the respondents had greater than average level need for social approval, with a mean score at 14.49 within the range of "average level of need for social approval".

The findings that need for social approval is not a significant motivator for individuals at IIK align with Hofstede findings which state that Indonesia has a strong collective culture. For a person to stand out and claim personal credit for their accomplishment is uncommon.

Maslow theory suggested that esteem needs encapsulate both needs for achievement and social approval. However, this thesis study on IIK employee proves that although these individuals have a greater than average need for achievement, the dominant collectivism culture that they hold mitigated them from desiring social approval.

The evidence showing no difference of need for social approval in the respective employment status groups is a good news to the company as

again they may apply the previously suggested strategies in section A throughout the entire company.

The mean score for the survey seemed to have increase in the age group between 40-49 and 50-59, at 15.91 and 20 respectively. The ANOVA test was necessarily done to find supporting evidence whether the speculation in the increasing effect of age to the need for social approval. It could be that older employees wanted to feel more accepted and welcomed rather than younger bold employees. The test however proved that this is not true and that the entire employee age groups do not have a higher need for social approval with increasing age.

3. Organisational Structure

IIK employees seem to prefer an organisational structure with tall hierarchy, but it is unclear whether there is any preference for a formalised organisation structure. IIK seem to have a preference of a less centralised organisation. There seem to be a slight preference for a mechanistic organisational culture.

The independent t-test shows that the difference in the mean of the result is actually significant. Contract employees are found to have a higher preference for a more centralised and mechanistic organisation. This could be because contract employees finds more security in an occupation where the control of the management in clear and apparent. Having more decision making conducted at the top management means that the employees can continue to carry on their tasks with a clearer vision and direction in carrying out their tasks. This would avoid the need of having excessive discussion and interaction at the lower level employees that would have been necessary in brainstorming strategic of detailed plans. This may have been caused by the lower commitment that the contract employees may have than the full-time employees.

Directly looking at the mean can lead to speculation of the possible trend, as in the case of centralisation type of structure, where it the older age the group the higher the overall preference seems to be. Following the ANOVA test that

is used a tool to test this hypothesis it was found that there are no statistical significance that can prove this theory.

Having all age groups having the similar preference of an organisational structure with one another indicates that the employees are fairly uniform and no special treatment to each age group is necessary.

4. **Corporate Culture**

The IIK employees" preference in corporate culture was recapped and it was found that the majority have a great need for a relationship. IIK employees did not seem to pose a strong preference towards corporate culture. However the results appear as if there is a tendency for a responsive culture and away from performance culture.

The power distance index of Indonesia was said by Hofstede to be rather high. This indicates that Indonesians are tolerant to a culture where the higher ranking authorities and managements have a stronger power and take the lead in an organisation. This aligns with the finding in this thesis on IIK's preference of a control culture.

Hofstede has previously discovered that Indonesia has a strong collective culture. This explains and align with the thesis result that IIK employees has a strong preference towards a relationship corporate culture. For the employees, the relationships that they have within the organisation are highly valued. They may take time to get to know each other more than in countries with high individualism such as Australia and the United States.

IIK employees also have a preference for a responsive culture, meaning that they prefer that the organisation adapts quickly to external situations. When a competitor arises with a strong strategy, IIK employees would like to swiftly counteract the threat.

Having no difference detected in the employment status groups that could affect the level of preference in a specific corporate culture points out that the recommendations suggested in section A earlier is applicable throughout the organisation and the management need not bother to provide alternative strategy to handle contract based employees.

The mean that were gathered from the survey did not seem to have a particular trend for a particular corporate culture with increasing age, however it is essential to prove this speculation using the ANOVA test. The findings did support the speculation and with no apparent difference between each age group there will be no need for different strategies regarding corporate culture in managing young or older employees at IIK.

CONCLUSION

Personal structure an above average need was found to be present amongst the IIK employees. Esteem needs in the form of achievement is desired on an above average level while the esteem needs in the form of social approval was not desired. The work cultures that IIK employees preferred to work in is as described below:

1. Organisational Structure - tall hierarchy structure was the most preferred structure. There was no preference apparent on an organizational structure that is strong on formalisation, centratisation or mechanistic.

2. Corporate Cutlure – IIK employees will not be motivated by a performance corporate culture embedding high efficiency and effectiveness. However, they did not mind to work in an organisation culture tending towards control, relationship nor responsiveness.

The conclusion regarding the factors that was speculated to be able to affect or vary the findings of the questionnaire:

1. Employment type - IIK employees are employed by full-time and contract basis. The assumption that the difference employment type would result in differences in individual needs was rejected. However, contract employees are found to have a higher preference for a more centralised and mechanistic organisational structure.

2. Age group - IIK employees ranges from young fresh graduates to senior staffs who have been working in the company for more than 20 years. The speculation that different age groups would be motivated differently was also rejected by statistical analysis.

Although the Maslow hierarchy of needs is a good guide on human needs, it was found that employees have needs on the high end of the hierarchy. This paper concludes that various needs are present in individuals regardless of the hierarchy. Hofstede"s cultural dimension was a useful for making predictions about the Indonesian culture in comparison to other parts of the worlds. However, Hofstede"s finding does have discrepancies. IIK employees in Indonesia that scored low uncertainty avoidance did pose a strong need for structure and disliked uncertainty.

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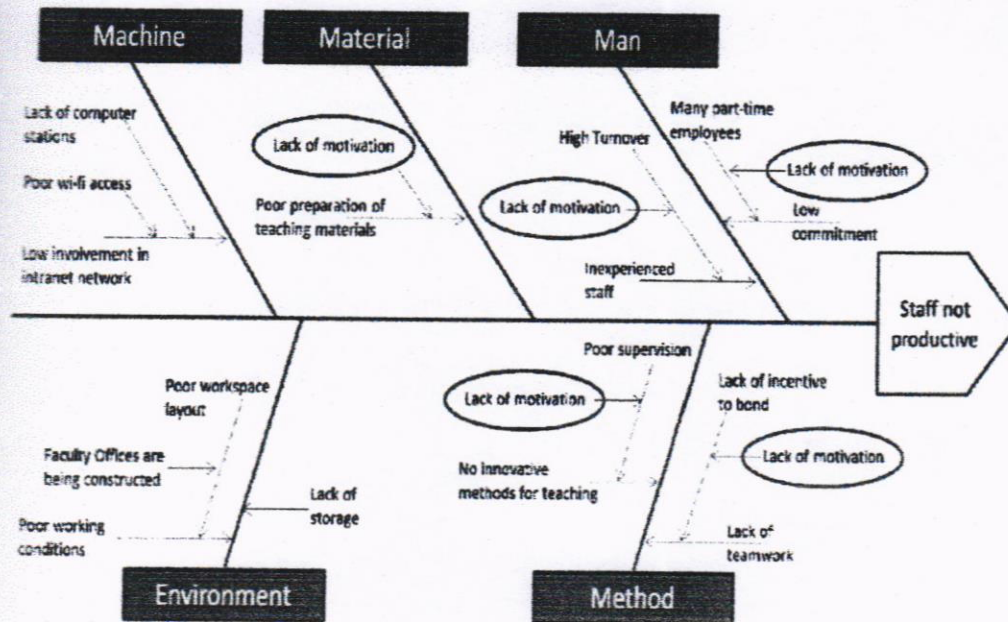
APPENDIX

Figure 1. Ishikawa fishbone diagram indicates "lack of motivation" as the dominant cause of low productivity in IIK

Table 1. The Summary of Analyticial Tool Used

Test Type	Analytical Tool	Purpose
Hypothesis Testing	One sample t-test	Validity of the Hypothesis
Reliability Tests	Independent sample t-test	Consistency of results are not affected by employment types
	Oneway ANOVA test	Consistency of results are not affected by age groups

Table 2. Summary of questionnaire results for the need for personal Structure

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Personal Structure	100	54.54	6.851	0.685

Table 3. Summary of questionnaire results for the need for need for achievement

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Achievement Needs	100	20.74	3.628	0.363

Table 4. Summary of questionnaire results for the need for social approval

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Social Approval Needs	100	14.49	3.368	0.337

Table 5. Summary of questionnaire results for the preference in Organisational Culture

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Tall Hierarchy	100	9.20	2.582	.258
Formalisation	100	9.48	2.676	.268
Centralisation	100	7.63	2.448	.245
Mechanistic	100	26.31	4.483	.448

Table 6. Summary of questionnaire results for the preference in Corporate Culture

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Control Culture	100	1.90	1.481	.148
Performance	100	2.45	0.968	.097
Relationship	100	4.54	1.445	.145
Responsive	100	3.11	1.348	.135