

THE EFFECT OF *FEAR MOTIVATION* ON EMPLOYEE PERFORMANCE AT PT. METROPOLITAN RADAR MEDIA

Hablil Ikhwana

Faculty of Economics, UNIVA Medan

Email: hablilikwanabeniman@gmail.com

ABSTRACT

This study was conducted to reveal whether there is an influence of fear motivation on performance at PT. Media Radar Metropolitan Medan and how much influence. The research method used was by giving a questionnaire containing a questionnaire to 42 people who were sampled. The research conducted found the fact that there was a positive and significant influence between the influence of fear motivation on performance at PT. Media Radar Metropolitan Medan is evident from the value of $t_{table} = 2.021$ and $t_{count} = 3.365$. t test results show $t_{table} > t_{count}$ or significant is $0.002 \leq 0.05$. This means that fear motivation has a significant effect on employee performance at a significant level = 5%. Significant means that H1 is accepted and H₀ is rejected, meaning that partially there is a positive and significant influence and fear of motivation on employee performance. The percentage of the influence of fear motivation on performance at PT. Media Radar Metropolitan Medan is in accordance with the *R square* number of 0.318, meaning that 31.8% of the Dependent Variable (Employee Performance) is explained by the Independent Variable (Fear motivation), and the remaining 68.2% (100% - 31.8%) is explained by other variables excluding the variables used. According to the author, another factor that affects employee performance is the Occupational Health and Safety Management System (SMK3).

Keywords: Fear, Motivation, Performance

INTRODUCTION

1.1. Background of the problem

The difficulty of finding a job in these competitive times causes a lot of people to need work. Starting from low-level jobs to jobs that have special skills and high-level job status. Under these conditions, everyone who has the status of an employee and works in a company will always have his status as an employee and will even try to increase his position to a higher position.

The fear of being fired is a separate motivation for an employee to work as well as possible. Job search competition causes company owners to not hesitate to fire employees who have poor performance and productivity. Moreover, the employee is not disciplined and tends to ignore company regulations, then the potential for the employee to be fired is very high.

This situation is also felt by PT T employees . Media Radar Metropolitan Medan which is engaged in the printing of mass media, namely newspapers. The fear of being fired makes each employee show the willingness and ability to work to get a good performance appraisal from superiors. However, the problem that occurs is the desire to show the willingness and ability to work of each employee, sometimes there is an unhealthy competition attitude so they should work as a team . instead the employees work independently. This causes communication problems and cohesiveness at work.

1.2. Formulation of Problem

Based on the description of the background and identification of the problems described above, the problems to be studied in this study are :

1. Is there any influence of *fear motivation* on employee performance at PT . Media Radar Metropolitan Medan ?
2. How does *fear motivation* affect employee performance at PT . Media Radar Metropolitan Medan ?
3. How big is the influence of *fear motivation* on employee performance at PT . Media Radar Metropolitan Medan ?

1.3. Research purposes

The general objectives of this research are :

1. To find out whether there is an influence of *fear motivation* on employee performance at PT . Media Radar Metropolitan Medan .
2. To find out how the influence of *fear motivation* on employee performance at PT . Media Radar Metropolitan Medan .
3. To find out how much influence *fear motivation has* on employee performance at PT . Media Radar Metropolitan Medan .

1.4. Benefits of research

The benefits expected from this research are theoretically useful for the development of economics, especially in human resource management regarding *fear motivation*. and employee performance.

LITERATURE REVIEW

2.1. Understanding Motivation

Someone who is not motivated, only puts minimum effort in terms of work. The concept of motivation, is an important concept in the study of individual performance. Thus, motivation means giving motivation, generating motivation or things that give rise to encouragement or circumstances that give rise to encouragement. It can also be said that motivation is a factor that drives people to act in a certain way . Motivation is an impulse that causes a person to do an action to achieve a certain goal. Motivation is a process that describes the intensity , direction , and persistence of an individual to achieve his goals. The three main elements in this definition are intensity , direction, and persistence.

Motivation comes from the word *motive* which means "push" or stimulation or "moving force" that exists within a person. According to Weiner (2000:99) quoted by Elliot et al. (2000:78), motivation is defined as an internal condition that arouses us to act, encourages us to achieve certain goals, and keeps us interested in certain activities. According to Uno (2007:55), motivation can be interpreted as internal and external encouragement within a person which is indicated by the existence; passion and interest; drives and needs; hopes and aspirations; appreciation and respect. Motivation is something that makes a person act (Sargent, quoted by Howard, 2009: 53) stating that motivation is the impact of a person's interaction with the situation he faces (Siagian, 2004: 213).

According to AA Anwar Prabu Mangkunegara (2005:76) suggests that: "There are two techniques to motivate employees' work , namely: (1) techniques for meeting employee needs, meaning that fulfilling employee needs is a fundamental basis for work behavior. (2) persuasive communication technique , is one of the techniques to motivate employees' work which is done by influencing extra logically". This technique is formulated with the term "AIDDAS" namely *Attention* (attention), *Interest* (interest), *Desire* (desire), *Decision* (decision), *Action* (action or action), and *Satisfaction* (satisfaction).

2.2. Kinds of Motivation

According to Anonymous (2010 : 90), motivation is divided into 3 types based on its nature:

1. Fear motivation or *fear motivation* , namely the individual performs an action due to fear. In this case someone does something because of fear, for example, fear of external threats, fear of getting punished and so on.
2. Incentive motivation or incentive motivation, namely individuals do something to get an incentive, various forms of incentives such as getting honoraria, bonuses, prizes, awards and others.
3. Attitude motivation or attitude motivation / self motivation is a motivation because it shows a person's interest or disinterest in an object, this motivation is more intrinsic , arises from within the individual, in contrast to the two previous motivations which are more extrinsic which comes from outside the individual.

2.3. Understanding Performance

Performance comes from the notion of *performance*. There is also a definition of *performance* as the result of work or work performance. However, actually performance has a broader meaning, not only the results of work, but including how the work process takes place. The term performance comes from *Job Performance* or *actual performance* .

Performance in the organization is the answer to the success or failure of the organizational goals that have been set. Bosses or managers often don't notice unless it's gone really bad or things are going awry. Too often managers don't know how badly performance has deteriorated and the company /agency faces a serious crisis. Deep organizational bad impressions result in and ignore warning signs of declining performance .

Performance according to Anwar Prabu Mangkunegara (2000: 67) "Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". Then according to Ambar Teguh Sulistiyani (2003: 223) "A person's performance is a combination of abilities, efforts and opportunities that can be assessed from the results of their work".

The description of performance involves 3 important components, namely: objectives, measures and assessments. This goal will provide direction and influence how the expected work behavior of the organization for each personnel should be. However, setting goals alone is not enough, because it takes a measure of whether a personnel has achieved the expected performance. For this reason, quantitative and qualitative measures of performance standards for each task and position of personnel play an important role.

The third aspect of the performance dimension is appraisal. Regular performance appraisal associated with the process of achieving the performance goals of each personnel. This action will make personnel to always be goal-oriented and behave in accordance with and in line with the goals to be achieved. Thus it is clear that the understanding of performance with descriptions of objectives, operational measures, and regular assessments has an important role in increasing the motivation of personnel.

2.4. Performance assessment

The terms performance appraisal (performance appraisal) and performance evaluation (performance evaluation) can be used simultaneously or interchangeably because they basically have the same purpose . Performance appraisal is used by companies to assess the performance of their employees or evaluate the work of employees. Performance appraisal is also defined as a good mechanism to control employees. Performance appraisal is the result of employee work within the

scope of their responsibilities. Performance appraisal that is done properly will be beneficial for employees, HR department managers and ultimately for the company itself. The target that becomes the object of the performance appraisal is the skill, the employee's ability to carry out a job or task that is evaluated using certain benchmarks objectively and carried out regularly. Performance is the result of concrete work that can be observed and can be measured.

From the above understanding there are fundamental differences regarding performance appraisal. There is an understanding that positions employees on the subordinate and controlled parties, on the contrary there is an understanding that employees are considered as factors of production that must be used productively. Meanwhile, on the understanding that employees are positioned as the main assets of the company, employees must be properly maintained and given the opportunity to develop.

Performance appraisal basically has two main objectives, namely:

1. Personnel capability assessment.

It is a fundamental objective in the context of individual personnel assessment, which can be used as information for assessing the effectiveness of human resource management.

2. Personnel development

As information for decision making for personnel development such as: promotions, transfers, rotations, terminations and compensation adjustments.

Some of the errors of judgment according to Mathis and Jackson (2002:55), include:

1. Problems using different standards.

When assessing an employee, managers should avoid applying different standards of expectations to employees doing the same job, which will inevitably arouse the employee's anger. Such problems are likely to occur when ambiguous criteria and subjective weighting by superiors are used in the assessment.

2. Recession effect

Errors that occur when the assessment gives greater weight to events that have just happened to the employee's performance.

3. Errors tend to be concentrated, loose and rigid errors.

Errors tend to focus on assigning scores to all employees on a narrow scale, i.e. in the middle of the scale. Slack errors occur if the assessment of all employees is at the highest level of the rating scale. Rigidity errors occur when managers use only the lower part of a scale to rate employees.

4. Business of appraisal

Occurs when the values or prejudices of the rater have a value.

5. Halo effect

Occurs when a manager rates his or her employees high or low on all items because of only one characteristic.

6. Contrast error

The tendency to judge people relative to others, rather than against a standard of performance.

A good performance appraisal system relies heavily on really good preparation and meets the following requirements :

1. Practical. The direct connection with one's work is that the assessment is aimed at the behaviors and attitudes that determine the success of completing a particular job.
2. Standard clarity. Standards are a benchmark for a person in carrying out his work. In order to obtain a high score, the standard must also have a competitive value, in the sense that in its application it must be able to function as a comparison tool between the work performance of an employee and other employees who do the same job.

3. Objective criteria. The criteria in question are in the form of measures that meet requirements such as easy to use, reliable, and provide information about critical behaviors that determine success in carrying out work. Thus the effectiveness of a performance appraisal, the performance appraisal instrument must meet the following requirements, namely:
- a. Reliability, performance measures must be consistent. Perhaps the most important is the consistency of a performance measure. If two raters evaluate the same worker , they need to conclude similarly regarding worker quality outcomes.
 - b. Relevance, performance measures must be related to the real output of an activity that is logically possible.
 - c. Sensivity, some measure must be able to reflect the difference between the appearance of high and low values. The appearance must be able to discriminate carefully about differences in performance.

Types of job appraisals generally consist of:

1. Rating only by superiors
2. Fast and direct
3. Can lead to distortion due to personal considerations
4. Assessment by line groups, superiors and superiors together discuss the performance of their subordinates who are assessed
5. The objectivity is more accurate than if only by the superior himself
6. Individuals who are highly rated can dominate the assessment
7. Assessment by the staff group, the supervisor asks one or more individuals to consult with him, the direct superior makes the final decision
8. Reasonable and reasonable combined assessment
9. Assessment by committee decision, the same as in the previous pattern except that the manager in charge no longer makes the final decision, the result is based on majority choice
10. Expanding extreme considerations
11. Undermining the integrity of responsible managers
12. Assessments are based on field reviews, similar to staff groups, but involve a representative from the head of development or the HR department acting as an independent reviewer.
13. Bringing one fixed mind into one large cross-cutting assessment
14. Appraisal by subordinates and peers
15. Maybe too subjective
16. May be used in addition to other assessment methods

From the results of a study by Lazer and Wikstrom (1977) on the performance appraisal form of 125 companies in the USA. The most common factors that appeared in 61 companies were knowledge about their work, leadership, initiative, quality of work, cooperation, decision making, creativity, reliability, planning, communication, intelligence (intelligence), problem solving, delegation, attitude, effort, motivation. , and organization.

From the aspects assessed, they can be grouped into:

1. Technical ability, namely the ability to use knowledge of methods, techniques and equipment used to carry out tasks as well as the experience and training obtained
2. Conceptual ability, namely the ability to understand the complexity of the company and the adjustment of the field of motion of each unit into the overall operational field of the company which in essence the individual understands his duties, functions and responsibilities as an employee.

3. Interpersonal relationship skills, which include the ability to cooperate with others, motivate employees, negotiate, and others.

2.5. Factors Affecting Performance

According to AA Anwar Prabu Mangkunegara (2005:67-68), there are several factors that affect the achievement of performance, namely:

1. Ability Factor (*ability*)

Psychologically, employees' abilities consist of potential abilities (*IQ*) and reality abilities (*Knowledge + skills*). That is, every employee who has an IQ above the average with adequate education for his position and is skilled in doing his job, then he will more easily achieve the expected performance. Therefore, employees need to be placed according to their expertise. In simple terms a person's ability can be seen from the expertise or skills possessed by a person. These skills are influenced by educational background and experience.

2. Motivation Factors (*Motivation*)

Motivation is formed from the attitude of an employee in dealing with work situations. Motivation is a condition that moves employees who are directed to achieve organizational goals. Mental attitude that encourages employees to try to achieve maximum performance. The mental attitude of an employee must be mentally prepared psychophysically (ready mentally, physically, goals and situations). That is, an employee must have a mental attitude, be physically capable, understand the main goals and work targets to be achieved, be able to take advantage of, and create work situations.

Factors that affect performance, among others, stated by Armstrong and Baron in Wibowo (2007: 100) are as follows:

1. *Personal factors*, indicated by the level of skills, competencies possessed, motivation, and individual commitment.
2. *Leadership factor*, determined by the quality of encouragement, guidance, and support by managers and *team leaders*.
3. *Team factors*, shown by the quality of support provided by co-workers.
4. *System factor*, indicated by the work system and facilities provided by the organization.
5. *Contextual/situational factors*, indicated by the high level of pressure and changes in the internal and external environment.

David C. McClelland (in AA Anwar Prabu Mangkunegara 2005:68) argues that "There is a positive relationship between achievement motive and performance achievement. Achievement motive is an encouragement within employees to carry out an activity or task as well as possible in order to be able to achieve maximum performance. Employees will be able to achieve maximum performance if the employee has a high achievement motive. The achievement motive needs to be owned by employees who are grown from within themselves apart from the work environment.

Other factors that affect performance are:

a. Effectiveness and efficiency

If a certain goal can finally be achieved, we may say that the activity is effective, but if the consequences are not sought, the activity evaluates the importance of the results achieved so that it results in satisfaction even though it is effective, it is called inefficient. On the other hand, if the desired result is not important or trivial, then the activity is efficient (Prawirosentono, 2009:27).

b. Authority (authority)

Authority according to is the nature of a communication or order in a formal organization owned by a member of the organization to other members to carry out a work activity in

accordance with his contribution (Prawirosentono, 2009:27). The order says what can and cannot be done in the organization.

c. Discipline

Discipline is obedience to applicable laws and regulations (Prawirosentono, 2009:27). So, employee discipline is the activity of the employee concerned in respecting the work agreement with the organization where he works.

d. Initiative

Initiative, which is related to the power of thought and creativity in forming ideas to plan something related to organizational goals.

METHODOLOGY

This research was conducted at PT. Media Radar Metropolitan Medan which is located at Jl. Happy No. 8 Medan Phone: 061-7357372 (Fortune Complex) Email: km_radar@yahoo.com . The research subjects in this study were employees of PT. Media Radar Metropolitan Medan. While the object of research is the motivation of fear and employee performance. The population in this study were employees of PT. Media Radar Metropolitan Medan as many as 42 people. The sampling technique in this study is a saturated sampling technique, namely a sampling technique by making the entire population a sample because the population is relatively small and less than 100 people. So the sample in this study were 42 people. The statistical methods used in this study are: Descriptive Analysis Methods, and Quantitative Analysis Methods.

RESEARCH RESULTS AND DISCUSSION

Regression analysis was carried out using the *Enter method*, because with the *Enter method* all variables would be included in the analysis to determine which variables had a significant influence on the dependent variable. The data will be processed according to the *Enter Method* on the SPSS *Output* version 12.0 and produces the following *output* :

Table 1
Descriptive Statistics

	mean	Std. Deviation	N
EMPLOYEE PERFORMANCE	49.0222	3,44099	42
FEAR MOTIVATION	48.5778	2.01685	42

Source: Research Results ,2010 (processed data)

Analysis:

Table 1 shows that the results of descriptive statistical analysis are as follows:

1. The average respondent's answer to the employee performance instrument is 49 ,0222 , while the average respondent's answer to the fear motivation instrument is 48.5778.
2. The standard deviation of the employee performance instrument is 3.44099 , while the standard deviation of the fear motivation instrument is 2.01685.
3. By using a sample of 42 people.

Table 2
Variables Entered / Removed(b)

Model	Variables Entered	Variables Removed	Method
1	FEAR MOTIVATION (a)	-	Enter

a. All requested variables entered.

b. Dependent Variable : Employee Performance.

Source: Results SPSS calculation.12

Table 2 on *Entered/Removed Variables* shows that:

1. *Entered* variables are variables that are entered into the equation are independent variables.
2. *Removed* variables are variables that are excluded from the equation and no independent variable (motivation of fear) is excluded.
3. Method used is the *Enter method*.

Table 3
Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.640(a)	.318	.310	1.84217

- a. *Predictors: (Constant)*. FEAR MOTIVATION
 b. *Dependent Variable* : EMPLOYEE PERFORMANCE
 Source: SPSS Calculation Results.12

Table 4.3 regarding *Model Summary* shows that:

1. R which is also called the correlation coefficient, shows that the relationship between the independent variable (motivation of fear) and the dependent variable (employee performance) is 64%.
2. The number *R Square* is also called the coefficient of determination. And the table can be read that R Square (R^2) is 31.8 % . That is, by 31.8 % employee performance at PT. Media Radar Metropolitan Medan can be explained by the motivation of fear. While the remaining 68.2 % is explained by other factors.
3. *Adjusted R Square* is the value of R2 that is ^{adjusted} so that the picture is closer to the quality of the assessment model in the population.
4. *Standard Error of the Estimate* is the standard error of the estimate and is 1.84217.

Table 4.
Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std.Error	Beta		
1	(Constant)	10,181				
	FEAR MOTIVATION	.879	.231	.457	3.365	.002

- a Dependent Variable; EMPLOYEE PERFORMANCE
 Source: Research Results, 2014 (processed data).

Table 4 show regression result data so that the regression equation is obtained as follows:

$$Y = 10.181 + 0.879X + e$$

The value of t_{table} is a statistical value with $df = n-2$ and significant level = 5%. t_{table} value or $t_{(0.025 : 42)} = 2.021$ and $t_{count} = 3,365$. The result of t test shows $t_{count} > t_{table}$ or significant is $0.002 < = 0.05$. This means that fear motivation has a significant effect on employee performance at a significant level = 5%.

Fear motivation has a positive and significant effect on employee performance with a regression coefficient of 0.879. This means that if there is an increase every 1 unit, then the employee's performance will also increase by 0.879 . The + (positive) sign on the fear motivation

variable shows a unidirectional relationship, meaning that if the fear motivation is better implemented, the employee's performance will also be better, and vice versa.

At the t - test stage , which is a partial test to prove the initial hypothesis about the effect of fear motivation as an independent variable on employee performance as the dependent variable . Based on t test it can be concluded that fear motivation has a positive effect on employee performance with a regression coefficient of 0.879 meaning that if the fear motivation procedure is increased, employee performance will increase.

The value of t is a statistical value with $df = n - 2$ and significant level = 5%. Table t value = 2.021 and $t_{count} = 3.365$. t test results show $t_{table} > t_{count}$ or significant is $0.002 \leq 0.05$. This means that fear motivation has a significant effect on employee performance at a significant level = 5% . Significant means that H1 is accepted and Ho is rejected, meaning that partially there is a positive and significant influence and fear of motivation on employee performance. If the fear motivation is increased, employee performance can increase because employees feel that the fear motivation felt by employees in the company is already high.

Determinant identification is used to see how much influence the independent variable has on the dependent variable. The *R square number* is 0.318, meaning that 31.8% of the Dependent Variable (Employee Performance) is explained by the Independent Variable (Fear motivation), and the remaining 68.2% (100% - 31.8%) is explained by other variables. excluding the variables used.

According to the author, another factor that affects employee performance is the Occupational Health and Safety Management System (SMK3). This SMK3 is expected to guarantee occupational health and safety for every employee (especially in the operational section) so that employees will be able to work optimally and as well as possible so that performance will also increase. Another factor that can affect employee performance is the compensation and *rewards system* for employees.

CONCLUSION

After analyzing and evaluating the research data and based on the analyzes and testing, the researchers drew the following conclusions:

1. Fear motivation has a positive and significant (significant) effect on employee performance at PT. Media Radar Metropolitan Medan (Hypothesis accepted).
2. Based on hypothesis testing, fear motivation positive effect and significant (significant) and can partially predict the dependent variable (employee performance) *through the t test with a significance level far below 5% and $t_{count} > t_{table}$ at a significance level of 5%.*
3. Based on the regression model obtained, it can be concluded that the positive sign (+) on the Independent variable (X) indicates the same direction, meaning that if the fear of motivation is increased, the employee's performance will increase.
4. The *R square number* of 0.318 shows that 31.8% of employee performance (dependent variable) can be explained by fear motivation (independent variable), while the rest (68.2%) is explained by other variables outside of the variables used.

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