

## Studi tentang motivasi kerja pegawai UPT Perpustakaan Universitas Gatutkaca Pringgondani 1994

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### Abstrak

#### <b>ABSTRAK</b>

Penelitian ini dilaksanakan terhadap pegawai UPT Perpustakaan Universitas Gatutkaca, dengan tujuan untuk memperoleh gambaran tentang motivasi kerja pegawai yang berupa : (1) masalah-masalah yang dirasakan dalam memenuhi kebutuhannya , serta (2) unsur pendorong semangat kerja mans yang dirasakan sebagai kebutuhan yang mendesak untuk dipenuhi.

Populasi sebanyak 70 orang pegawai UPT Perpustakaan Universitas Gatutkaca, tersebar di berbagai fakultas/lembaga dan Perpustakaan Pusat. Sampel dipilih secara purposif yaitu pegawai Perpustakaan Pusat saja sejumlah 28 orang yang terdiri dari :

1. Kepala Bidang Pengadaan Behan Pustaka dengan 3 orang bawahan
2. Kepala Bidang Pengolahan bahan Pustaka dengan 6 orang bawahan
3. Kepala Bidang Pelayanan Perpustakaan dengan 6 orang bawahan
4. Kepala Bidang Pelayanan Dokumentasi/informasi dengan 3 orang bawahan
5. Kepala Sub Bagian Tama Usaba dengan 5 orang bawahan.

Gambaran tentang masalah-masalah yang dirasakan oleh pegawai dikumpulkan dengan menggunakan teknik wawancara, dan unsur pendorong semangat kerja yang dirasakan mendesak diperoleh dengan menggunakan teknik kuesioner.

Dari penelitian ini ditemukan masalah-masalah yang dirasakan oleh para pegawai adalah :

1. Penghasilan yang diterima dirasakan masih sangat rendah, walaupun selain gaji masih diterima pendapatan lain seperti lembur jaga sore.
2. Kondisi kerja dirasakan. belum mendukung kelancaran kerja. Ada pegawai yang merasakan : (a) keadaan ruang kerja kurang menyenangkan, (b) perlengkapan kerja kurang tersedia, (c) kurangnya bahan yang dikerjakan, dan (d) kurang amannya harts milik kantor dan milik pengunjung.
3. Kebutuhan sosial belum terpenuhi. Pegawai merasakan : (a) hubungan antar pegawai kurang menyenangkan, (b) atasan kurang melaksanakan fungsi supervise, (c) penerapan peraturan serta kebijakan yang kurang adil.
4. Kebutuhan status dan pengharagaan belum terpenuhi. Ada pegawai yang merasakan : (a) kenaikan status dari honorer menjadi calon pegawai dirasakan terlalu lama, dan (b) atasan belum ada usaha yang disengaja untuk menghargai kerja bawahannya.
5. Kebutuhan realisasi diri belum terpenuhi. Ada pegawai yang merasakan : (a) keinginan untuk mengembangkan kemampuan kurang diperhatikan, (b) kurang dilibatkan dalam proses pengambilan keputusan, (c) pekerjaannya tidak menantang, dan (d) tidak didorong membuat rencana kerja yaitu

menetapkan tujuan dan target pekerjaannya.

Berdasarkan masalah-masalah yang dirasakan, guna mendorong semangat kerja, keaenderungan umum bagi seluruh pegawai UPT Perpustakaan menunjukkan :

1. Kebutuhan yang dirasakan sangat mendesak, mencakup : (1) penerimaan lain ditingkatkan (2) 'tata ruang yang lebih menyenangkan, (3) adanya hubungan pegawai yang lebih menyenangkan, (4) atasan yang lebih membimbing, mengarahkan, dan membantu memecahkan masalah, (5) peraturan dan kebijakan yang lebih memberi rasa sejahtera dan adil, dan (6) mengikuti kegiatan yang dapat meningkatkan kemampuan kerja.
2. Kebutuhan yang dirasakan mendesak , mencakup : (1) ingin dilibatkan dalam pengambilan keputusan, dan (2) mandiri dalam pekerjaan.
3. Kebutuhan yang dirasakan kurang mendesak, mencakup : (I) pimpinan lebih memperhatikan keinginan untuk naik golongan atau jabatan
4. Kebutuhan yang dirasakan tidak mendesak, mencakup : (1) status yang lebih tinggi, (2) penghargaan prestasi kerja, dan (3) pekerjaan yang lebih menantang.

Kecenderungan umum kebutuhan yang diinginkan guna mendorong semangat kerja juga dilaporkan menurut : (1) bagian /tempat kerja, (2) kelompok yang menduduki jabatan struktural, (3) kelompok berdasarkan latar belakang pendidikan, dan (4) kelompok yang berstatus honorer.

Berdasarkan hasil penelitian ini, selanjutnya penulis mengajukan beberapa saran untuk Kepala UPT Perpustakaan Universitas Gatutkaca guna mendorong semangat keija bawahannya.

*This research was carried out to the staff of the UPT Perpustakaan Universitas Gatutkaca. The objective of this research was to get the description of the staff work motivation, includes: (1) the problems felt by the staff in the fulfillment of their needs, and (2) which work motivation felt as urgent needs.*

The population in this research was 70 persons, all were the staff of the UPT Perpustakaan Universitas Gatutkaca, spread in several faculties/institutions and the Central Library.

Purposive sampling was applied to do this research. The total 28 staff members of the Central Library were chosen as the sample, consists of :

1. The Head of the Acquisition Department, with 3 staff.
2. The Head of the Technical Processing Department, with 6 staff
3. The head of the Readers Services, with 6 staff
4. The Head of the Document Information Service Department, with 3 staff.
5. The Head of the Administration Sub Section, with 5 staff.
6. The problems felt by the staff were collected by using the interview technique, and the component of the work motivation that felt as urgent needs collected by using the questionnaire technique.

The result of this research indicated that there were several problems felt by the staff in the fulfillment of their needs, include:

1. Lack of salary for the fulfillment of their life needs.
2. Work conditions did not support them to the work effectively and efficiently, in the aspects of: (a) the place or room situation, (b) lack of the supplies and equipment, (c) lack of the raw materials, and (d) lack of

the security.

3. Unsatisfied to the social needs, in the aspects of: (a) the inconvenience of the interpersonal relationship among the staff, (b) lack of the supervision, and (c) injustice to the application of the rules and regulations, and also policies.

4. Unsatisfied to the status and esteem needs, in the aspects of: (a) the length of the contract period, and (b) unconsciousness of the supervisor to appreciate to the work of subordinates.

5. Unsatisfied to the self actualization, in the aspect of : (a) lack of the attention by the superior to the subordinates who want to develop their skill through the non formal educational program, (b) lack of the opportunity to participate in the decision making process, (c) lack of the challenge to their job, and (d) lack of the direction by the superior to the subordinates to participate in the planning activities for their job.

Based on the summarized problems felt by the staff above, it was shown the following need ranking trend:

1. The needs felt by the staff considered as very urgent, include: (1) the hope to get the increasing income, (2) to have more convenient work room, (3) the interpersonal relationship among the staff should be more convenience, (4) the need to get more guidance, direction, and helping to the problems solving for the job, (5) the rules and regulations application and policies should be more fair, and (6) the opportunity to develop their skill through the educational program should be available.

2. The need felt by the staff considered as urgent, include: (1) the desire to participate in the decision making process, and (2) to get more autonomy to do their job.

3. The need felt by the staff considered as less urgent, include: (1) to get more attention from the superior to have a higher occupation or position.

4. The need felt by the staff considered as not urgent, include: (1) to get the higher status, (2) to get the work appreciation, and (3) to get the more challenge job.

The need ranking trends were reported also based on: (1) the department/sub section, (2) the group of the head of the department/sub section, (3) the group of the educational background, and (4) the group of the contract status.

Based on the result of this research, than the writer gave several recommendations to the Head of the UPT Perpustakaan Universitas Gatutkaca, to motivate the staff in order to increase the work spirit.