KnE Social Sciences

ICOEN
International Conference on Entrepreneurship (ICOEN)
Volume 2021

Knowledge E
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Conference Paper

Factor Analysis on the Motivation of Driver-Partners to Design an Effective Reward System (a Study at PT HSA Surabaya)

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Abstract

This study analyzed factors that form the work motivation of driver partners in designing an effective reward system. This study used Exploratory Analysis Factor. The sample of 80 people were PT HSA drivers who worked with the profit-sharing system. The study used a survey questionnaire with a sampling error of 5%. The main factors that affected work motivation were communication, skill and family conditions, and education and labor security factors. It was found that good communication was the spirit of all of the factors that affected work motivation. Therefore, the design of the reward system must accommodate good communication as the main factor.

Keywords: work motivation, work partners, reward system, communication.

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Published: 22 March 2021

Publishing services provided by Knowledge E

Selection and Peer-review under the responsibility of the ICOEN Conference Committee.

1. Introduction

PT HSA is a family business engaged in inland transportation. The number of drivers employed by PT HSA itself is approximately 150 drivers in the Surabaya branch and 150 drivers in the Jakarta branch.This research is important because the Drivers in their daily life at PT HSA play an essential role in daily work activities. Drivers are at the forefront of the company, which is the face of the company in dealing with its clients. But unfortunately, in this condition, the drivers have the following limitations: Low levels of education and courtesy, conditions that always feel inadequate and less able to accept what the company has given, tend to justify any means for personal gain, work motivation that tends to be low and inconsistent, work unprofessionally and ignore other important aspects of their work (work safety, customer satisfaction, punctuality, etc.).

Suppose there is no improvement in the performance of the driver-partners. In that case, it will have an impact on the company's performance, and the client will have the

potential to look for other logistics that can provide better service from this PT HSA company. If this happens, of course, it will directly reduce the revenue of the company and will make the name of the company worse.

The most burdensome thing is the performance of the drivers that directly influence the perceptions of clients and also significantly affect the quality of performance of the HSA company. Of course, it will be very detrimental if the client sees this HSA as not good due to the driver's unsatisfactory performance.

The problem faced by PT HSA is how to manage its drivers who are the leading players in the company's operations to be able to perform well so that they can optimize overall company performance. Of course, the main factor that significantly influences driver motivation is incentives in the form of money. PT HSA itself has held several programs that aim to provide more incentives to drivers so that drivers will be more motivated to work optimally.

The incentives that have been implemented so far are less effective because they only focus on providing financial incentives. Therefore, there must be something else that can be given to the driver- partners so that they can increase their work motivation so that optimal performance can be achieved. This financial incentive must be expanded with other treatments that are expected to be able to increase the work motivation of the driver-partners. Because so far, the provision of financial incentives is considered sufficient by the company, but the reality in the field is that this financial assistance is not sufficient for the needs of the driver-partners in order to motivate the performance of these partners.

What is done after knowing the factors that influence the motivation of the final goal to be obtained in this study is to design a reward system that is used as a means of motivating drivers as partners of PT HSA so that optimal performance is achieved for the company, with a win-win principle between PT HSA with its partners, so as to create a favorable condition between the two parties and not disadvantage either party. Reward systems will be designed based on the factors that shape the work motivation found in this study.

In this case, the Two Factor Theory, better known as Herzberg's motivation theory or the theory hygiene-motivator, will be used to approach research. Herzberg explained that according to him, the theory of motivation is based on the theory of two motivational factors, namely intrinsic motivation and extrinsic motivation. Herzberg also separated needs in theory from Maslow into two, namely, low-level needs such as physical needs, social recognition, security needs, and high-level needs such as pride and self-actualization. Herzberg places more emphasis on meeting high-level

needs as the best way to motivate individuals. This theory was developed by Herzberg, who connected intrinsic factors with job satisfaction and related extrinsic factors to the level of satisfaction. Extrinsic factors here include salary, the guarantee of job continuity, conditions around the workplace environment, position, how to do work properly, adequate supervision, and good communication with colleagues, superiors, and subordinates. In comparison, the intrinsic factor is responsibility, achievement, advancement, and recognition. [1]

Herzberg argues that a sense of satisfaction for workers will automatically be fulfilled by fulfilling the above factors. Failure to fulfill the above factors will not always result in worker dissatisfaction. In conclusion, the theory from Herzberg in this study explains that satisfaction is an essential factor in designing a reward system that can meet satisfaction, which is expected to encourage an increase in the performance of driver-partners at PT HSA.

2. Methods

2.1. Types of Research

This research used quantitative methods. This method was chosen with the consideration of a population of 100 drivers. Meanwhile, to test the relationship between variables in the research model, the author used exploratory factor analysis with SPSS version 22 software.

2.2. Place and Time of Research

The research took place at the garage of PT HSA Setio Abadi, which located at Jalan Tambak Langon no 25. The data collection method is done using the questionnaire method, which is filled in by the driver's partner while waiting for an order or is resting. Data collection is carried out from March 1 to April 30, 2020.

2.3. Population and Sample

2.3.1. Population

The population of this study will be used is PT HSA Surabaya driver-partner, who is a trailer driver and with a profit-sharing system, totaling 100 drivers.

2.3.2. Sampling

The sampling method will use the Slovin formula with a margin of error of 5%, which means that there is only 5% room for error and a 95% confidence level that the results of this study are correct, so the

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{100}{1 + 100(0,05)^2}$$

$$n = 80$$

number of samples obtained is 80 people with the calculation as following:

Where:

n = Number of samples

taken N = total population

e = level sample error (sampling error margin), which is 5%.

To be able to reach the research sample, the author used a nonprobability sampling technique, namely purposive sampling. Purposive sampling technique, or referred to as judgment sampling is a sampling technique that is adjusted to specific consideration criteria.

The sampling criteria used are as follows with these criteria as PT HSA driver who has worked for more than two years and located on Jalan Tambak Langon no 25, Surabaya, East Java - Indonesia. With the number of samples taken as many as 80 people.

2.4. Data Collection Methods

2.4.1. Types of Data

The type of data to be taken is quantitative data which is required to have attributes, also ranks, and sequences. The number to be given contains the grade. The use of this number is used to sort objects from the lowest to the highest or vice versa. According to Jogiyanto and Abdillah (2016: 63), from the measurement results using this ordinal scale, ordinal data will be obtained. (Jogiyanto and Abdillah 2016: 63). From the results of the answers generated by the questionnaire will be used in the SPSS version 22 software to determine the factors that will be used.

2.4.2. Data Sources

For this study, the primary or primary data used were obtained through questionnaires distributed to respondents. Meanwhile, secondary data used in this study were obtained by reading various literature, for example, data will be: obtained from books, journals, and knowledge sources that contain information related to the topics in this study.

2.4.3. Data Collection Techniques

Before filling out the questionnaire, drivers were first given a complete explanation of these points and their limitations.

2.4.4. Research Instruments

To facilitate the measurement of data from the calculation of answers, the authors use a Likert scale.

2.5. Variables

The variables in this research are; Compensation/incentives (X1), working environtment (X3), working facilities (X3), self actualization (X4), leadership (X5), communication (X6), supervision (X7), training (X8), familiy condition (X9), education level, (X10), labor warranty (X11), career path (X12), regulation of work (X13), and length of working hours (X14).

2.6. Data Analysis Methods

In this study, the method used to analyze data is to use factor analysis using SPSS Statistic version 22 software. The factor analysis model that is suitable for this study is to use Exploratory Factor Analysis. So in the process of analyzing, the writer will start from the indicator (manifest) that forms the variable. EFA will be used in conditions where latent variables have unclear indicators. (Chan & Idris, 2017) [2].

2.6.1. Instrument Validity and Reliability

The reliability test in this study used the Cronbach Alpha method. The criteria used are if the Cronbach Alpha Coefficient > the specified critical value is 0.6, it can be concluded that the item statement item is in the research instrument declared reliable.

2.7. Factor analysis

2.7.1. Statistical calculations related to Factor Analysis

In factor analysis, there are several requirements and statistical calculations. These requirements are:

- Bartlett's test of sphericity
- Correlation Matrix
- Eigenvalue
- Loadings Factor
- Kaiser-Meyer-Oikin (KMO) measure of sampling adequacy

2.7.2. Steps of Factor Analysis

Steps in factor analysis:

- Formulating Problems
- Arranging a correlation matrix
- Factors extraction
- F actors Rotating
- Factors interpretation
- Making scores factors
- Select surrogate variable or define the summated scale

3. Results

The object of this study were drivers that use a profit-sharing system or wholesale. From the number of drivers available, as many as 100 people were taken as many as

80 people according to calculations according to the Slovin formula with a margin of error of 5%, which means only 0.05 errors and 95% sure that the results of this study are correct, so for the number of samples obtained 80 of the 80 drivers surveyed. The age of the drivers used in this study varied between 26 and 65 years. From the survey results, as many as 100% of respondents have a work period of more than 2 years.

From the calculation using SPSS, the KMO value is 0.818, with a significance value of 0.000. Because the number is above 0.6, the variables overall and samples are valid and can be analyzed further. But after rotated, the results are still invalid variables. To achieve the desired result, three rotations were performed, eliminating X1.7; X1.12; X1.13; and X1.14.

From the calculation using SPSS, the KMO value is 0.767, with a significance value of 0.000. Because the number is above 0.6, the overall variables and samples are valid and can be analyzed further. There is a value in the extraction column showing how much the formed factor can explain the variant of a variable.

1. For the incentive variable of the company that significantly affects work motivation, there is a value of 0.459, which means that 45.9% of the variants of the incentive variable from the company significantly affect work motivation can be explained by variable formed.

2. For work environment variable that significantly affects work motivation, there is a value of 0.501, which means that 50.1% of the variants of the work environment variable significantly affect work motivation can be explained by variable formed.

3. For working facility variable of the company significantly affects work motivation, there is a value of 0.579, which means that 57.9% of variants of the working facility variable of the company significantly affects work motivation can be explained by variables formed.

4. For self-actualization variable that significantly affects work motivation, there is a value of 0.562, which means that 56.2% of the variants of the self-actualization variable significantly affects work motivation can be explained from the variables that occur.

5. For variables leadership that significantly affects work motivation, there is a value of 0.654 which means 65.4% variance of the leadership variable significantly affects work motivation can be explained by the variables formed. For communication variable that significantly affects work motivation, there is a value of 0.668, which

means that 66.8% of the variants of communication variable significantly affects work motivation can be explained by variables formed.

6. For training variable that significantly affects work motivation, there is a value of 0.819, which means 81.9% variants of the training variable significantly affects work motivation can be explained by the variables formed.

7. For family conditions variable that significantly affects work motivation are 0,702 value, which means 70.2% of the variants of the family condition variable significantly affects work motivation can be explained by the variable formed.

8. For the variable education level that significantly affects work motivation, there is a value of 0.788, which means that 78.8% of the variants of education level variable significantly affects work motivation can be explained by variables formed.

9. For the labor warranty variable that significantly affects work motivation, there is a value of 0.796, which means that 796% of the variants of the labor warranty variable significantly work motivation can be explained by variables the formed.

There are three factors formed. The results taken are those that have a value > Eigenvalue with a value of 1. From the total variance explained it can be seen that:

- The value of the variant of the first factor is 40.322%,
- The value of the variant of the second factor is 14.826%
- The value of the variant of the third factor is 10.131%.

The total of the four variant values can explain 65.279% of the variability of the ten variables after being reduced from the 14 original variables. From 14 variables reduced to 10 variables because according to the data in the field for the four missing variables are not in demand and do not match the needs of the driver-partners, as evidenced by the calculation of the matrix rotation where the value of the variable does not come out, so it is declared invalid.

There are three factors that are formed and grouped, namely X1.1 to X1.6 groups; X1.8 to X1.9 groups; X1.10 to X1.11 groups. The reliability test for grouped factors was carried out using the Cronbach Alpha statistical test through SPSS calculations. The value obtained from the measurement Cronbach Alpha > = 0.6. Because the Cronbach Alpha value is 0.833> 0.6, it can be concluded that the factors X1.1 to X1.6 are reliable and can be used. Because the Cronbach Alpha value is 0.635> 0.6, it can be concluded that the factors X1.8 to X1.9 are reliable and can be used. Because the Cronbach Alpha

value is 0.777> 0.6, it can be concluded that the factors X1.10 to X1.11 are reliable and can be used.

4. Discussion

From the results obtained, there are three factors that makeup. Especially the most important factor is the communication factor as the primary means of work.

4.1. Communication Factors

The existence of good communication can maximize a policy implemented by the company. Good communication can also reduce misunderstandings between the company and the driver- partner.

4.2. Skill Training Factors

It is no less important that there are training skills for drivers and attention to drivers' family conditions. With adequate training, drivers will be more motivated to work better.

4.3. Factors of Family Conditions

The condition of the driver's family also plays a critical role in the driver's work motivation. A harmonious family condition is certainly very supportive of the high and low work motivation and concentration of the driver-partners' work motivation.

4.4. Educational Factors

Not to be overlooked are the level of education of drivers and job guarantees of drivers such as BPJS and labor insurance. The two things above will increase driver loyalty and supporttheir calm at work. The education level of each driver-partner will lead to self-awareness about the importance of correct and acceptable behaviors, more appropriate financial management, and maintaining better health.

4.5. Labor Security Factors

The importance of providing occupational health and safety insurance in ensuring the work safety of driver-partners in carrying out their daily duties. The high rate of accidents in driving in Indonesia makes labor security one thing that must be considered.

5. Conclusion

Based on the results of the data analysis carried out, the following conclusions can be drawn:

1. Of the 14 variables studied, 3 factors collected from 10 variables, and there are 4 variables that are reduced.
2. The variables that are reduced are the variables of supervision, career path, work regulations, and length of working hours.
3. The supervision variable is in accordance with the real working conditions where the concept of supervision is less influential because the work system that is carried out is a piece rate or a profit-sharing system. Drivers should be self-motivated.
4. The career path variable is in accordance with real work conditions where the concept of this career path is not in accordance with the wishes of drivers who tend to be very simple, namely to earn a substantial income continuously.
5. The length of working hours variable in these drivers' actual working conditions is rarely applied because the working hours of these drivers cannot be ascertained because they follow the schedule set by the port or shipping line.
6. 3 Factors obtained from variables clustered are communication, skills and family conditions, and education and labor security.
7. The communication factor turns out to have a huge role in the relationship between companies and drivers. Good communication certainly affects the reciprocal relationship between drivers and companies. The problem that has occurred so far is that there is frequent miscommunication, which causes the company to be ineffective in conveying its plans and work agenda, resulting in a decrease in drivers' work motivation.
8. The skill training factor here is a form of the company's attention to its partners. With the skill training, it will increase the skills and situation awareness of each

driver, which is useful for increasing the level of work safety. In addition, this skill training factor is useful for establishing good communication between companies and drivers.

9. The family condition factor is also very important to note, where a harmonious family condition will certainly support the performance of the driver. The family condition here affects the drivers' work concentration and motivation. The company is obliged to also pay attention to this aspect in its efforts to increase the work motivation of drivers.

10. The educational factor that must be considered is more likely to be the education level of the drivers' family. The case that is always seen is that the driver is the head of the family or older siblings who pay for the education of their children or younger siblings. The hope that usually happens is that high levels of education will change the future of the drivers and their family as a whole. There is an assumption that fathers or brothers make sacrifices for their children or younger siblings' future. If this aspect is considered, of course, there will be a fairly significant increase in each driver's work motivation.

11. The labor guarantee factor refers more to the safety and health of the drivers. In the job of drivers who are always on the road and carrying large vehicles that are also at risk, drivers will expect that if there is an unwanted event, they know that there is still something to hold on to them.

Funding

This work was supported by myself.

Acknowledgement

The authors would like to thank their colleague for their contribution and support to the research. They are also thankful to all the reviewers who gave their valuable inputs to the manuscript and helped in completing the paper.

Conflict of Interest

The authors have no conflict of interest to declare.

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