



THE ROLE OF PERSONNEL MANAGER TO INCREASE EMPLOYEE MOTIVATION

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ABSTRACT

The personnel manager has a vital role in increasing the effectiveness of human resources in the organization. The success of an organization is highly dependent on the activities and creativity of its human resources. The task of a charm manager is always to create conditions so that employees are always passionate about carrying out and carrying out their work. The purpose of this study is to find out how the role of personnel managers in motivating employees' work, and to find out how personnel managers improve employee performance. This research method is a requirement in research, namely ways of thinking and doing that are well prepared to carry out the research process using specific strategies and achieve research objectives. This method uses strict requirements to provide detailed and thorough direction and guidance to high scientific value. This research is in a company engaged in the service sector, namely Hotel X. This research shows that in the implementation of work, every human being is to lead. If equipped with the knowledge and honed with experience, he will be more successful. In implementing the manager's role, it has not been fully implemented following the applicable rules and norms. This performance can be seen from the activities of its employees when they carry out their activities.

Keywords: Personnel Manager, Work Motivation

INTRODUCTION

The personnel manager has a vital role in increasing the effectiveness of human resources in the organization. The aim is to provide the organization with an effective work unit. So to accomplish this goal and destination, on-site personnel management shows efforts for companies to get, develop, use, evaluate and maintain a large number of employees in the right way Flipo (, 2013:10). The existence of humans as individuals who carry out work within a company organization cannot be ignored because human quality is the most critical factor in a company environment.

Concerning human resources in the organization, the personnel manager plays a vital role in moving people to achieve organizational goals effectively and efficiently. This organization can say that the success or failure of an organization's plans depends on its function as the leader of a company organization. The success of an organization is highly dependent on the activities and creativity of its human resources. The task of a charm manager is always to create conditions so that employees are always passionate about carrying out and carrying out their work. In other words, it shows that the personnel manager is successfully carrying out his function. It is also often found that a personnel manager fails to motivate employees. His attitudes, actions, and words cause employees to be inspired.

In reality, this simple view cannot solve the increasingly complex human problems in today's management life. Therefore, the things that need to be considered are the relationships between humans in the management of an organization, both formal and informal relationships. Relationships between humans in leadership need to be fostered and created at all levels of the organization. Humans are

essentially biological creatures and creatures with human rights and high dignity, among other animals and personality goals and ideals. Wish. In subsequent developments, the most important thing to note is the factors that encourage humans as individuals in the organization to take specific actions in life in the organizational environment so that it needs to be considered by a personnel manager are ways to improve employee activities. So that organizational goals can be achieved and more effective and efficient.

In general, organizations cannot increase employee productivity and work effectiveness; this is because personnel managers are still unable to influence employee attitudes and behavior so that they are in line with the efforts they carry out. A personnel manager must have the skill to achieve organizational goals that have been previously set by moving the people under him. In connection with this, a personnel manager must play an active role in the current situation and conditions so that the personnel manager's position can effectively be carried out as a motivator.

An organization will succeed and even fail primarily determined by the role of personnel management, so it is not an exaggeration if there is an expression that states the manager is responsible for the failure to implement a job. This expression proves how complex the tasks and responsibilities of the personnel manager are in bringing the organization to a better direction. Personnel management is a strategist who sets the organization's vision and mission and focuses on how the organization achieves its goals. By focusing on an image of the charmer's manager in operating the resources owned, both physical and emotional and spiritual resources of the organization, managing the values, commitments, and aspirations. Satisfaction at work. Successful leaders often inspire their employees to achieve higher results by showing them how their work can contribute and benefit self-interest.

Personnel managers are required to plan and coordinate and organize the resources they have so that they are valuable and effective in increasing the company's competitiveness so that the company can compete well and develop and survive during a very competitive environment. In such an intimate environment, human resources must be appropriately managed as the main asset that is the foundation for the company's survival.

Problems that arise and interfere with the effectiveness of employee work often occur and are not infrequently caused by the attitude of a personnel manager himself and the role of the personnel manager in the company itself. And this is often related to the loss of employee motivation, indifferent attitude to work, lack of confidence, and lack of commitment to the company.

Thus, research in a hotel that is a trusted hotel must provide excellent service. All of this is also related to the role of the personnel manager to motivate its employees. Because without the function given by the manager, employees will not be encouraged. And this is the most crucial part of the organizational factor.

From the description above, we can conclude that personnel management in human resources is an acknowledgment of the importance of organizational work units as vital human resources for the

achievement of organizational goals and the utilization of various functions and activities of personnel to ensure that they are used effectively and efficiently and wisely to benefit individuals, organizations and society.

Motivating employees means encouraging them to work with enthusiasm and work well. This function is the task of the personnel manager, who should motivate employees so that the company's goals can achieve adequately. Malay Hasibuan (2017:9).

Recognizing the importance of personnel management in motivating employees, the researchers are interested in researching and analyzing how the role of personnel managers is to increase employee motivation in hotels.

The problems that can take from this research are 1). What is the role of the personnel manager in motivating employees' work? 2) How is the personnel manager improving employee performance?

Personnel

Personnel is the science and art that regulates the relationship and role of the workforce so that they are effective and efficient in helping realize the company's goals, employees, and society. According to Minner (2002:11), personnel management is defined as a process of developing, implementing, and evaluating policies, procedures, methods, and programs related to individual employees in the organization.

Personnel Manager Functions

Hasibuan (2017:10) explains that the Personnel Management function consists of planning, organizing, directing, controlling, maintaining, disciplining, and dismissing. The goal is to profit from the bank's interest rate presentation. Employees aim to get satisfaction from their work. The public seeks to obtain goods or services at reasonable prices and is always available in the market, while the government hopes to receive taxes.

Personnel is the management and utilization of Human Resources to create the effectiveness of Human Resources in the organization. The aim is to provide the organization with an effective work unit. Handoko (2002:33), personnel management is the organization's withdrawal, selection, development, use, and maintenance of Human Resources. Meanwhile, according to Flippo (2013:23), personnel management is planning, developing, providing compensation, integrating, maintaining, and releasing Human Resources to achieve various individual, organizational, and community goals.

The organization is a vehicle for achieving goals so that the achievement of these goals can carry out properly; it requires functions. Understanding functions are tasks that can immediately distinguish them from other studies. As the executor of these functions, personnel is needed who are given the authority, responsibility, and accountability. The rules, responsibilities, and responsibilities mentioned above are the motor and catalyst, the implementation of tasks, and each task implementation given to each performance within the organization. Therefore, they are required to carry out the tasks assigned to them.

Roles and Duties of the Personnel Manager

According to Hasibuan (2017:14), personnel management is related to realizing specific results through people's activities. This provision means that Human Resources play an important and dominant role in management. According to Flippo (2013:11), personnel management is planning, organizing, directing, controlling, developing, compensating, integrating, maintaining, and dismissing employees to realize the company's goals, individuals, and employee's society.

The duties of the personnel manager to organize and establish a staffing program that covers issues are 1). The number and placement of effective workers under company needs are determined based on job descriptions, job specifications, job recruitment, and job evaluations. 2). Determine the withdrawal, selection, and placement of employees based on the principle. 3). Establish welfare, development, promotion, and termination programs. 4). Forecasting supply and demand for Human Resources in the future. 5). Estimating the state of the economy in general and the company's development in particular. 6). Carefully monitor hunting laws and the remuneration policies of similar companies. 7). Monitor progress with technical and trade union development. 8). Carry out education, training, and assessment of employee performance. 9). Manage employee mutations on both the vertical and horizontal axes. 10). Arrange pensions, terminations, and severance pay.

Motivation

Motivation is commonly used to identify someone for something to achieve specific goals, such as money, safety, prestige, etc. Inspiration can be said as a need and, at the same time, a driver that can move all the potential of both workforce and other resources. On the other hand, from an operational perspective, motivation appears as a positive effort to mobilize the power and potential of the force so that they can productively achieve the goals that have been set previously. Based on these two aspects, the passive motivation that has been stated above, work motivation, appears like a basic human need, and work motivation is an intensive one that is expected to fulfill the desired basic needs.

According to Amirullah and Hanafi (2002:168), motivation is the provision of motives, the generation of reasons or things that cause encouragement or circumstances that cause encouragement. Motivation can also be said to generate drive in oneself (*drive arousal*).

Based on this opinion, it can conclude that the motive is an impulse of need in a person that needs to be fulfilled so that a person can achieve his motive goals.

Motivational Methods

The motivational method proposed by Hasibuan (2017:149) is divided into two, namely:

a. Indirect motivation

Indirect motivation is a management activity that leads to the mobilization of motivation from within

and the fulfillment of employee job satisfaction.

b. Immediate motivation

Direct motivation is the driving force of the ability to work directly and deliberately directed to the motivation interval of employees by providing incentives.

Things That Cause Work Motivation

A manager must always know about the needs and desires needed by employees or subordinates from work. Employee motivation is determined by the stimulus, the stimulant in question is a driving force for workforce motivation so that it influences the individual behavior of the workforce concerned. Mangkunegara's opinion (2008:112) suggests things that cause reason, including:

- a. *The desire to live*, meaning the desire to live in the main desire of any person, the man working for DAPT eat and be able live.
- b. *The desire for position* means the desire to have something a second for human greed and is one of the reasons why people want to work.
- c. *The greed of power*, meaning that desire and power are desires one step above the desire to have, encourages people to work.
- d. *The desire for recognition*, meaning the desire and recognition is the last type of needs and also encourage the JV to work".

It is also mentioned by Tohardi (2011:137) that there are three ways to motivate a person, namely "By explaining what goals to be achieved, the higher a person's motivation, explaining why it is important to achieve these goals and must be able to explain what incentives are needed. Will be obtained". So the two opinions above can conclude that three main factors support motivation: motivation, expectations, and incentive values. 1. Motive, 2. Hope, 3. Incentive

By paying attention to these elements, managers expect something to be achieved, namely the behavior of ideal and motivated employees. Of course, to achieve this requires harmonious and steady cooperation between fellow employees and also between employees and company managers themselves.

The Role of the Personnel Manager in Motivating Employees

Remember that an organization's planning can be successful because of the people who can put the activities together correctly. Organizing is effective because people used to be able to cooperate proactively. Control can also be effective because it can help other employees achieve, so they must have the right opportunity possible. They must have the right opportunity, help and motivate or stimulate enough to develop their potential to one hundred percent.

Opinion of Amirullah and Hanafi (2002: 183), the methods used by managers in motivating employees include a) Direction and control, b) Compensation in the form of money, c) Determination of effective work patterns, d Policy. By knowing and understanding employees, managers will not treat

employees as milk, but employees will be used as partners or cooperation partners to achieve company goals. In other words, the role of managers in the company, in addition to making decisions, also inspires, encourages, and encourages every employee to work harder and take action knowledge of motivation and its application in organizational life, at least covering the theory of cause and types of stimulation.

Directions to employees are intended to channel the behavior of subordinates in certain activities and avoid other activities in setting rules and standards, then ensuring and prohibiting certain types of behavior that can harm the organization. Control is to measure work results and intervene if the results achieved are not satisfactory. Power in motivating employees is needed so that employees who know that they have done their work with good results tend to be encouraged to repeat the successes made.

Personnel Manager Relations and Motivation

The relationship between personnel managers and employees will be well established in each person is aware of what each other is responsible for and what they need from each party. This relationship will not run smoothly if one of the parties feels aggrieved or does not get what is expected.

The relationship between the personnel manager and subordinates will be well established if they help each other develop themselves, maintain their boundaries and identity in an open and mutually accepting way, and do not close themselves off. The most critical thing is maintained besides The above is a sense of togetherness and a sense of kinship in the organization to lead to work to achieve company goals.

The role of the personnel manager in motivating employees is an essential factor that must consider in addition to the points above because with this motivation, and it is expected that each employee is willing to work hard and enthusiastically to achieve high productivity. It should remember that all people's desires are closely related to each individual and not the group.

METHOD

Type of Research and Place of Research

In carrying out scientific research, a designed method and system are needed to find reliable knowledge in its truth and scientific research methods because with procedures that follow the problems to be studied, they can find relevant and dependable data. The method that will use in this research is a research method with qualitative research. In contrast, the type of research uses descriptive research, namely research conducted to find out how the role of personnel managers in motivating employees. Descriptive research, according to Arikunto (2014:11), descriptive research is "research conducted by explaining or describing past and present variables while descriptive Nazir (, 2013:64) is "a research method to create a picture of a situation or event so that the technique of wishing to accumulate just primary data.

This research method is a requirement in research, namely ways of thinking and doing that are well prepared to carry out the research process using specific strategies and achieve research objectives. This method uses strict requirements to provide careful and thorough guidance and guidance to have a high scientific value. This research is in a company engaged in the service sector, namely Hotel X.

Data and Data Sources

Iqbal Hasan (2010: 82) defines primary data as "data that is directly collected in the field by the person conducting the research or the person concerned who needs it." In this study, the primary data is from interviews that the author has conducted with the general manager and employees. The data sources are personnel managers, heads of divisions, and employees as primary data.

Iqbal Hasan (2010:82) states that "secondary data is data that has been arranged in the form of documents, where researchers cannot do much to ensure quality and researchers must follow what is." The secondary data obtained in this study are in the form of employee data, the profile of the Herlingga Blitar hotel, organizational structure, and data that are closely related to the role of managers in motivating employees' work.

According to Arikunto (2014:14), sources of data are "primary subjects and secondary data. Where the data is obtained, the source of the data in question is one or more organizations selected to be the resource person or respondent and informant of the events that occurred. In this study, based on the source can be classified into data. Data sources, according to Moeleong (2016:112), are related to the primary data, the types of data are divided into three, namely words and actions, written data sources, photos, and statistics.

Data collection technique

Data is derived from direct observations of human behavior in which the researcher participates in the group of people being studied. The authors use data collection techniques such as a. observation, b. interview (interview), c. guide, d. research instruments, and e. documentation to collect the necessary data.

Research Analysis

Data analysis is a process of organizing data sequences into patterns, categories, and fundamental description units. According to Nazir (2013: 283), data analysis simplifies data into a form that is easier to talk about and interpret. In this study, researchers used qualitative data analysis. The data may be collected in various ways, such as observation, interviews, and documentation, but the qualitative analysis still uses words usually organized into expanded texts.

RESULTS AND DISCUSSION

1. The Role of Managers in Motivating Employees

In the company's organization, the personnel manager is in charge of managing human resources or labor involved either directly or indirectly. In general, personnel managers' role in motivating employees is to increase employee productivity, demonstrating that the company is growing. One of the steps that can take and its nature is essential for the role of managers to motivate their subordinates because motivating will determine the manager's effectiveness. Employee motivation in the hotel is an activity that the personnel manager continuously carries out. Because only by inspiring we channel and maintain the behavior of employees in this hotel company. As the research findings, "Actually the role of the personnel manager is to motivate employees or be very closely related to employees to create awareness of responsibility so that they can produce maximum company activities."

2. Personnel Program in Efforts to Increase Employee Motivation

Based on the company's documentation under him, the personnel manager at the hotel company makes a program to provide training to employees, meaning that here employees are included in the activity. And the goal is to improve the quality of employee work to understand more about their job descriptions. And guests who come are also not disappointed with the services provided by the hotel.

As stated by a hotel employee, among the programs provided by the personnel manager to employees is to improve the quality of employees or human resources to reduce things that are not desirable or harm the hotel. The management section manages resources. Humans establish training programs that are actualized every year, namely by providing training for employees to work well and with direction. In general, the training programs carried out by hotels are as follows:

- a. To develop skills so that that work can complete more quickly and effectively.
- b. To develop knowledge so that the work can complete adequately.
- c. To develop attitudes, thereby creating the ability to cooperate with fellow employees and managers.
- d. We are updating the employees' skills in line with the progress of the growing hotel.

With this training program, it is expected that employees will master their field of work so that every task assigned to them can be carried out correctly and directed.

3. Inhibiting Factors in Efforts to Increase Employee Motivation

The inhibiting factors that cause low employee motivation at the hotel are as follows:

- a. No identity

Lack of fulfillment of identity needs for employees. Employees are more motivated when they wear uniforms. Because so far they only use the employee's clothes.

- b. Low financial incentives

Viewed from the side of the workforce, the low level of financial incentives causes the workforce's motivation to expect that the provision of incentives can increase total income,

forcing the crew to be less motivated in carrying out their work.

4. Supporting Factors in Efforts to Increase Employee Motivation.

Every company will always try to increase its employees' morale and work motivation as much as possible within the limits of the company's capabilities. This reason is important to know because the active role of managers can improve employees' work ethic. Based on hotel documentation, factors that support personnel managers to motivate employees include a). Number of Employees, b). Employee Quality, c). Wages and Payroll System, d). Holiday allowance, e). Employee welfare

Apart from that, the manager always looks at the work of his employees. The employees who are tenacious and diligent in their work also get awards from the hotel. The award is in the form of additional salary and job promotion.

5. Implementation of Managers in Motivating Employees

As conveyed by the informant, a personnel manager provides material motivation and non-material motivation, such as awards and promotions. Employees are also included in the training that can encourage employees' enthusiasm at work. The activities carried out by the personnel manager to his employees are training, and all employees follow this in the hotel and in addition to providing materials, and the materials are as follows:

- a. How the employees in sound reception.
- b. How to manage and manage a good hotel.
- c. We are providing motivators for tourism ambassadors.

6. Employee Motivation at the Hotel

In a company engaged in any field, both manufacturing and services, many rights must be carried out by both the primary manager and the personnel manager, including motivation, namely; encouragement to direct subordinates. The concept of motivation in the hotel, the results of interviews with informants that the motivation that has been carried out so far is encouragement and direction to subordinates and provides broad responsibilities and opportunities for them to make decisions or policies in completing their work, but its nature is in their abilities and skills. The motivations obtained by employees are security needs, safety needs, social needs, and esteem needs.

The informant's statement above is very representative and not much different from what is said by Maslow's theory, which is better known as the hierarchy of needs theory. Indeed, higher needs will encourage someone to satisfy these needs after the lower needs have been previously satisfied. According to Maslow, humans have needs in life consisting of physiological needs, security and safety needs, social needs, esteem needs, and self-actualization needs. In this theory, needs are defined as forces that generate incentives for individuals to carry out activities to fulfill or satisfy these needs. Needs that have been met do not function or lose power in motivating an action until they rise again as new needs that may be the same as the previous one.

Therefore, every staff, especially the personnel manager, must observe which employees who excel show the nature of loyalty to be placed in a better place. This activity is to provide knowledge

and skills under their respective abilities.

CONCLUSION

Based on the explanation above, it can be concluded as follows:

1. The role of the personnel manager in the hotel is generally to increase the productivity of its employees to achieve a goal. Managers provide direction and control, provide compensation, determine effective work patterns, and make policies.
2. The personnel manager improves employees' work by providing training and encouragement to employees to be active in positions. Besides that, employees also get awards, work leave, holiday allowances, social security, and labor.
3. In implementing work, every human being is born to lead. If equipped with the knowledge and honed with experience, he will be more successful. In implementing the manager's role, it has not been fully implemented following the applicable rules and norms. This performance can be seen from the activities of its employees when they carry out their activities.

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