

MASLOW MOTIVATION MODEL EIGHT NEED HIERARKI IN HOSPITAL COMPANY IN SURABAYA: INTRODUCTION STUDY

Siti Mahmudah¹

¹aisynie_mahmudah@yahoo.com

ABSTRACT

The aims of this research are to describe Maslow's eight motivational models in hospitality company in Surabaya, to analyze the validity and reliability of Maslow's instrument of measuring motivation in eight hierarchies, to find indicators that can form the motivation variable, to find out whether there are differences in Maslow's motivational model based on gender, employee status, and employee marital status, and to know the correlation between physiological needs, safety needs, love and belonging needs, esteem needs, cognitive needs, aesthetic needs, self-actualization and self-transcendence needs. Explanatory with descriptive and quantitative analysis were used. Quantitative analysis was performed using Structural Equation Modeling (SEM) AMOS and SPSS program version 19. Respondents from this research were all employees who work in 61 hospitality companies where NSC Polytechnic students are employed. The sampling technique used was simple random sampling, with a total sample of 160 respondents. Data were collected using questionnaires. The returned questionnaires were 100% but only 85% (136 respondents) could be further analyzed. The result of the research shows that employee motivation in hospitality company in Surabaya is high, where the mean of motivation for aesthetic needs is the highest; Maslow's motivational measurement instrument of eight needs hierarchies using 38 statement items satisfies the validity and reliability of the perfect constructs and met the unidimensional criteria; Maslow's motivational model meets the requirements of goodness of fit, where physiological needs, safety needs, love and belonging needs, esteem needs, cognitive needs, aesthetic needs, self-actualization, and self-transcendence needs are able to form Maslow's motivational model; There is no difference in Maslow's motivational model based on gender and employee marriage status, but there is a difference in Maslow's motivational model based on employee status, where permanent employees have higher motivation than contract employees; There is correlation between physiological needs, safety needs, love and belonging needs, esteem needs, cognitive needs, aesthetic needs, self-actualization and self-transcendence needs.

Keywords: motivation, eight hierarchy needs, hospitality

1. Introduction

The development of business in the millenium era today is more expanding. Especially in East Java territory with Surabaya as the Capital City of this province. As the second biggest city in Indonesia, Surabaya offers many opportunities to open and run some various business. Consequently, this condition enhances the level of higher competition in business. For example in Hotel accomodation and hospitality business in East Java, especially in Surabaya is expanding more significantly. Many new business hotels are turning up with occupancy level up to more 50 percent in 2017 (Rozack, 2017). Because of this condition, giving and offering excellent services to customers and guests is so important to win this business competition that can be able to make good and continuing relation with the customers in the future (Rangkuti, 2017).

Extraordinary services is a must and all personals in management have good commitment in their jobs (from the top to the bottom) and becomes

corporate culture in the internal management. So every personal is motivated to give the maximum services to all customers. (Rangkuti, 2017: 15) explains that excellent service and caring to the customers has five skill sectors : 1) Service Standard, is for every employee who deals with customers, in the back office or front office has to know about the standard of the customer service which is given by the company management; 2) Technical skill, is for every job unit has to know about Standard Operational Procedure (SOP) and system which is applied in the company, the goals of every job, data transfers, letters and forms, and procedures also. 3) Interpersonal Skill, is for every staff and employee has to own good communication skills, good at listening and giving solution for every customer's problem. 4) Service Skill, is for every employee has to prepare and learn some tehniques in solving customer's problems or replying customer's answers, and able to determine who is responsible for every problem. 5) Customer characters Knowledge, is for every employee has to

know and learn about customer's various characters. So it's very important for the company making the Database of Customers. For gaining and obtaining the Five Skills, every personal staff in company must have good and high motivation in doing the job and responsibility. The company must be challenged to motivate all its employees in doing their jobs well, because motivation is not only about hard-working but reflection of employee's opinion about their competency also (Robbins and Judge, 2015)

Motivation is an important topic to discuss and research in organisation management, because motivation always has various level for every individual person in company. Emphiric evidence showed that motivation can increase the performance (Ackah, 2014; Tambunan et al, 2016), Work Satisfaction (Tan and Waheed, 2011; Nwagwu, 2015) Commitment (Chuang, 2011; Tambunan et al., 2016) and Decrease employee tuover (Mak and Sockel, 2001; Vnouckova and Klupakova, 2013). Nevertheless, some researches proved that motivation is not signicant in increasing job satisfaction (Danapal et al., 2014) and decreasing employee turnover (Pradifa and Welley, 2014). Because of the different research results, so it needs more next studies and researches.

According to the explanation above, the problem questions of this research are : 1) What Maslow's motivation model in eight hierarchy in hospitality company in Surabaya is ? 2) Is the measurement instrument of motivation valid and reliable ? 3) Are the indicators of motivation variable can fulfill the criteria of validity and reliability construction ? 4) Is there any difference of Maslow's motivation model in gender, employee status, and employee marital status ? and 5) is there any correlation among physiological needs, safety needs, love and belonging needs, esteem needs, cognitive needs, aesthetic needs, self-actualization and self-transcendence needs ?

The goal of this research are for : 1) Illustrating Maslow's eight hierarchy motivation model in hospitality company in Surabaya, 2) Knowing validity and reliability of motivation measurement instrument, 3) Finding factors or indicators which can make motivation variable, 4) Knowing the possibilty of Maslow motivation model differences in gender, employee status and employee marital status. 5) Knowing correlation among physiological needs, safety needs, love and belonging needs, esteem needs, cognitive needs, aesthetic needs, self-actualization and self-transcendence needs. The result of this research hopefully will give theoritical contribution in developing organisation management and Human Resources management, especially in development of Motivation theory. Beside that, the result of this research will be able give practical

contribution for hospitality company in Surabaya as the reference / model for developing policy in motivating employees. So it can increase job satisfaction and organisational commitment which finally will affect to service quality increasement and customer satisfaction.

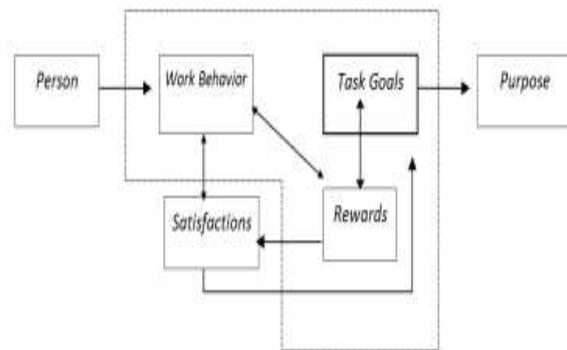
2. Literature Review

2.1. Motivation

Motivation is a process which describes about someone's strenght, aim, and consistency (Robbins and Judge, 2015: 127). Next, Robbins and Judge (2015: 128) explains that the strenght means how hard ,someone to do the best, yet the big strenght won't affect satisfied work performance automatically if it doesn't give the direction to gain good profit for company. Therefore, the effort must aim to the company goal. Beside strenght and direction, persistence dimension in motivation can show how long a person can retain his effort. The motivated individual person can be retained long enough to do his task for gaining company goal.

Herbert (1981: 222) explained that employee's work behaviour will be boosted to get good achievement as long as it has direct connection between company goal and task goal with material and nonmaterial reward system which can boost employee work behaviour for higher achievement that can bring employee's satisfaction. Achieving individual employee's goal (satisfaction) and task goals also and organisation purpose will be reached. Some factors which can boost employee's work motivation for achievement are showed on Picture 1.

Picture 1. Work Motivation



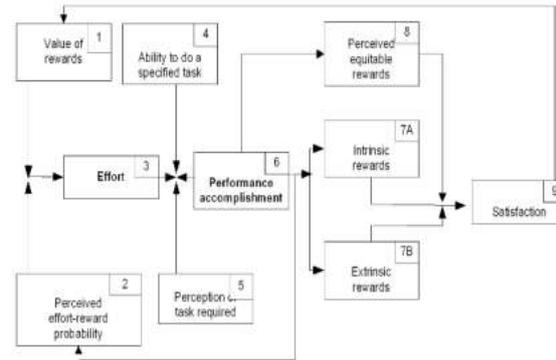
Source : Herbert (1981 : 222)

Picture 1 above shows that every individu in working always be influenced by some factors that creat some boosting for achievement (work motivation) : 1) Relation between work behaviour and task goal shows that doing certain work for resulting production level as we planned, Good work accomplishment can be excepted by organisation, fulfilling work standard in formal and informal; 2) Relation between task goals and reward shows that

the work must reach the target and get the reward. From employee's need, achieving work target beside getting wages and salaries, offering good position and proper responsibility from the company is needed too. 3) Relation between work behaviour and reward shows the effort to do the certain work because of the reward, If the reward is fair enough, the employees will be tend to give production level with low cost, finishing the work in high productivity for getting the higher wages, getting promotion, status and reward and higher career opportunity also. 4) Relation between work behaviour and satisfaction. Eventhough, In gaining task goals for having some rewards, but the relation between work behaviour and satisfaction can directly influence work satisfaction. For example, the employees are more interested and challenged to finish and handle the non-routine or monotonous work. 5) Relation between reward and satisfaction shows that accepted reward for employees can guarantee work process is suitable with task goal, hence it results personal satisfaction for employees. It will increase employees' prestige for getting satisfying the goals, shows personal worker satisfaction toward the job, with majoring job characteristics and accepted reward that it can enhance the commitment for gaining task goal as the organisation has planned before. 7) Relation between task goals and organisation purpose. It is a capability to reach taks goals suitable with organisation purpose which is followed by high productivity level and initiative, depend on how big the work motivation system can support satication and personel employee reward and organisation purpose also. The conclusion of work motivation process is the person is oriented to succeed the task, always be ready to take the risk, and use the initiative to solve the problem in doing the job. Or the individu will be motivated to reach task goal, willing to reach tasks goals and organisation purpose as long as the compensation they get is equal with individual employee motive.

Equal with that opinion is motivation model which is illustrated by Porter and Lawler (Certo, 2003: 356; Luthans, 2011: 168). Porter and Lawler Model illustrated that motivation does not equal with satisfaction and or work achievement. Motivation, satisfaction and work achievement are separated variables and having connection in different ways., as in picture 2.

Picture 2. Porter - Lawler Motivation Model



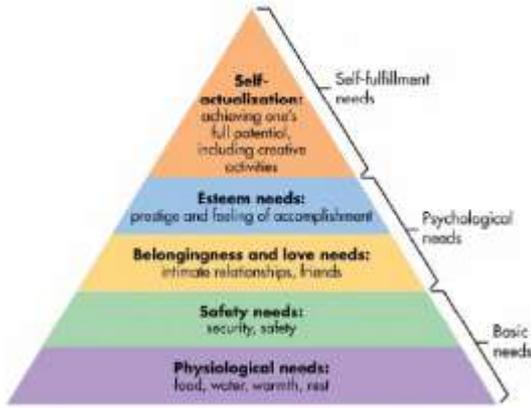
2.2 Motivation Theory

There are many kinds of Motivation Theory that explain natural character of motivation and all of them are definitely right, because they all partially or wholly can explain about individual behaviour in periodical time in a company (Venugopalan, 2007). Motivation theory was formulated in the 50', although it was hesitating about it's validity at that time, that theory represented a basic model is being applied in many companies until now (Robbins and Judge, 2015). The theories are :

1. Maslow's Need Hierarchy

Maslow has identified 5 level (Picture 3) about Motivation need in Need Hierarchy (Maslow, 1943; Luthans, 2006: 281; Luthans, 2011) that is:

- a. **Physiological Needs.**
The most basic level of the hierarchy that is commonly connected to prime need. According to this theory, once prime need satisfying, so worker / employee won't be motivated.
- b. **Safety Needs.**
This second level is more or less equivalent with Safety Needs. Maslow stresses in Emotional and Physical Safety.
- c. **Love Needs**
This third level is connected to affection and affiliation.
- d. **Esteem Needs**
This level represents higher human needs. The needs of power, achievement, status are involved in this level. Maslow accurately shows that the esteem for self-esteem and other person esteem.
- e. **Self-Actualization**
This level is the top of all human needs, low, medium, and high. The person with self-actualization is complete and recognize all their self-potential. Self-Actualization is personal motivation to change self-perception into reality.



Picture 3. Maslow's Need hierarchy

Furthermore, Maslow stated that he didn't suppose to apply his Need hierarchy to work motivation. Actually, he hadn't search human motivation aspect in organisation for almost 20 years after stating his theory (Luthans, 2006: 282). With the simple way, Maslow's Need hierarchy can be changed into model of work motivation which is shown in Picture 4.

According to the five Need Hierarchy, it theoretically can be explained that the five Need Hierarchy are connected to each other or not. Maslow (1943) said, "If someone feels satisfied, so others will follow". This statement will give false impression that a need must be satisfied 100% before other needs follow. The fact shows that most society feel satisfied in their all basic needs but part of them don't at the same time. The more realistic hierarchy explanation is about decreasing satisfaction percentage when it reaches higher hierarchy. For example, If Maslow's opinion is applied in certain organisation that gives arbitrary illustration, so someone can be satisfied 85% in his physiology needs, 70% in safety needs, 50% in love need, 40% in esteem needs, 10% in self-actualization (Maslow, 1943: 389; Luthans, 2001: 164). For whole work motivation model shown in Picture 4 and percentage which are estimated by Maslow makes sense and can be still applied for motivating employee in company today.

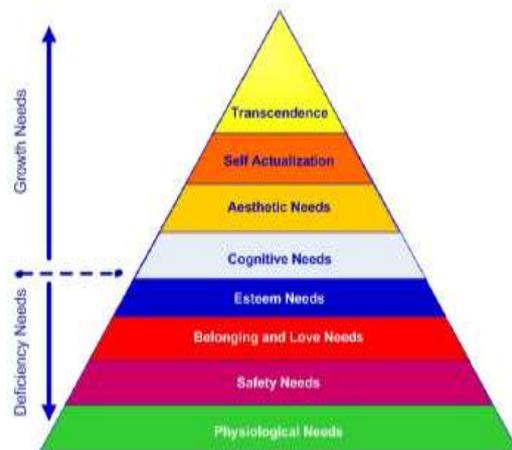
Picture 4. A Hierarchy of Work Motivation



Source : Luthans (2001: 164)

Five Need Hierarchy Model (Maslow, 1943) expanded into 7 hierarchies (Maslow, 1970a) for covering Cognitive Needs and Aesthetic Needs and expanded become 8 hierarchies (Maslow, 1970b; Koltko-Rivera, 2006) for covering Self-transcendence needs, shown in Picture 5. Cognitive needs is a personal need to increase his intelligence and get much more knowledge. Cognitive need is a personal natural expression need to learn, explore, search and creat for gaining better comprehension about the world he lives. Beside that, this need directly connects with the need for exploring or receiving new experiences. Aesthetic Needs is a hierarchy need which describes someone need good image or something new and aesthetic for continuing self-Actualization (<http://themouse-trap.com>)

Picture 5. A Hierarchy Needs of Maslow's Theory Motivation



Source : Maslow (1970a,b), McLeod (2017)

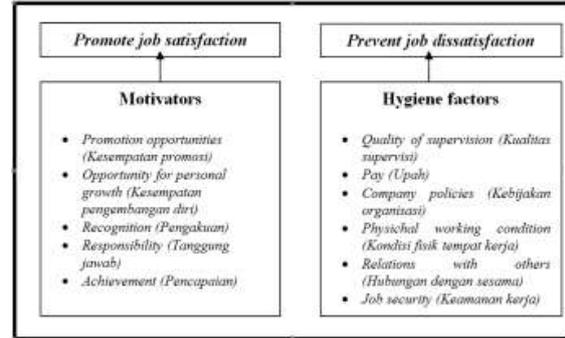
Maslow describes Self-transcendence is personal capacity to have self-aware with other people (1970b). Transcendent people is able to see the

world and their goals in connection with other people in global scale and realize the impact, not only in their geographical limits, but the whole world also. Maslow (Venter, 2016) stated that one of principal characters of transcendent people is autonomous and independent from culture and environment, and doesn't need agreement from other people also. Maslow (1970b) thought that Self-transcendence can be realized when someone has some effort further over himself and experiences for federating out of his limits. Some individual person who can reach the top of hierarchy as this Maslow revision, normally identifies the bigger thing than only personal need and it frequently involves in service sincerely to other people (Koltko – Rivera, 2006; Venter, 2012) Hierarchy Needs of Maslow is often rejected critically by some textual management book writer and practitioner (Luthans, 2011; Kaur, 2013), but Maslow tried to clarify his position with telling that satisfy Self-Actualization need will increase individual motivation and actually enhance satisfaction of this need, not otherwise. Maslow has value protection toward some other original ideas, such as the higher need may comes up after the lower one unfulfilled or it will be fulfilled in the long period. Maslow stressed that human behaviour is multideterminant and multimotivation. The research showed that Maslow's Need hierarchy is not the last solution in work motivation. Eventhough, Maslow's Theory Motivation gives some contribution significantly, so company management can realize that employee's need in the work place is very various. Finally, this theory is developed into two factors theory by Herzberg and ERG theory (Existence, Relatedness, and Growth) by Alderfer.

2. Two Factors Theory

This theory is developed by Herzberg in the 60' (Baron and Greenberg, 1990:162-163; Gibson *et al.*, 2006 : 138; Nickels *et al.*, 2009: 343-344) which found that satisfaction and unsatisfaction come from two different sources. Factors that boost the work satisfaction are called motivator, while factors that impact work motivation deal with work environment condition are called hygiene factors or maintenance factors (Picture 6).

Picture 6. Herzberg's Two-Factors Theory.



Source : Baron and Greenberg (1990: 163)

Commonly, individual person feels satisfied when he gets the result as the effort he has done. Some of them are chances for promotion, opportunity for developing, acknowledgement, responsibility and achievement. These are known as motivator. Otherwise, unsatisfaction is connected with condition in work environment, like work situation, safety, and individual relation. The conclusion of Herzberg theory is certain factors are called motivator that make employees become more productive and give them a lot of satisfaction. These factors commonly deal with the work. Herzberg calls other elements of the work as hygiene factors or maintenance factors, this connects with work environment and it can make the unsatisfaction if it is not existed, but it doesn't always motivate the employees if it increases.

One of the interesting aspect of Herzberg's explanation about motivation is that terminology is oriented to the work, so Herzberg's work had been criticized for some reasons. For example, some reseachers believed that Helzberg's work underestimate characteristic of work satisfaction. Other critiques paid attention to the Helzberg's methodology that asked person to focus on himself, and for most cases, some respondents described work activities that existed in a long period, Eventhough, there are series of long critiques toward Herzberg's model, the impact of this theory for the manager can't be underestimated.

onedefined as a process of personal achievement building, acknowledgment, challenge, responsibility, and opportunity to increase for someone's job. It has the impact for enhancing individual motivation with providing more responsibilities in doing challenging job. For the next period, Herzberg cared about Maslow's theory that offered Statis Hierarchy System, but Helzberg talk about intrinsic and ekstrinsic work factor or two factors theory that can be seen in picture 7 (Ivancevich dkk., 2007:156;Nickels dkk.,2009:346)

This theory has important implication in managing organisation. Therefore, the managers is advised to focus on factors which is able to boost work

satisfaction. The best way to motivate employees is making their work so interesting, helping them to reach their goals and accepting their achievement through increasing progress and responsibility.

Picture 7. Comparison between Maslow's Need Hierarchy and Herzberg's Two Factors Theory.

| | MASLOW Hierarki Kebutuhan | | HERZBERG Teori Dua Faktor |
|------------------------------------|--------------------------------|---------------------|--|
| ↑ Urutan kebutuhan lebih tinggi | Aktualisasi diri | ↑ Motivator | Pekerjaan itu sendiri: <ul style="list-style-type: none"> • Tanggung jawab • Kemajuan • Pertumbuhan |
| | Harga diri | | Pencapaian |
| ↓ Kebutuhan dasar | Kepemilikan, sosial, dan cinta | ↓ Faktor higiene | Pengakuan |
| | Keselamatan dan keamanan | | Kualitas dari hubungan interpersonal di antara rekan kerja, dengan supervisor, dengan bawahan |
| | Fisiologis | | Keamanan pekerjaan |
| | | | Kondisi kerja Gaji |

Source : Ivancevich and friends (2007: 156)

3. ERG Theory (Existence, Relatedness, and Growth)

Further expansion of Herzberg theory (Two Factors Theory) was applied by Clayton Alderfer (Luthans, 2006: 285; Gibson *et al.*, 2006: 137). Maslow and Herzberg thought that there is a score in categorizing need and even it's found basic differences between need with low score and high score.

Alderfer formulated need category model that equal with existed empiric proof. Alderfer categorized 3 Need groups : 1) Existence, which deals with physiological wealthy. 2) Relatedness, which stresses on social and interpersonal relationship and 3) Growth, which deals with individual intrinsic will or productive contribution. This model is known as ERG.

Arderfer stressed on continuing Need more than main Need with hierarchy level or two factors. Maslow' hierarchy stated a process is called progressive satisfaction where someone can go up to the higher hierarchy after lower Need is fulfilled continuously.

Alderfer's approach gives the term regressive frustration. When the development Need in higher level, it is pressed or unfulfilled because of various situation, low ability or other factors, so the individual tends to going back to the lower level need and comfortable with that level.

According to this ERG Theory, the individu will stress on social relationship on work or out of work and become more interested in salary and benefit.

2.3. Empiric Study, Measurement and Hipotesis.

Empiric study which researched about “ Maslow's Need Hierarchy “ had been applied by some researchers : Barling (1977), Ifedili and Ifedili (2012), Taormina and Gao (2013) and Nwagwu (2015). This study tested Maslow's Five Hierarchy motivation model that is physiological needs, safety needs, love and belongingness needs, esteem needs and self-actualization. Barling study (1977) for Africa people (n=192) and England people (n=96) who worked in industries explained that Five Motivation Hierarchy has good reliability for both African people and England people. Reliability score KR 20 from each hierarchy in a row for Africa people is up to 0,8 (physiological 0,867; safety and security 0,881, love and belongingness 0,915; esteem 0,909; self-actualization 0,898) and for England people (physiological 0,858; safety and security 0,861, love and belongingness 0,900; esteem 0,893; self-actualization 0,921). Beside that, from the five need hierarchies have correlation significantly (score r between 0,74 – 0,90). In parallel with that research, Ifedili and Ifedili (2012) explained that instrument of reliability from all Maslow's need hierarchy is 0,82.

The result of research study was supported by Taormina and Gao's research (2013) and Nwagwu (2015). Taormina and Gao (2013) told that the Maslow's five need hierarchies have positive correlation significantly (sig. < 0,001) and have good reliability because all Cronbach's alpha score up to 0,7 (physiological needs 0,87;safety and security 0,90, love and belongingness 0,91; esteem 0,90 for 8 items measurement, and 0,89 for 7 items measurement; self-actualization 0,86). While Nwagwu's research (2015) proved that the five need hierarchies have sufficient reliability with Cronbach's alpha score 0,595 – 0,699 (physiological needs 0,623; safety needs 0,614, belongingness 0,699; self esteem 0,671; self-actualization 0,595), which is from that five needs, safety needs is the highest (mean 3,341) and other needs (basic needs with mean 2,56; belongingness 3,071; self-esteem 3,032; and self-actualization 2,781).

The research which measures Maslow motivation model with expanding cognitive needs, aesthetic needs and self-transcendence needs still need more examination. Examination about self-transcendence needs is still in theoritical examination (Koltko-Rivera, 2006; Venter, 2012, 2016). Empiric study deals with self-transcendence had been applied by Runquist and Reed (2007) and Haugan *et al.*,(2012). The Runquist and Reed's study result (2007) proved that self-transcendence scale (STS) has good reliability (Cronbach's alpha 0,83), while Haugan study research *et al.* (2012) proved that self-transcendence (ST) has good composite reliability

(CR) (ST Model 1: One Factor with CR=0,791; ST Model 2: Two Factors with CR1=0,729, CR2=0,610; ST Model 3: Four factors with CR1=0,799, CR2=0,822; CR3=0,772; CR4= -).

According to theoretical and empiric study which had been explained before, so Maslow motivation model in this study is referenced to Maslow theory (1943, 1970b), Koltko-Rivera (2006), Venter (2012, 2016). The instrument that is used to measure five needs motivation model (physiological needs, safety needs, love and belongingness needs, self-esteem needs and self-actualization) Twenty items of statement was adopted from John and William (Eds.) in Luthans (2006, 2011); Cognitive needs measurement instrument is 4 items statement, Aesthetic needs is 4 item statement, that statement was adopted from Maslow (1970b), while self-transcendence needs measurement instrument is 10 items statement that is referenced to the scale which is developed by Runquist and Reed (2007) and Haugan *et al* .,(2012). Thus, the hypothesis of this research is :

H1 : Indicator of physiological needs (Psycho), safety needs (safety), love and belonging needs (be-loved), self-esteem needs (esteem), cognitive needs (cognitive), aesthetic needs (aesthetic), self-actualization needs (self Act) and self-transcendence needs (Self Trans) can make model / motivation construction.

H2 : There is the difference of Maslow motivation model based on Gender, employee status and employee's marital status.

H3 : There is a correlation among each hierarchy need.

3. Research Method

The data in this research are analyzed using descriptive and quantitative analysis. Descriptive analysis is used to describe respondent characteristic and Maslow motivation model in hospitality company in Surabaya, while quantitative analysis is used to test validity and reliability instrument, test validity and reliability construction and test hypothesis. Analysis instrument which is used is SPSS version 19, and Confirmatory Factor Analysis with SEM (AMOS 19). The model is worth to be accepted if it fulfill Goodness of fit criteria is Chi-square, probability, RMSEA, GFI, CFI, and TLI. Interpretation of result measurement for latent variabel based on significant level of loading factor or lamda coefficient which is referenced to probability score (p) that is significant if the score $p < 0,05$.

The population in this research is whole employees who work in the hospitality companies, the places where Politeknik NSC Surabaya students

are working there. Sampling is taken using Simple Random Sampling technique. This technique is applied with taking sampling in random, so it can fulfill the sampling amount for SEM analysis, 5 to 10 times from amount of indicator (Jogiyanto, 2004; Sugiyono, 2010; Hair *et al.*, 2010), It can be 8 indicators $X 10 = 80$ respondent. However, Anticipating for fulfilled analysis, the sampling which are taken about 160 respondents become the beginning study. The obtained data using survey method or sampling survey (Singarimbun and Effendi (Ed.) 1989) with questioners. Returned questioners are 160 respondents (100%), Yet the amount of respondents are worth to be analyzed further is 136 respondents (Respon Rate is 85%) because of incomplete data filling.

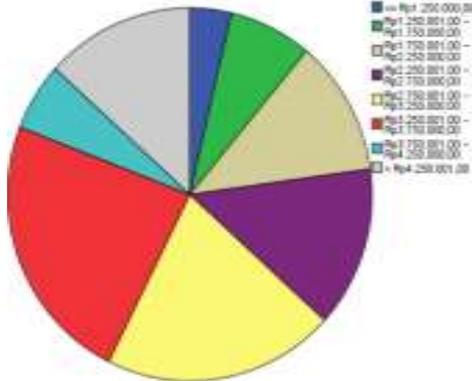
4. Result and Discussion

4.1 Descriptive Analysis

According to the research result shows that 136 respondents come from 61 hospitality company in Surabaya. Respondent characteristic based on gender, age, education, marital status, employee status, length of work, and salary / wages shows that woman employees with 63,2% (86 persons) while man employees with 36,8% (50 persons), the youngest employee is 17 years old, the oldest employee is 45 years old, the age range 17 – 25 years old employees are 82% (111 persons), 26 – 35 years employees are 14% (19 persons) and 36 – 45 years are 4% (6 persons) with Junior High School education are 0,7% (1 person), Senior High School are 83,1% (113 persons), Diploma 1 are 3,7% (5 persons), Diploma 3 are 3,7% (5 persons) and S1 degree are 8,8% (12 persons). Married employees are 19,1% (26 persons), Unmarried employees are 78,7% (107 persons), and widows are 2,2% (3 persons), with permanent employees are 39% (53 persons) and contract employees are 61% (83 persons).

Based on the lenght of work shows that employee majorities who work under 2 years (71,3% / 97 persons), while work in 2 – 4 years are 20,6% (28 persons), work in 4 – 6 years are 5,1% (7 persons), work in 6 – 8 years are 1,5% (2 persons), and work up 8 years 1,5% (2 persons). Based on employee status and lenght of work definitely affect to salary / wages accepted, which is majority of the respondents (57% / 78 persons) accept under Rp. 3.250.000,00 (under UMK Surabaya 2017 that is Rp. 3.296.220,00) while accept salary/ wages up Rp. 3.250.000,00 are 43% (58 persons) as we can see in Picture 6.

Picture 6. Respondents ‘ Salary / Wages



Source : Data Primer (2018)

This theory has important implication in managing organisation. Therefore, managers are advised to focus on the factors which can boost work satisfaction. The best way to motivate the employees is making their job interesting, helping them to achieve their goals, and acknowledging their achievement with increasing progress and responsibility.

Based on descriptive measurement, mean score of respondents’ replies for each indicator can be seen on Table 1. Thus, it can be said that employee motivation in hospitality companies in Surabaya is high (mean score is 4,03), and motivation for aesthetic needs is hierarchy needs is very high.

Table 1. Mean of indicator and Motivation Variable.

| No. | Indikator | Mean | Keterangan |
|----------------------|------------------|-------------|----------------------|
| 1. | Psycho | 4.18 | Tinggi |
| 2. | Safety | 4.11 | Tinggi |
| 3. | BeLove | 4.01 | Tinggi |
| 4. | Esteem | 3.81 | Tinggi |
| 5. | Cognitive | 4.06 | Tinggi |
| 6. | Aesthetic | 4.35 | Sangat Tinggi |
| 7. | SelfAct | 3.78 | Tinggi |
| 8. | SelfTrans | 3.95 | Tinggi |
| Mean Variabel | | 4.03 | Tinggi |

Source : Data Primer (2018)

4.2 Validity and Reliability Testing

Instrument of validity testing with Product Pearson Correlation explains that 38 items statement of motivation variable (Table 2) is Valid with score $r > 0,3$ (Sugiyono, 2010: 126). While Construct Validity in SEM (Confirmatory Factor Analysis) shows that 8 indicators are valid (Tabel 3) with loading factor score (λ) $> 0,5$ (Hair *et al.*, 2010: 665) using internal consistency (SPSS version 19), shows that construct variable of motivation have fulfilled reliability variable with Cronbach’s alpha score 0,905 (Ghozali, 2011: 48; Hair *et al.*, 2010: 665), while

Cronbach’s alpha score for each variable indicator up 0,6 (Table 3). Based on that result, it can be concluded that motivation variable has perfect reliability (Cronbach Alpha $> 0,90$) while each indicator has Cronbach Alpha score 0,50 – 0,70 (Hilton and Brownlow, 2004: 364).

Furthermore, construct reliability testing with Confirmatory Factor Analysis on Table 4 describes that construct has good and useful reliability which each indicator measuring construct / variable laten motivation has fulfilled unidimensional condition (Hair *et al.*, 2010: 679). It is proved by Construct Reliability (CR) score up 0,7 (0,847) and Average Variance Extracted (AVE) up 0,5 (0,639). Thus, it can be concluded that this research study supports previous research results (Barling, 1977; Ifedili and Ifedili, 2012; Taormina and Gao, 2013; Nwagwu, 2015) that proved each hierarchy need has good reliability.

Tabel 2. Validity Testing of Instrument Items Result

| No. | Butir Pernyataan* | Nilai r | Keterangan |
|-----|-------------------|---------|------------|
| 1. | Pn1 | .733 | Valid |
| 2. | Pn2 | .708 | Valid |
| 3. | Pn3 | .735 | Valid |
| 4. | Pn4 | .675 | Valid |
| 5. | Sn5 | .681 | Valid |
| 6. | Sn6 | .718 | Valid |
| 7. | Sn7 | .768 | Valid |
| 8. | Sn8 | .544 | Valid |
| 9. | B19 | .705 | Valid |
| 10. | B110 | .732 | Valid |
| 11. | B111 | .584 | Valid |
| 12. | B112 | .687 | Valid |
| 13. | En13 | .670 | Valid |
| 14. | En14 | .708 | Valid |
| 15. | En15 | .760 | Valid |
| 16. | En16 | .698 | Valid |
| 17. | Cn17 | .775 | Valid |
| 18. | Cn18 | .739 | Valid |
| 19. | Cn19 | .643 | Valid |
| 20. | Cn20 | .640 | Valid |
| 21. | An21 | .785 | Valid |
| 22. | An22 | .747 | Valid |
| 23. | An23 | .812 | Valid |
| 24. | An24 | .755 | Valid |
| 25. | Sa25 | .685 | Valid |
| 26. | Sa26 | .724 | Valid |
| 27. | Sa27 | .730 | Valid |
| 28. | Sa28 | .608 | Valid |
| 29. | St29 | .661 | Valid |
| 30. | St30 | .574 | Valid |
| 31. | St31 | .741 | Valid |
| 32. | St32 | .710 | Valid |
| 33. | St33 | .547 | Valid |
| 34. | St34 | .572 | Valid |
| 35. | St35 | .603 | Valid |
| 36. | St36 | .532 | Valid |
| 37. | St37 | .727 | Valid |
| 38. | St38 | .430 | Valid |

Source : Data Primer (2018)

Adopted by John and William (Eds.) (Luthans, 2006), Maslow (1970b), Koltko – Rivera (2006), Venter (2012, 2016) Runquist and Reed (2007), Haugan et al. (2012)

Table 3. Reliability Test Results

| No. | Indikator | Cronbach's Alpha | Keterangan |
|-----|-----------|------------------|------------|
| 1. | Psycho | 0.673 | Reliabel |
| 2. | Safety | 0.607 | Reliabel |
| 3. | BeLove | 0.604 | Reliabel |
| 4. | Esteem | 0.662 | Reliabel |
| 5. | Cognitive | 0.663 | Reliabel |
| 6. | Aesthetic | 0.775 | Reliabel |
| 7. | SelfAct | 0.600 | Reliabel |
| 8. | SelfTrans | 0.796 | Reliabel |

Source : Data Primer (2018)

Table 4. Validity and reliability construct Result

| Construct | Indicators | Standardized Loading | Square Standardized Loading | Error (1- Square Standardized Loading) | Construct Reliability | AVE |
|-----------------------------------|------------|----------------------|-----------------------------|--|-----------------------|-------|
| Motivation | Psycho | 0.609 | 0.371 | 0.629 | 0.847 | 0.639 |
| | Safety | 0.629 | 0.396 | 0.604 | | |
| | BeLove | 0.601 | 0.361 | 0.639 | | |
| | Esteem | 0.755 | 0.570 | 0.430 | | |
| | Cognitive | 0.636 | 0.404 | 0.596 | | |
| | Aesthetic | 0.645 | 0.416 | 0.584 | | |
| | SelfAct | 0.574 | 0.329 | 0.671 | | |
| | SelfTrans | 0.665 | 0.442 | 0.558 | | |
| Total | | 5.114 | 3.290 | 4.710 | | |
| Square Total Standardized Loading | | 26.153 | | | | |

Source : Data Primer (2018)

4.3 Hypothesis and Interpretation Testing

4.3.1 Hypothesis 1

Hypothesis 1 stated that indicator of Physiological needs (Psycho), safety needs (safety), love and belonging needs (be-loved), self-esteem needs (esteem), cognitive needs (cognitive), aesthetic needs (aesthetic), self-actualization needs (self Act) and self-transcendence needs (Self Trans) can make motivation construct / model. Data analysis Result of dimension or indicator from variable/construct that is formed using Confirmatory Factor Analysis, shows that Maslow motivation model as hypothesized on accepted hypothesis 1 (Tabel 5) because all indicators have influences significantly toward variable / construct which is formed (Tabel 6). This research supports Maslow's eight hierarchies motivation theory (1943, 1970b), concept which was developed by Koltko-Rivera (2006) and Venter (2012, 2016). Beside that, this research supports some previous research results (Runquist and Reed, 2007; Haugan et al., 2012; Ifedili and Ifedili, 2012; Taormina and Gao, 2013; Nwagwu, 2015; Tambunan et al., 2016). Thus, it can be said that the extension of Maslow's hierarchy needs from 5 hierarchies to 8 hierarchies still become fitted motivation model. Therefore, making this research study firm, the next research for Maslow 8 hierarchies motivation is still needed until this model will be robust.

Table 5. Evaluation of Goodness of Fit Indices criteria

| Kriteria | Hasil | Nilai Kritis *) | Evaluasi Model |
|----------------------------------|--------|-----------------|----------------|
| Chi-Square | 23.164 | ≤ 31.41 | Fit |
| Probability | 0.281 | ≥ 0,05 | Fit |
| RMSEA | 0.064 | ≤ 0,08 | Fit |
| GFI | - | ≥ 0,90 | Not Fit |
| TLI | 0.950 | ≥ 0,95 | Fit |
| CFI | 0.964 | ≥ 0,95 | Fit |
| χ ² Relatif (CMIN/DF) | 1.158 | ≤ 2,00 | Fit |

Source : Hair et al., (1992, 2010), Wijanto (2008)

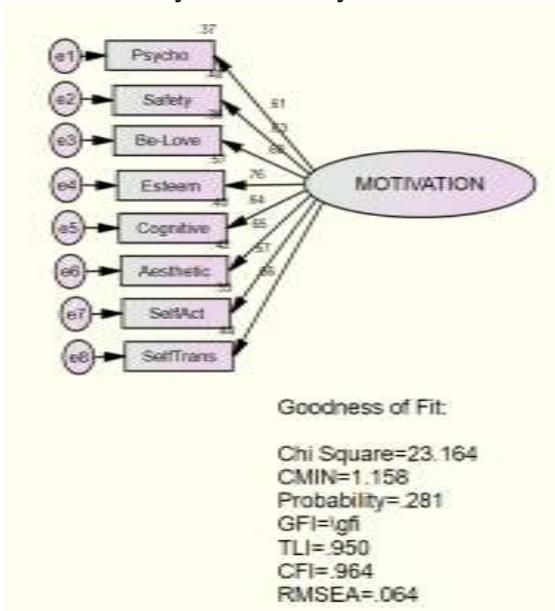
Table 6. Loading Factor (λ) construct motivation measurement

| Indicators | Standardized Loading Factor (λ) | Critical Ratio (CR) | Probability (p) | Significance |
|------------|---------------------------------|---------------------|-----------------|--------------|
| Psycho | .609 | 3.281 | .001 | Sig. |
| Safety | .629 | 3.370 | *** | Sig. |
| BeLove | .601 | 3.244 | .001 | Sig. |
| Esteem | .755 | 3.909 | *** | Sig. |
| Cognitive | .636 | 3.403 | *** | Sig. |
| Aesthetic | .645 | 3.446 | *** | Sig. |
| SelfAct | .574 | 3.117 | .002 | Sig. |
| SelfTrans | .665 | | .001 | Sig. |

Source : Data Primer (2018)

But Structural Equation Modeling measurement result with AMOS 19 can be seen on Picture 7.

Picture 7. Construct Motivation measurement result with Confirmatory Factor Analysis



Source : Data Primer (2018)

4.3.2 Hypotesis 2

Hypotesis 2 stated that there is the different of Maslow motivation model based on gender, employee status, and marital status. According to SPPs analysis result using Independent Sample T test one and Way Anova (enclosed) shows that hypotesis 2 partially accepted and rejected. It means there is no differences of Maslow motivation based on gender and employee marital status (It is proved by significant score up 0,05 that is 0,332 and 0,331); However, there is the difference of Maslow motivation based on employee status (It is proved by significant score under 0,05, that is 0,028), that employees in permanent status have higher motivation comparing with employees in contract status. Therefore, there must be some efforts can be done by management in increasing employee motivation in hospitality company in Surabaya. As expressed by Robbins and Judge (2015) that is : 1) Motivate employees through designing work with organizing elements in a work focusing on various skills, job identity, significant task, autonomous and feed back which can be applied with job rotating, job enrichment, flexible work schedule, work distribution or long-distance work . 2) Increase employees' commitment for achieving the success of organisation with work involving, such as mutual making decision program, distribute the power representatively from each element in organisation (stakeholder, management, and employees representative); 3) Give some rewards in work motivation, like variabel salary payment program, salary payment based on work performance, based on work achievement, based on skill, distribute compensation based on company

profitability, incentive distributing based on the increasing of productivity from each period. Employee stock ownership plan and salary variability evaluation.

4.3.2 Hypotesis 3

Hypotesis 3 stated that there is correlation between physiological needs, safety needs, love and belongingness needs, self esteem needs, cognitive needs, aesthetic needs, self-actualization and self-transcendence needs. Multihierarchy correlation testing result shows that Pearson Correlation 0,252 – 0,672 with signficancy under 0,05 (Tabel 8). Thus, Hypotesis 3 is accepted.

Tabel 8 describes the result of this study supports Maslow's motivation theory (1943, 1970b) that explained the correlation among the needs of each hierarchy, the higher need comes up, though the lower needs are not fulfilled. The result of this study supports Taormina and Gao (2013) emphiric study that proved Maslow's 5 hierarchy needs has correlation significantly positive (under 0,001). It is supported by mean scores from whole hierarchies is high (Tabel 1).

Tabel 8. Correlations

| Hierarcy | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|--------------|------------|------------|------------|------------|------------|------------|------------|---|
| 1 Psyc ho | 1 | | | | | | | |
| 2 Safet y | .46 2** | 1 | | | | | | |
| 3 Be- Love | .36 8** | .49 3** | 1 | | | | | |
| 4 Este em | .57 9** | .51 4** | .44 6** | 1 | | | | |
| 5 Cogn itive | .25 2** | .36 9** | .33 9** | .38 3** | 1 | | | |
| 6 Aest hetic | .39 0** | .37 0** | .32 8** | .47 1** | .52 0** | 1 | | |
| 7 SelfA ct | .29 9** | .23 6** | .33 3** | .53 0** | .31 6** | .38 8** | 1 | |
| 8 SelfT rans | .31 9** | .35 5** | .41 4** | .40 9** | .67 1** | .42 2** | .42 7** | 1 |

**Correlation is significant at the 0.01 level (2-tailed).

Source : Data Primer (2018)

5. Conclusion and Advice

According to analysis result and discussion can be concluded that : 1) Employees motivation in Hospitality company in Surabaya is high, which is motivation for aesthetic needs is very high. 2) Instrument of measurement Maslow motivation 8 hierarchy needs using 38 items of statement fulfill validity and construct reliability perfectly and fulfill unidimensional criteria, 3) Maslow motivation model fulfill the condition of goodness of fit which is

physiological needs, safety needs, love and belonging needs, self esteem needs, cognitive needs, aesthetic need, self-actualization and self-transcendence needs can make motivation model / construct. 4) There is no difference of Maslow motivation model based on gender and employee marital status. However, there is the difference based on the employee status, the permanent employees have higher motivation than contract employees. 5) There is correlation among physiological needs, safety needs, love and belonging needs, self esteem needs, cognitive needs, aesthetic need, self-actualization and self-transcendence needs.

Based on the result of this research, some implications can be applied in hospitality company management in Surabaya : 1) Esteem individual differences, by giving sufficient time for each individual employee to maximize potential motivation. 2) Use goals and feedback, by giving information to employees deals with company's specific goals and employees get feedback to gain that specific goals. 3) Give opportunities to the employees to participate in conclusion making as contribution of deciding work goal, solve productivity and quality problems. 4) Connect the reward and work performance and 5) Check fairness system with noticing that experience, skill, ability, effort, and other real inputs give the differences in work performance and salary payment, work distribution, and reward accepted by employees. While, for the next researchers should make Maslow 8 hierarchy motivation testing for wider context with other variables, so the instrument of motivation measurement in this context become robust and able to explore motivation theory and knowledge, especially about organisation behaviour and human resource management.

6. REFERENCE

- Ackah, D. 2014. The Impact of Motivation on Employee Performance in the Manufacturing Industry in Ghana. *Global Journal of Management Studies and Researchers*. 1 (5): 291-310.
- Barling, J.I. 1977. An empirical test of Maslow's Theory of Motivation in an industrial setting. *Psychologia Africana*. 17 (2): 99-110.
- Baron, R.A. and J. Greenberg. 1990. *Behavior in Organization: Understanding and Managing the Human Side of Work*. Third Edition. United State of America: Allyn and Bacon.
- Certo, S.C. 2003. *Modern Management*. Ninth Edition. New Jersey: Pearson Education Inc.
- Chuang, Yuh-Shy. 2011. The interactive of organization climate with the workplace motivation under change commitment for SME. *The Journal of Human Resource and Adult Learning*. 7 (2): 117-126.
- Dhanapal, S., S.b.M. Alwie, T. Subramaniam, and D. Vashu. 2013. Factors affecting job satisfaction among academicians: a comparative study between gender and generations. *International Journal of Management Excellence*. 2 (1): 126-139.
- Gibson, J.L., J.M. Ivancevich, J.H. Donnelly, and R. Konopaske. 2006. *Organizations: Behavior, Structure, Processes*. Singa-pore: McGraw Hill Inc.
- Ghozali, I. 2011. *Aplikasi Analisis Multivariate dengan Program IBM SPSS 19*. Edisi 5. Semarang: Badan Penerbit Universitas Diponegoro.
- Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. 2010. *Multivariate Data Analysis*. Seventh Edition. New York: Pearson Prentice Hall.
- Haugan, G., T. Ronnestad, H. Garasen, R. Hammervold, and G.A. Espnes. 2012. The self-transcendence scale: An investigation of the factor structure among nursing home patients. *Journal of Holistic Nursing*. 30 (3): 147-159.
- Herbert, T.H.T. 1981. *Dimensions of Organizational Behavior*. Second Edition. New York: McMillan Publishing.
- Hilton, P.R. and C. Brownlow. 2004. *SPSS Explained*. East Sussex: Routledge.
- <http://the-mouse-trap.com/2007/12/14/mas-lows-eight-basic-needs-and-the-eight-stage-developmental-model/>. Diakses pada tanggal 25 Oktober 2017.
- Ifedili, C.J. and C.I. Ifedili. 2012. Perception of Maslow's Hierarchy of Needs Theory by Nigerian University workers - a challenge to University Administrators. *Interdisi-plinary Journal of Contemporary Research in Business*. 4 (1): 79-85.
- Ivancevich, J.M., R. Konospake, dan M.T. Matteson. 2007. *Perilaku dan Manajemen Organisasi*. Edisi Ketujuh. Jakarta: Erlangga.
- Jackson, S.E., R.S. Schuler, dan S. Werner. 2010. *Pengelolaan Sumber Daya Manusia*. Buku 1. Edisi 10. Penerjemah: Benny Prihartanto. Jakarta: Salemba Empat.
- Jogiyanto. 2004. *Metodologi Penelitian Bisnis: Salah Kaprah dan Pengalaman-Pengalaman*. Edisi Pertama. Yogyakarta: BPFE.
- Kaur, A. 2013. Maslow's Need Hierarchy Theory: Applications and Criticisms. *Global Journal of*

- Management and Business Studies*. 3 (10): 1061-1064.
- Koltko-Rivera, M.E. 2006. Rediscovering the later version of Maslow's hierarchy of needs: Self-Transcendence and opportunities for theory, research, and unification. *Review of General Psychology*. 10 (4): 302-317.
- Luthans, F. 2011. *Organizational Behavior*. International Edition. USA: McGraw Hill Inc.
- Luthans, F. 2006. *Perilaku Organisasi*. Edisi Kesepuluh. Diterjemahkan oleh Vivin Andhika Yuwono dan Shekar Purwanti. Yogyakarta: ANDI.
- Mak, B.L. and H. Sockel. 2001. A confirmatory factor analysis of IS employee motivation and retention. *Information & Management*. 38: 265-276.
- Maslow, A.H. 1943. A Theory of Human Motivation. *Psychological Review*. 50: 370-396.
- Maslow, A.H. 1970a. *Motivation and Personality*. New York: Harper & Row.
- Maslow, A.H. 1970b. *Religions, Values, and Peak-Experiences*. New York: Viking.
- McLeod, S. 2017. Maslow's hierarchy of needs. www.simplypsychology.org. Diakses pada tanggal 23 Oktober 2017.
- Nickels, W.G., J.M. McHugh, dan S.M. McHugh. 2009. *Pengantar Bisnis*. Edisi Kedelapan. Buku Satu. Jakarta: Salemba Empat.
- Nwagwu, W.E. 2015. Demographic and Maslow's motivation predictors of job satisfaction of Information Technology Artisans in Nigeria. In iConference 2015. *Proceedings*.
- Pradifa, I.A. and J. Welly. 2014. The influence of motivation against employee turnover: Case PT Melati. *Journal of Business and Management*. 3 (1): 89-101.
- Rangkuti, F. 2017. *Customer Care Excellence: Meningkatkan Kinerja Perusahaan melalui Pelayanan Prima*. Jakarta: PT Gramedia Pustaka Utama.
- Robbins, S.P. dan T.A. Judge. 2015. *Perilaku Organisasi*. Penerjemah: Ratna Saraswati dan Frebiella Sirait. Edisi 16. Jakarta: Salemba Empat.
- Rozack, A. 2017. Perkembangan Hotel di Surabaya Terlalu Over. *Radar Surabaya*. www.jawapos.com. Diakses pada tanggal 25 Agustus 2017.
- Runquist, J.J. and P.G. Reed. 2007. Self-transcendence and well-being in homeless adults. *Journal of Holistic Nursing*. 25 (1): 5-13.
- Singarimbun, M. dan Effendi, S. (Ed.). 1989. *Metode Penelitian Survei*. Jakarta: LP3EF.
- Sugiyono. 2010. *Metode Penelitian Kuantitatif Kualitatif dan R & D*. Cetakan Kesepuluh. Bandung: CV ALFABETA.
- Tambunan, A.R.S., F.A. Hamied and W. Sundayana. 2016. The Urban EFL Teachers' Motivation in Indonesia: Maslow's Hierarchy of Needs Theory and Herzberg's Motivational-Hygiene Theory. *International Journal of Humanities and Social Science*. 6 (9): 116-122.
- Tan Teck-Hong and A. Waheed. 2011. Herzberg's motivation-hygiene and job satisfaction in the Malaysian retail sector: mediating effect of love of money. *Asian Academy of Management Journal*. 16 (1): 73-94.
- Taormina, R.J. and J.H. Gao. 2013. Maslow and the motivation hierarchy: Measuring satisfaction of the needs. *American Journal of Psychology*. 126 (2): 155-177.
- Venter, H.J. 2012. Maslow's self-transcendence: How it can enrich organization culture and leadership. *International Journal of Business, Humanities and Technology*. 2 (7): 64-71.
- Venter, H.J. 2016. Self-transcendence: Maslow's answer to cultural closeness. *Journal of Innovation Management*. 4 (4): 3-7.
- Venugopalan, O. 2007. "Maslow's theory of motivation its relevance and application among non-managerial employees of selected public and private sector undertakings in Kerala" *Thesis*. Department of Commerce & Management Studies, University of Calicut.
- Vnoučková, L. and H. Klupáková. 2013. Impact of motivation principles on employee turnover. *Ekonomická Revue—Central European Review of Economic*. 16: 79-92.
- Wijanto, S.H. 2008. *Structural Equation Modeling dengan LISREL 8.8: Konsep dan Tutorial*. Cetakan Pertama. Yogyakarta: Graha Ilmu.