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Employee motivation and satisfaction evaluation using SMARTER method ⊘

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Employee Motivation and Satisfaction Evaluation Using SMARTER Method

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Abstract. This study aims to evaluate employee motivation and job satisfaction based on several important factors provided by the company to each employee, such as employee salaries, fair treatment, peace of work, feelings of recognition, appreciation of work results, and two-way communication. The data collection technique used in this research is a literature study. The method applied to the decision support system offered to evaluate employee motivation and job satisfaction in this study is the SMARTER method. The results of this study indicate that a decision support system using the SMARTER method can be applied to evaluate employee motivation and job satisfaction. Based on the results of the evaluation of employee motivation and job satisfaction that has been carried out in this study, employee salaries and work awards at the company are the most prioritized factors to be improved to facilitate the process of achieving the vision and mission that has been set.

Keyword: Evaluation, Employee Motivation and Satisfaction, SMARTER Method

INTRODUCTION

Employee motivation and satisfaction are two factors that must be considered by HRD (Human Resource Development) to support the achievement of goals that have been set in a company, this is because high employee motivation and satisfaction can improve employee performance and the branding of a company [1], [2]. Tri Finta

Syandi Syah Endra in his research explained that the level of motivation and employee satisfaction can be influenced by several factors, namely employee salaries, fair treatment, peace of work, feelings of recognition, appreciation of work results, and two-way communication [3]. The model of measuring the level of motivation and job satisfaction of employees can be done by a direct interview process to all employees who work in a company. The results of interviews with employees are then used as decision-making material for determining the results of employee motivation and job satisfaction evaluations. However, the process of evaluating employee motivation and job satisfaction is still ineffective because decision making takes a long time and the results are subjective.

This research offers a decision support system to evaluate employee motivation and job satisfaction based on several important factors provided by the company to each employee, such as employee salary, fair treatment, peace of mind, feeling recognized, rewarding work results, and two-way communication. The decision support system in this study recommends the lowest-valued alternative to be improved by the company in order to effectively increase the motivation and job satisfaction of all employees.

A decision support system is a system that can be used as a solution in solving semi-structured or unstructured problems [4], [5]. Previous research has many researchers who apply decision support systems as a solution to help managers solve decision-making problems. Dinda Fransiska in her research applied a decision support system to determine the best e-commerce. The results of this study concluded that A2 with the highest value (0.1623) is the best and most recommended alternative compared to 6 (six) other alternatives [6]. RetnoSari and Marlina in their research applied a decision support system to determine the most popular marketplace. The results of this study concluded that C1 with the highest value (0.980) was chosen as the most popular marketplace compared to 4 (four) other alternatives [7].

Previous research conducted by Li Zhiqi [8], Hui Ran [9], Mehdi Keshavarz-Ghorabaee, et al. [10], Mimica R. Miloševi´c [11], and Nasib Marbun, et al. [12] explain that in a decision support system it is necessary to apply decision-making methods, it aims to provide more accurate decision-making recommendations. The decision support method applied to evaluate employee motivation and satisfaction in this study is the SMARTER method. The selection of SMARTER as a decision-making method in this study is because the SMARTER method is equipped with a formula that can produce objective attribute weighting and a rational alternative ranking formula. [13]–[15]. Then, the SMARTER method has been successfully used to solve decision-making problems in previous studies, such as those conducted by Rasim, et al. [16], Rahmad Doni [17], Wahyu Puji Lestari, et al. [18], Triana Elizabeth dan Tinaliah [13], dan Rahmat Daffa Affandi, et al. [19].

RESEARCH METHOD

Research Stages

The process of evaluating employee motivation and satisfaction in this research is carried out in 4 (four) stages, starting with the problem identification stage to find out the problems that occur, the literature study stage to obtain sample data and literacy related to the decision-making method formula (SMARTER) applied, the implementation stage of the (SMARTER) method to determine the results of alternative rankings, and the conclusion stage to briefly describe the results of the research that has been done. The visualization of the research stages carried out is as shown in the figure below:
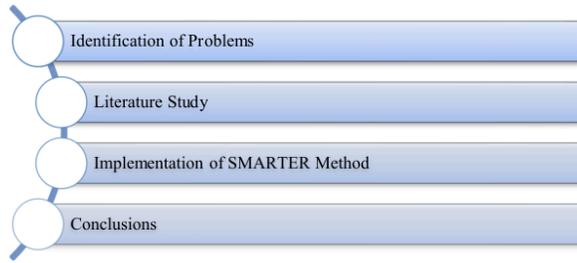
FIGURE 1. Research Stages

SMARTER

SMARTER is a decision-making method to solve multi-criteria problems [20]. The decision-making process in the SMARTER method uses a weighting system of criteria and sub criteria based on rank order centroid calculations [13]. The results of weighting criteria and sub criteria in SMARTER are the determinants of the level of importance of each criterion and sub criteria in determining the value of each alternative [17]. The number of weights of criteria and sub criteria in the SMARTER method is 1 [18]. The explanation of decision-making steps using the SMARTER method can be seen in the review below [21]–[23]:

1. Identification of Problems
2. Determination of criteria and sub criteria data
3. Subjective ranking of the weights of each criterion and sub-criterion
4. Determination of criteria and sub-criteria weights based on rank order centroid calculation

$$w = \left(\frac{1}{k}\right) \sum_{i=k}^{k} \left(\frac{1}{i}\right) \quad \text{.. (1)}$$

Description:
   a. w is the weight value of each criterion
   b. k is the number of criteria data
   c. i is the value of each alternative

5. The determination of the utility value for each criterion is calculated based on the following formula:

$$u_i(a) = 100\% \times \left(\frac{c_i - c_{min}}{c_{max} - c_{min}}\right) \quad \text{.. (2)}$$

Description:
   a. $u_i(a)$ is the utility value of the i-th criterion
   b. c_i is the i-th criterion value
   c. c_{min} is the smallest criterion value
   d. c_{max} is the largest criterion value

6. Determination of the final score for each criterion is based on the following formula:

$$u_n = \sum_{k-1}^{K} w_k u_n(x_n) \quad \text{.. (3)}$$

Description:
   a. u_n is the total of each criterion
   b. w_k is the weight value of the kth criterion
   c. $u_n(x_n)$ is the utility value of the kth criterion on the hth alternative.

Sample Data

The sample data used to solve the problem of determining the results of evaluating employee motivation and job satisfaction with a decision support system applying the SMARTER method in this study are 6 (six) criteria and 7 (seven) alternatives. The criteria data used to solve the problem of determining the results of evaluating employee motivation and job satisfaction in this study are as listed in TABLE 1 below:

TABLE 1. Criteria for Determining Employee Motivation and Job Satisfaction Evaluation Results

Criteria Name	Description	Level of Importance	Sub Criteria	Level of Importance
C1	Employee Salaries	1	High	1
			Medium	2
			Low	3
C2	Fair Treatment	2	High	1
			Medium	2
			Low	3
C3	Peace of Work	3	Good	1
			Enough	2
			Bad	3
C4	Feelings of Recognition	4	High	1
			Medium	2
			Low	3
C5	Appreciation of Work Results	5	High	1
			Medium	2
			Low	3
C6	Two-Way Communication	6	Good	1
			Enough	2
			Bad	3

Alternative data used to solve the problem of determining the results of evaluating employee motivation and job satisfaction with a decision support system applying the SMARTER method in this study are as shown in TABLE 2 below:

TABLE 2. Alternative Data for Determining Employee Motivation and Job Satisfaction Evaluation Results

Alternative	Criteria					
	C1	C2	C3	C4	C5	C6
A1	High	Medium	Bad	High	Medium	Bad
A2	Medium	High	Enough	Low	High	Enough
A3	Low	Medium	Good	Medium	Low	Good
A4	High	Low	Enough	High	Medium	Bad
A5	Medium	High	Bad	Medium	High	Enough

RESULTS AND DISCUSSION

Results

The results of solving the problem of evaluating employee motivation and satisfaction using the SMARTER method in this study can be seen in the description below:
1. Weight of criteria and sub criteria
   The results of the weighting of criteria and sub-criteria calculated based on the Rank Order Centroid formula in this study can be seen in the following table:

TABLE 3. Criteria Weighting Results

Criteria	Level of Importance	Formula ROC	Weight
C1	1	$w=\dfrac{\left(1+\frac{1}{2}+\frac{1}{3}+\frac{1}{4}+\frac{1}{5}+\frac{1}{6}\right)}{6}$	0,408333333
C2	2	$w=\dfrac{\left(0+\frac{1}{2}+\frac{1}{3}+\frac{1}{4}+\frac{1}{5}+\frac{1}{6}\right)}{6}$	0,241666667

C3	3	$w=\dfrac{\left(0+0+\frac{1}{3}+\frac{1}{4}+\frac{1}{5}+\frac{1}{6}\right)}{6}$	0,158333333
C4	4	$w=\dfrac{\left(0+0+0+\frac{1}{4}+\frac{1}{5}+\frac{1}{6}\right)}{6}$	0,102777778
C5	5	$w=\dfrac{\left(0+0+0+0+\frac{1}{5}+\frac{1}{6}\right)}{6}$	0,061111111
C6	6	$w=\dfrac{\left(0+0+0+0+0+\frac{1}{6}\right)}{6}$	0,027777778

TABLE 4. Weighting Results of Sub Criteria

Criteria Name	Sub Criteria	Level of Importance	Formula ROC	Weight
	High	1	$w=\dfrac{\left(1+\frac{1}{2}+\frac{1}{3}\right)}{3}$	0,611111111
C1	Medium	2	$w=\dfrac{\left(0+\frac{1}{2}+\frac{1}{3}\right)}{3}$	0,277777778
	Low	3	$w=\dfrac{\left(0+0+\frac{1}{3}\right)}{3}$	0,111111111
	High	1	$w=\dfrac{\left(1+\frac{1}{2}+\frac{1}{3}\right)}{3}$	0,611111111
C2	Medium	2	$w=\dfrac{\left(0+\frac{1}{2}+\frac{1}{3}\right)}{3}$	0,277777778
	Low	3	$w=\dfrac{\left(0+0+\frac{1}{3}\right)}{3}$	0,111111111
	Good	1	$w=\dfrac{\left(1+\frac{1}{2}+\frac{1}{3}\right)}{3}$	0,611111111
C3	Enough	2	$w=\dfrac{\left(0+\frac{1}{2}+\frac{1}{3}\right)}{3}$	0,277777778
	Bad	3	$w=\dfrac{\left(0+0+\frac{1}{3}\right)}{3}$	0,111111111
	High	1	$w=\dfrac{\left(1+\frac{1}{2}+\frac{1}{3}\right)}{3}$	0,611111111
C4	Medium	2	$w=\dfrac{\left(0+\frac{1}{2}+\frac{1}{3}\right)}{3}$	0,277777778
	Low	3	$w=\dfrac{\left(0+0+\frac{1}{3}\right)}{3}$	0,111111111
	High	1	$w=\dfrac{\left(1+\frac{1}{2}+\frac{1}{3}\right)}{3}$	0,611111111
C5	Medium	2	$w=\dfrac{\left(0+\frac{1}{2}+\frac{1}{3}\right)}{3}$	0,277777778
	Low	3	$w=\dfrac{\left(0+0+\frac{1}{3}\right)}{3}$	0,111111111
	Good	1	$w=\dfrac{\left(1+\frac{1}{2}+\frac{1}{3}\right)}{3}$	0,611111111
C6	Enough	2	$w=\dfrac{\left(0+\frac{1}{2}+\frac{1}{3}\right)}{3}$	0,277777778
	Bad	3	$w=\dfrac{\left(0+0+\frac{1}{3}\right)}{3}$	0,111111111

Based on the results of weighting the sub-criteria in Table 4 above, the normative value of alternative data can be found as shown in table 5 below.

TABLE 5. Alternative Data for Determining Employee Motivation and Job Satisfaction Evaluation Results

Alternative	Criteria					
	C1	C2	C3	C4	C5	C6
A1	0,611111111	0,277777778	0,111111111	0,611111111	0,277777778	0,111111111
A2	0,277777778	0,611111111	0,277777778	0,111111111	0,611111111	0,277777778
A3	0,111111111	0,277777778	0,611111111	0,277777778	0,111111111	0,611111111
A4	0,611111111	0,111111111	0,277777778	0,611111111	0,277777778	0,111111111
A5	0,277777778	0,611111111	0,111111111	0,277777778	0,611111111	0,277777778

2. Criterion utility value

The results of the calculation of the utility value of each criterion used to solve the problem of evaluating employee motivation and satisfaction using the SMARTER method in this study can be seen in the following description:

Utility Value Criteria C1

$A1 = 100\% \times \left(\frac{0,611111111 - 0,111111111}{0,611111111 - 0,111111111} \right) = 1$

$A2 = 100\% \times \left(\frac{0,277777778 - 0,11111111}{0,611111111 - 0,11111111} \right) = 0,333333334$

$A3 = 100\% \times \left(\frac{0,111111111 - 0,11111111}{0,611111111 - 0,11111111} \right) = 0$

$A4 = 100\% \times \left(\frac{0,611111111 - 0,11111111}{0,611111111 - 0,11111111} \right) = 1$

$A5 = 100\% \times \left(\frac{0,277777778 - 0,11111111}{0,611111111 - 0,11111111} \right) = 0,333333334$

After obtaining the utility value of criterion C1, the process of calculating the utility value of C2 to C6 is carried out using the formula for calculating the utility value of criterion C1 above. So that the utility value of criteria C2 to C6 can be known as shown in Table 6 below:

TABLE 6. Criteria Utility Value Calculation Results

Alternative	Criteria					
	C1	C2	C3	C4	C5	C6
A1	1	0,333333334	0	1	0,333333334	0
A2	0,333333334	1	0,333333334	0	1	0,333333334
A3	0	0,333333334	1	0,333333334	0	1
A4	1	0	0,333333334	1	0,333333334	0
A5	0,333333334	1	0	0,333333334	1	0,333333334

3. Final score for each criterion

The results of the calculation of the final value of each criterion for each alternative in the process of evaluating employee motivation and satisfaction using the SMARTER method in this study, namely:

Final Score Criteria C1

A1 = 0,408333333 × 1 = 0,408333333
A2 = 0,408333333 × 0,333333334 = 0,136111111
A3 = 0,408333333 × 0 = 0
A4 = 0,408333333 × 1 = 0,408333333
A5 = 0,408333333 × 0,333333334 = 0,136111111

After the final value of criterion C1 is successfully obtained, the calculation of the final value for criteria C2 to criteria C6 using the formula used previously in calculating the final value of criterion C1 is continued. After the process of calculating the final value of criteria C1 to criteria C6 is carried out, it can be obtained the value of each criterion for each alternative in the process of evaluating employee motivation and satisfaction using the SMARTER method as shown in Table 7 below:

TABLE 7. Final Value of Each Criterion for Each Alternative

Alternative	Criteria						Final Score
	C1	C2	C3	C4	C5	C6	
A1	0,408333333	0,080555556	0	0,102777778	0,02037037	0	0,612037037
A2	0,136111111	0,241666667	0,052777778	0	0,061111111	0,009259259	0,500925926
A3	0	0,080555556	0,158333333	0,034259259	0	0,027777778	0,300925926
A4	0,408333333	0	0,052777778	0,102777778	0,02037037	0	0,584259259
A5	0,136111111	0,241666667	0	0,034259259	0,061111111	0,009259259	0,482407407

Based on the final value seen in Table 7 above, the results of the ranking of alternatives can be seen as shown in FIGURE 2 below.
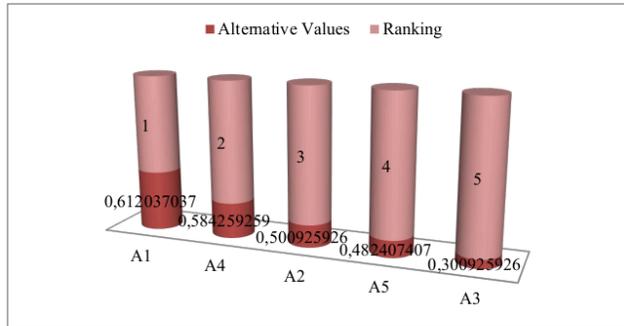

FIGURE 2. Alternative Ranking

DISCUSSION

In this research, the evaluation process of employee motivation and job satisfaction has been carried out using 6 (six) assessment criteria, such as employee salaries, fair treatment, peace of work, feelings of recognition, appreciation of work results, and two-way communication. The decision-making method used in determining the results of the evaluation of employee motivation and job satisfaction is SMARTER. The SMARTER method in the assessment process that has been carried out in this study provides alternative ranking results as shown in FIGURE 3.

FIGURE 3 shows that Alternative A3 (0.300925926) is ranked fifth or last because it has the lowest value compared to Alternatives A1 (0.612037037), A4 (0.584259259), A2 (0.500925926), and A5 (0.482407407). In A3, it is known that the interviewees gave each assessment of the company's provision to employees, namely employee salaries (Low), fair treatment (Medium), peace of work (Good), feeling recognized (Medium), appreciation of work results (Low), and two-way communication (Good).

The main objective of this research is to select the alternative that has the lowest score to be recommended as the most prioritized alternative to be developed first by the company in order to increase employee motivation and job satisfaction. Based on the calculation of the SMARTER method in this study, the results of interviews with Alternative A3 are the most prioritized factors to be taken into consideration by the company in effectively increasing employee motivation and job satisfaction.

In the results of interviews with Alternative A3 related to evaluating employee motivation and job satisfaction using 6 (six) assessment criteria, such as employee salaries, fair treatment, peace of mind at work, feelings of recognition, appreciation of work results, and two-way communication, it is known that employee salaries and work awards are Low. So, based on the calculation of the SMARTER method that has been applied, employee salaries and work awards are the most priority factors to be improved by the company in order to achieve maximum employee motivation and job satisfaction.

CONCLUSION

This research concludes that a decision support system using the SMARTER method can be applied to evaluate employee motivation and job satisfaction. Based on the results of the evaluation of employee motivation and job satisfaction that has been carried out in this study, employee salaries and work awards at the company are the most prioritized factors to be improved to facilitate the process of achieving the vision and mission that has been set.

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