ANALISIS MOTIVASI “DUA FAKTOR” HERZBERG

TERHADAP KINERJA KARYAWAN DI BANK DUNIA JAKARTA

SKRIPSI

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FAKULTAS EKONOMI
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SKRIPSI
Diajukan Sebagai Salah Satu Syarat Untuk Memperoleh Gelar
SARJANA EKONOMI
Program Studi Manajemen – Strata 1

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FAKULTAS EKONOMI
UNIVERSITAS MERCU BUANA
JAKARTA
2011
KATA PENGANTAR

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Lampiran 1

Daftar Pertanyaan In Depth Interview dengan Human Resources Officer:

1. Apakah yang menjadi visi, misi, sasaran serta strategy bidang SDM?
2. Bagaimana kinerja karyawan secara umum?
3. Apakah ada kebijakan yang berlaku mengenai system Balas Jasa?
   - Secara khusus, apakah ada kebijakan tertentu terkait karyawan yang telah bekerja lebih dari 10 tahun?
4. Apakah ada kebijakan yang berlaku mengenai benefits/insentif?
   - Secara khusus, apakah ada kebijakan tertentu terkait karyawan yang telah bekerja lebih dari 10 tahun?
Hasil In Depth Interview dengan Human Resources Officer:

1. Visi SDM adalah memlahirkan Sumber Daya Manusia yang handal dan kompeten dalam memantapkan tujuan Bank Dunia *to reduce and to improve the living standart of the people in low and middle-income countries*. Bank Dunia adalah salah satu sumber dana dan pengetahuan terbesar di dunia untuk mendukung pemerintah Negara-negara anggotanya.

Misi SDM adalah menetapkan upaya pengembangan SDM secara kontinyu dan konsisten.

Tujuan / Sasaran SDM adalah agar Bank Dunia memiliki jumlah SDM berkualitas yang efisien, sehingga dapat mendukung misi organisasi.

Strategi SDM adalah melakukan program pengembangan sumber daya manusia yang difokuskan untuk mendukung terbentuknya organisasi yang berorientasi pada *knowledge sharing* yakni dengan melakukan *competency Based Human Resources Management*.

2. Kinerja karyawan secara umum di Bank Dunia Jakarta mengalami peningkatan hal ini ditunjukan dengan adanya peningkatan produktivitas dan pendapatan operasional di Bank Dunia Jakarta di bandingkan tahun sebelumnya.
3. Ada, Bank Dunia memberikan imbal jasa berdasarkan kompetensi. Sistem imbal jasa dan penghargaan menganut prinsip-prinsip umum sebagai berikut:

1) Penggunaan imbal jasa secara strategik, yaitu program imbal jasa dan penghargaan harus dikaitkan dengan kebutuhan-kebutuhan organisasi, digunakan untuk menunjang rencana-rencana organisasi serta untuk mendukung kemungkinan adanya perubahan budaya dan organisasi.

2) Imbal jasa dipengaruhi kinerja, yaitu merupakan cerminan kinerja organisasi dan atau divisi, bukan sekedar persaingan pasar, perubahan proporsi imbal jasa tetap menjadi imbal jasa variabel harus di kaitkan dengan kontribusi dan bukan status pekerjaan, kenaikan imbal jasa secara individu dikaitkan dengan kinerja, dan peningkatan imbal jasa yang didasarkan pada kinerja sebaiknya sebaiknya untuk komponen variabel.

3) Karir dan mobilitas, yaitu penyesuaian program imbal jasa untuk mendorong mobilitas dan pengembangan karir.

Secara umum Bank Dunia menggunakan sistem pemberian imbal jasa berdasarkan kompetensi.

Petunjuk pengisian kuesioner

1. Berilah tanda silang (X) pada pilihan jawaban Bapak/Ibu
2. Bapak/Ibu hanya memilih SATU dari pilihan jawaban yang tersedia.

A. Profil Responden

1. Jenis Kelamin Bapak/Ibu
   - Pria
   - Wanita

2. Usia Bapak/Ibu
   - Di bawah 30 tahun
   - 30-45 tahun
   - di atas 45 tahun

3. Pendidikan Terakhir Bapak/Ibu
   - SLTA
   - Diploma I, II, III (D1, D2, D3)
   - Strata I (S-1)
   - Strata II (S-2)
   - Strata III (S-3)
4. Masa Kerja Bapak/Ibu di Bank

   Dunia
   □ 10 – 15 tahun
   □ 16 – 20 tahun
   □ di atas 20 tahun

5. Penghasilan Bapak/Ibu rata-rata per bulan

   □ di bawah 10 juta rupiah
   □ 10 juta – 20 juta rupiah
   □ di atas 20 juta rupiah
B. Motivasi dan Kinerja

1. Gaji / insentif yang saya terima sekarang ini dapat memenuhi kebutuhan saya sehari- hari.
   a. Sangat setuju
d. Tidak setuju
   b. Setuju
e. Sangat tidak setuju
   c. Ragu-ragu

2. Gaji / insentif yang saya terima sekarang ini sesuai dengan pendidikan dan pengalaman saya.
   a. Sangat setuju
d. Tidak setuju
   b. Setuju
e. Sangat tidak setuju
   c. Ragu-ragu

   a. Sangat setuju
d. Tidak setuju
   b. Setuju
e. Sangat tidak setuju
   c. Ragu-ragu
4. Adanya jaminan akan pekerjaan yang tetap (karyawan tetap dalam perusahaan) merupakan kebutuhan yang penting bagi saya.
   a. Sangat setuju  
   b. Setuju  
   c. Ragu-ragu  
   d. Tidak setuju  
   e. Sangat tidak setuju

5. Adanya jaminan akan hari tua (pensiun) adalah hal yang penting bagi saya.
   a. Sangat setuju  
   b. Setuju  
   c. Ragu-ragu  
   d. Tidak setuju  
   e. Sangat tidak setuju

6. Keselamatan kerja (fisik, mental dan intelektual) dalam bekerja merupakan hal penting bagi saya.
   a. Sangat setuju  
   b. Setuju  
   c. Ragu-ragu  
   d. Tidak setuju  
   e. Sangat tidak setuju

7. Pujian dari atasan atas penyelesaian pekerjaan dengan baik penting dalam pekerjaan.
   a. Sangat setuju  
   b. Setuju  
   c. Ragu-ragu  
   d. Tidak setuju  
   e. Sangat tidak setuju
8. Penghargaan berupa insentif merupakan hal yang penting dalam pekerjaan.
   a. Sangat setuju  
   b. Setuju       
   c. Ragu-ragu   
   d. Tidak setuju 
   e. Sangat tidak setuju 

9. Kesempatan untuk mengembangkan skill dan karir melalui kursus, seminar, training, penting bagi pekerjaan.
   a. Sangat setuju       
   b. Setuju            
   c. Ragu-ragu        
   d. Tidak setuju     
   e. Sangat tidak setuju 

10. Adanya kesempatan untuk naik jabatan merupakan hal yang penting dalam pekerjaan.
    a. Sangat setuju       
    b. Setuju            
    c. Ragu-ragu        
    d. Tidak setuju     
    e. Sangat tidak setuju 

11. Adanya program *outing* bersama karyawan sangat berguna untuk mempererat rasa kebersamaan dan kekompakan para karyawan.
    a. Sangat setuju       
    b. Setuju            
    c. Ragu-ragu        
    d. Tidak setuju     
    e. Sangat tidak setuju
12. Ikut serta dalam mengeluarkan kebijakan dalam perusahaan merupakan hal bernilai bagi saya.
   a. Sangat setuju  
   b. Setuju  
   c. Ragu-ragu  
   d. Tidak setuju  
   e. Sangat tidak setuju

13. Hubungan baik dengan rekan sekerja sangat diperlukan dalam pekerjaan.
   a. Sangat setuju  
   b. Setuju  
   c. Ragu-ragu  
   d. Tidak setuju  
   e. Sangat tidak setuju

   a. Sangat setuju  
   b. Setuju  
   c. Ragu-ragu  
   d. Tidak setuju  
   e. Sangat tidak setuju
Penilaian Responden Mengenai Motivasi Herzberg

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Lampiran 11

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Daftar nilai kuesioner berdasarkan masa kerja lebih dari 20 tahun

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Lampiran 14

Daftar nilai kuesioner berdasarkan penghasilan rata-rata kurang dari 10 juta per bulan

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LEMBAR PENGESAHAN DEWAN PENGUJI

Skripsi:
ANALISIS MOTIVASI "DUA FAKTOR" HERZBERG
TERHADAP KINERJA KARYAWAN DI BANK DUNIA JAKARTA

Dipersiapkan dan Disusun Oleh:
Nola Safitri
43109110025

Telah Dipertahankan didepan Dewan Penguji pada tanggal 8 September 2011

Susunan Dewan Penguji
Ketua Penguji / Pembimbing Skripsi

Ibu Luna Haningrah, SE, ME

Anggota Dewan Penguji
Bapak Tri Wahyono, SE, MM

Anggota Dewan Penguji
Bapak Drs. Hasanuddin Pasiama, M.Si
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Nama : Nola Safitri
NIM : 43109110025
Program Studi : Management
Judul Skripsi : Analisis Motivasi "Dua Faktor" Herzberg terhadap Kinerja Karyawan di Bank Dunia Jakarta
Tanggal Lulus Ujian : 8 September 2011

Disahkan Oleh:

Pembimbing Skripsi

(Luna Haningsih SE, ME)

Dekan

(Ketua Program Studi Management – S1)

(Dr. Wiwik Utami, M.Si, Ak.)

(Arief Bowo Prayoga K. SE, MM)
SURAT PERNYATAAN KARYA SENDiri

Yang bertanda tangan di bawah ini:

Nama : Nola Safitri
NIM : 43109110025.
Program Studi : Management

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Demikian pernyataan ini saya buat dengan sebenarnya.

Jakarta, 8 September 2011

[Signature]

Nola Safitri
NIM: 43109110025