

The Impact of Work Motivation, Work Engagement, and Job Satisfaction Toward Job Performance in PT. XYZ Surabaya

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Abstract

In the competitive business world, companies are focusing on products and services that they provide. Employees need to be allocated as a concern for companies because employees can bring positive and greater advantages for companies to achieve the goals. Currently, there are still companies which do not really care about how employees are managed. Government has tried so many ways to regulate the minimum wages and other regulations. PT. XYW which deals with corrugated box industries found that provides its employee a good work motivation and engage the employees to make them feel satisfied. By providing good motivation and a proper environment to engage them, it is hoped that the employees will provide a good performance. Some theories have proven that work motivation affect work satisfaction and work engagement as well. This study used simple regression to test the hypotheses in SPSS statistic software. The sample of the study is the employee of PT. XYZ, which the whole population became the sample. From the study it is found that both, Job motivation and work engagement has positive significant effect to job satisfaction. Job satisfaction has positive significant effect to job performance. Also Job motivation and work Engagement has positive significant effect to job performance.

Keywords: Job Motivation, Work Engagement, Job Satisfaction, Job Performance

DOI: 10.7176/EJBM/11-20-07

Publication date: July 31st 2019

1. Introduction

Companies are maximizing their effort to be able to compete in an increasingly competitive business competition. The pressure is getting higher as more companies provide more innovations and reducing costs in so many aspects. Many organizations believed that employees are assets that can increase efficiency and effectivity (Dessler & Tan, 2009). Some organizations claim that employees are the most important assets and have a large role in the success of an organization (Robbins & Coulter, 2009). The company's attention should not only focus on the product or service produced, but the company must also pay attention to the aspects of employees because it is believed that by focusing on employees, will bring many positive benefits for the company's growth.

One way that companies can prioritize employees and care for employees is by following regulations set by the government, such as the amount of salary paid, in addition to adding some other benefits to making employees feel comfortable in the workplace. For example, although the Surabaya government has completed regulations on regional minimum wages, there are still many companies that do not follow these regulations (Hakim, 2009).

One part of PT. XYZ Group, is focusing in corrugated carton industrial box and it was established in 1973. The main business activity of PT. XYZ is engaged in enamel-coated household appliances. In addition, PT. XYZ also develops its business by producing enamel-coated construction materials and plastic mats from polypropylene plastic seeds. PT. XYZ believes that the development of human resources will be a stimulant for the future growth and performance of the company. The focus on human resources is very much realized and needed for the continuity and development of the company. Companies should be able to choose and maintain quality and dedicated individuals, where the skills or skills of employees will always develop.

The company develops a corporate work culture that concentrates on quality, innovation and service, so the company has a greater concern about product quality and integrity. All employees are treated equally wherever the division or position employees have. PT. XYZ always strives to increase employee motivation and provide a good work environment (based on the official website of PT. XYZ, downloaded in June 2019). As one of the largest companies in the field, PT. XYZ Industrial Tbk has taken several actions to improve employee satisfaction by supporting employee motivation and by providing a good work environment. Meanwhile other studies have the result that there is a significant influence between work motivation and job satisfaction by Khalid et al. (2011). The predicted relationship between work motivation on job satisfaction can be positively and significantly accepted for public companies and private companies.

Based on the phenomena and theoretical studies by previous researchers, researchers conducted a study entitled "The Effect of Job Motivation, Work Engagement, and Job Satisfaction Toward on Job Performance at PT. XYZ in Surabaya".

2. Literature Review and Hypothesis

2.1. Definition of Job Performance

According to Churchill, 1976, Job performance is behavior that is evaluated in terms of employee contributions to

organizational goals and objectives. This definition has been a basis for a lot of research and Skinner et al (2005) state that job performance is an indication of how well an employee does work, as quoted in the study by Rutherford (2011). Therefore, job performance is a scale of how well an employee has done a job, whether it reaches organizational requirements or not. Work performance shows the results of the organization's employees who have been done in completing work. Job performance also means how many employees have done work for organizational purposes. Job performance can be measured based on the tasks that have been given to employees by the organization. Other studies define job performance as the behavior and results of staff work, most staff performance is measured by job performance (Chu & Lai, 2011). Job performance is basically something that is related and more individual, because each person or employee has a different ability to do the work expected by an organization.

4.2. Definition of Job Satisfaction

Job Satisfaction or job satisfaction is an affective or emotional response to various aspects of one's work (Pushpakumari, 2008). Employees who have high job satisfaction will tend to have a positive attitude towards their work, while employees who have low job satisfaction will have the opposite attitude. Job satisfaction is very important to note in the company, because job satisfaction can make employees want to do more tasks that have been given. With job satisfaction, companies can set higher rules because companies know that employees can still meet new or higher expectations. (Rogers, 2003). Based on Veloutsou and Panigyrakis (2004), job satisfaction is defined as feelings or affective responses to the components of the work situation in general. Job satisfaction depends on what employees get from the organization, if the organization can meet the needs of employees or organizations can better appreciate the business of employees, chances are that employees will feel satisfied (Bharadwaj, 2000).

Employees who have a high level of satisfaction will tend to have a good attitude towards their work (Pushpakumari, 2008). These employees have the enthusiasm to arrive on time because of the thought that work is not a pressure. Giving assignments to satisfied employees seems to be more promising, because employees care or are aware of the assignments given and the results of completed tasks can also be more reliable. The most important part is that employees who have job satisfaction are willing to accept more responsibility, so the company can set new targets. Providing incentives, bonuses, prizes will also lead to increased employee satisfaction if the gift looks fair and balanced (Gallup, 2006). From the explanation above, it can be concluded that employee job satisfaction is important because having employees who are happy or satisfied with their work will help the organization to achieve its goals. Employees who are satisfied with work will have better performance.

2.3. Definition of Work Engagement

Work Engagement is a situation where perceived satisfaction is related to motivation and work-related. This can be seen from perseverance, dedication, and absorption (Schaufeli, Salanova, González-Romá, & Bakker, 2002). Excitement refers to high energy levels, mental endurance, and perseverance at work. Dedication is characterized by high involvement in one's work and a sense of significance, inspiration, pride and challenge, while absorption shows that a person is fully concentrated and happily immersed in one's work. The approach of Schaufeli et al (2002) conceptualizing involvement seems to emphasize the valence of positive engagement. Bakker and Demerouti (2008) suggest that employees with high job involvement will find their work interesting and meaningful and they will have a positive influence, including happiness, joy, and enthusiasm. Work Engagement is the number of relationships that exist in employees and between employees and the environment in which employees work (Taiwo, 2010). Based on this definition, work involvement is formed by the relationship between these two elements, employees and the environment in which employees work. Macey and Schneider (2008) argue that just as with satisfaction, engagement also has a positive valence, which is more inclined towards energy and enthusiasm. Job involvement can be seen as a positive state that activates work-related influences with increased motivation (eg, Warr & Inceoglu, 2012).

2.4. Definition of Work Motivation

Motivation is described as energized, directed and sustained effort of a person to attain a goal (Robins and Coulter, 2014). Deci and Ryan, 1985 has introduced the self-determination theory (SDT) as an approach that focuses on personality and human needs for motivation. Based on Altindis (2011), states that work motivation is obtained through appreciation both intrinsically and extrinsically. Intrinsic rewards come from individuals. Intrinsic motivation is more about feeling after receiving an award. Sansone and Harackiewicz (2000) define motivation as an internal mechanism that guides behavior. Motivation will help people have the desire to do something. Therefore, with the existence of motivation, it will lead people to have a spirit, and force to complete what must be done. Motivation that comes in someone individually. This focuses on internal perceptions of motivation. Based on Pinder (1998) in Altindis (2011), work motivation is a series of energetic forces originating both inside and outside the individual. Also to initiate behaviors related to work, and to determine the shape, direction, intensity,

and duration to achieve job satisfaction. In other words, work motivation is a process that causes employees to work well and satisfy on their job.

2.5. Job Motivation and Job Satisfaction

According to Reiss (2004), employees' satisfaction is based on the desire of the employees which may be considered as the ultimate driven factor of intrinsic motivations. Previous research shows Job Motivation is correlated (Correia, 2008). Job motivations may trigger employees satisfaction in working. Recently, del Bosque and Mart (2008) suggest that satisfaction is willing to be defined through the individuals' subjective needs. The sense of achieving desires is as much important as the evaluation of product individual attributes. This is the essence of cognitive-affective approach that considers the correlation of overall satisfaction with expectancy and desires congruency (Oliver, 1993). Efforts to include an affective evaluation have been adopted although, instead of considering desires congruency, authors tend to use emotions to measure the subjective feelings towards the destination (Alegre and Garau, 2010). As such, tourist satisfaction should be regarded as a multidimensional construct which comprise psychological and cognitive factors (Peter and Olson, 2009).

Overall satisfaction needs to be conceptualized according to the approaches of both expectancy and desires congruency. As mentioned by Bultena and Klessig (1969). Therefore, the first hypothesis is developed as follows:
H1 = Work motivation has a significant effect on job satisfaction

2.6. Work Engagement and Job Satisfaction

Work engagement is one of the variable that a concern for managers in organizations. This element is vital in terms of affecting organizational effectiveness, and performance. Su, 2011 stated that work engagement correlates to job satisfaction and an engaged employee are those who are energetic, enthusiastic and absorbed in his/her job. Work engagement is explained as resistant to job burnout (Schaufeli et al., 2002). Furthermore, Saks (2006) focuses on job and organizational engagement of employees and how it correlates with job satisfaction toward how the job is completed. A more recent conceptualization is job engagement (Rich et al., 2010), which also draws on the psychological presence similar to work engagement and has three dimensions as physical, emotional and cognitive engagement. Finally, Soane et al. (2012) discuss ISA, which stands for intellectual, social and affective, engagement. In the end, these aspects will increase the satisfaction of an employee to work. Therefore, our second hypothesis is as follows

H2 = Job involvement has a positive and significant effect on job satisfaction

2.7. Job Satisfaction and Job Performance

Employee Satisfaction is one of the most discussed topic in the human resource management field. This has been an approached aspect from several perspective and point of view. Oliver, 1980, states that employees have certain expectations of their job and they can compare them what they actually have to do. Job satisfaction is one of the main variables to measure and predict the outcome. Employees with higher willingness to commit and work will most likely to be satisfied thus increase organizational performance (Wuet al., 2013). To achieve job satisfaction, several Under reasonable conditions, managers will meet employees' needs to enhance their job satisfaction so that employees will increase their efforts to attain a good organizational performance (Pettitet al., 1997). Therefore, composed our third hypothesis as follows

H3 = Job satisfaction has a significant positive effect on work performance

2.8. Job Motivation and Job Performance

The relationship between Job Motivation and Job Performance should not be focused on the goals itself. Rather the initiative and effective motivation system should be emphasized to increase employee's motivation to complete their day to day tasks (Lawler, 2005). This will improve the efficiency and quality of each employee's work quality, and also enable organization to achieve its goals. Urbanski (1986) used salary increase as one of motivation tools and it is found that it effectively motivates employees and increase organizational performance. The flexibility of the salary increase was also found to have a positive effect. Based on Bhattiet al. (2011), the organization should be clear in composing its strategy to link performance with the reward system. A good reward system will encourage employees to stay focus and finish the tasks well. Aguiniset al. (2013) established that monetary incentives were important factors of employee motivation and achievement which contributes significantly to organizational-level performance returns. The fourth hypothesis is as follows:

H4 = Work motivation has a positive and significant effect on work performance

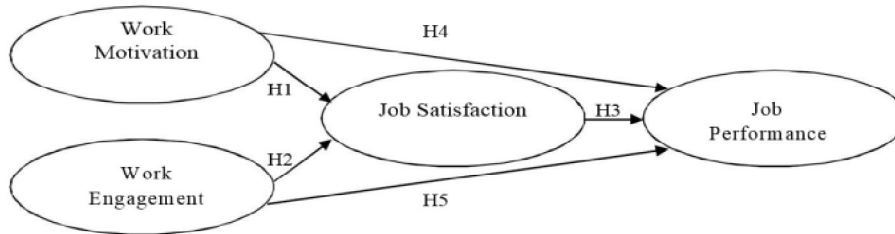
2.9. Work Engagement and Job Performance

Work Engagement can be described as the degree to which a person is rationally engaged and concerned with a duty or a responsibility (Romero, 1994). Job is perceived as employees' self-definition and this will lead to employee performance. Several scholars have put a lot of focus in developing the relationship between job

engagement and job performance. Bates in 2004, stated that employee engagement clearly forecast employee outcomes, organizational performance and organization success. Job engagement is one of the behavior of the employee that connect the employee to work and interact actively with other personals to reach a certain goal. This leads to the fifth hypothesis:

H5 = Job engagement has a positive and significant effect on job performance

2.10 Research Model



Based on the theory, it was determined that Job Motivation, Work Engagement, Job Satisfaction, and Job Performance were the variables studied. Researchers chose Job Motivation and Work Engagement to be antecedent variables and this was supported by other studies which stated that Job Motivation and Work Engagement had a significant influence on Job Satisfaction (Freed, 1999). Job Performance is a consequence variable formed by Job Satisfaction and Movitavion Work and Job Management (Sonntag, 2003).

3. Methodology

3.1. Population and Sample

The population in this study are staff of PT. XYZ and limited only employees who are in the marketing division. The number of employees in the marketing division is 68 people. The questionnaire is distributed only to the marketing division to avoid the bias results, because the characteristics between workers and staff may be different and if so, it will be reflected differently in the variables used in this study. The questionnaire will use likert scale to examine the respondents' responds to the given statements. The statements will be based on variables used in this study; namely Job Performance, Job Satisfaction, Work Motivation, and Work Engagement

4. Hypothesis Testing

The hypothesis testing consists of five hypotheses in this research.

H1 = Work Motivation has a positive and significant effect on Job Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.297 ^a	.088	.074	2.312

a. Predictors: (Constant), Job Motivation
 b. Dependent Variable: Job Satisfaction

Table 4.1

Based on Table 4.1, it can be seen that the R value is 0.297, it shows that the relationship between work motivation variables and job satisfaction is weak, the R square value indicates that only 8.8% job satisfaction can be explained by work motivation, while 91.2% is explained by variables other.

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	9.138	1.379		6.628	.000
	Job	.369	.146	.297	2.523	.014
	Motivation					

a. Dependent Variable: Job Satisfaction

Table 4.2

Based on the calculations in Table 4.2 it can be seen that the significance of the level is less than 0.05, which means that the first hypothesis, work motivation has a positive and significant effect on job satisfaction and it is shown by standardization the beta value coefficient of 0.297.

H2 = Work Engagement has a positive and significant effect on job satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.436 ^a	.190	.177	2.179

a. Predictors: (Constant), Work Engagement

b. Dependent Variable: Job Satisfaction

Table 4.3

Based on Table 4.3 it can be seen that the value of R is 0.436, indicated that the relationship between the variables of work engagement and job satisfaction is moderate, the value of R square shows that only 19% of job satisfaction can be explained by Work Engagement, while 81% is explained by other variables.

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	7.378	1.341		5.504	.000
	Work Engagement	.387	.099	.436	3.931	.000

Table 4.4

Based on the calculation results in Table 4.4, it can be seen that the significance level is less than 0.05, which means the second hypothesis, Work Engagement has a significant positive effect on job satisfaction received with standard coefficient of the standard value is 0.436.

H3 = Job Satisfaction has a positive and significant effect on job performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.268 ^a	.072	.058	2.436

a. Predictors: (Constant), Job Satisfaction

b. Dependent Variable: Job Performance

Table 4.5

Based on Table 4.5, it can be seen that the R value is 0.268, it shows that the relationship between variable job satisfaction and job performance is weak, the R square value indicates that only 7.2% of job performance can be explained by job satisfaction, while the other 92.8% by other variables. Table 4.19

Hypothesis Testing (H3)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.466	1.582		12.940	.000
	Job Satisfaction	.279	.124	.268	2.256	.027

a. Dependent Variable: Job Performance

Table 4.6

Based on the calculations in Table 4.6 it can be seen that the significance of the level is less than 0.05, which means the third hypothesis, job satisfaction a significant positive effect on job performance received by standardization of the beta value coefficient is 0.268.

H4 = Work motivation has a significant positive effect on work performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.442 ^a	.195	.183	2.269

a. Predictors: (Constant), Job Motivation

b. Dependent Variable: Job Performance

Table 4.7

Based on Table 4.7, it can be seen that the R value is 0.442, it shows that the relationship between work motivation and performance variables, the value of R square shows that only 19.5% of work performance can be explained by work motivation, while 80.5% is explained by other variables.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.676	1.353		13.806	.000
	Job Motivation	.573	.143	.442	3.998	.000

a. Dependent Variable: Job Performance

Table 4.8

Based on the calculations in Table 4.8 it can be seen that the significance level is less than 0.05, which means the fourth hypothesis, work motivation has a significant positive effect on performance received with the beta value of the standardize coefficient is 0.442.

5. H5 = Work Engagement has a positive and significant effect on job performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.281 ^a	.079	.065	2.427

a. Predictors: (Constant), Work Engagement

b. Dependent Variable: Job Performance

Table 4.9

Based on Table 4.9, it can be seen that the R value is 0.281, it shows that the relationship between Work Engagement variables and job performance is moderate, the R square value indicates that only 7.9% of work performance can be explained by Work Engagement while the other 92.1% is explained by other variables.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.490	1.493		13.727	.000
	Work Engagement	.261	.110	.281	2.379	.020

a. Dependent Variable: Job Performance

Table 4.10

Based on the results of calculations in Table 4.10 it can be seen that the significance level is less than 0.05, which means that the fifth hypothesis, Job involvement has a significant positive effect on the performance received with the standard beta value coefficient is 0.281.

5. Discussion and Conclusion

Work motivation has a significant and positive effect on job satisfaction, our first hypothesis is aligned with several previous research. Khalid et al. (2017) entitled "The Impact of Rewards and Motivation on Job Satisfaction in the Water Utility Industry", the results of the study state that there is a positive relationship between work motivation and job satisfaction both for public companies and private companies. But the result is a weak relationship, and this means that work motivation alone is not enough to make employees feel satisfied. This can be explained from the responses of respondents who indicated that the majority of employees felt that the benefits of PT. XYZ in Surabaya provides no expectations, based on low index values for benefits as indicators of work motivation. Benefits provided by PT. XYZ in Surabaya provides employees with free lunch, health and transportation insurance. Increasing benefits as an indicator of work motivation can increase work motivation. Meanwhile, the status indicator shows a high index value, indicating that most employees are proud to be part of PT. XYZ in Surabaya can therefore motivate employees.

H2 = Work Engagement has a positive and significant effect on job satisfaction

Work involvement has a significant positive effect on job satisfaction with a significant level of 0,000 which is less than 0.05. The results of this hypothesis contrast with the results of Budiyanto and Oetomo (2011) which states that work involvement has a non-significant positive influence on job satisfaction. Meanwhile, the results of this hypothesis are supported by other studies from Sardžoska and Tang (2011), the results of the study state that there is a positive relationship between work involvement on job satisfaction both for the public sector which has an β value of 0.40 and a private sector that has value β is 0.52. From this contradictory statement, it is interesting to do this hypothesis. The value of R is 0.436, indicated that the relationship between variable work involvement and job satisfaction is moderate, the value of R square shows that only 19% of job satisfaction can be explained by work involvement, while the other 81% is explained by other variables. This can be explained from the responses of respondents who indicate that the majority of employees feel that employees of PT. XYZ in Surabaya feels proud and engaged in work, based on the average index value. Among all indicators for Enthusiasm, pride in having the lowest index value. This means that increased work engagement or work engagement needs to be improved. Meanwhile, the statement of "the work time feels fast" indicator has a high index value, this shows that employees feel working at PT. XYZ in Surabaya feels that time goes by really fast.

H3 = Job Satisfaction has a positive and significant effect on job performance

Job satisfaction has a significant positive effect on performance with a significant level of 0.027 which is less than 0.05. The significant effect of job satisfaction on performance is 0.268. Another study by Pushpakumari (2008) is consistent with the results of this hypothesis, based on the correlation coefficient calculated for all managers, can conclude that there is a significant impact on job satisfaction and employee performance in private sector organization with an explanation of the t-statistical value greater than the t-table value. The value of R is 0.268, indicating that the relationship between variable job satisfaction and job performance is weak, the R square value indicates that only 7.2% of work performance can be explained by job satisfaction, while the other 92.8% is explained by others. variable. The weak relationship between job satisfaction and job performance means that job satisfaction is not enough to make employees have high performance. This can be explained from the responses of respondents which indicate that the majority of employees feel that the salary received is not in line with expectations, based on a low index value for salary as an indicator of job satisfaction. Nevertheless, PT. XYZ in Surabaya has provided a salary exceeding the minimum salary for the East Java region. Pay increases can increase job satisfaction. Meanwhile, co-worker indicators show a very high index value, indicating that most employees are very satisfied with the relationship between coworkers.

H4 = Work motivation has a positive and significant effect on job performance

Work motivation has a significant positive effect on performance with a significant level of 0,000 which is less than 0.05. The significant effect of job satisfaction on performance is 0.442. The results of other studies by Sunarni and Istanti (2007) is consistent with the results of this hypothesis. This reveals that work motivation has a significant positive effect on job performance with a significant level of 0,000, which is less than 0.05. And has a significant β value of 0.655. The value of R is 0.442, indicating that the relationship between variable work motivation and job performance is moderate, the value of R square shows that only 19.5% of performance can be explained by work motivation, while the other 80.5% is explained by others. variable. Work motivation has an average index value, while the index value for work performance is high. This shows that the motivation of work provided by PT. XYZ in Surabaya only fulfills employee expectations not exceeding the expectations. Employees still respect for PT. XYZ in Surabaya as they still provide good performance.

H5 = work engagement has a positive and significant effect on job performance

Work Engagement has a significant positive effect on Performance with a significant level of 0.020 which is less than 0.05. The significant effect of job satisfaction on performance is 0.281. The results of another study by Ajayi et al. (2011) is consistent with the results of this hypothesis. This study reveals that there is a significant relationship between work environment and work performance of academic staff at the university. The results obtained from the analysis indicate that the value of r-count 0.200 is greater than r-table 0.195 at a significant level of 0.05, so there is a significant relationship between work environment and work performance of academic staff. The value of R is 0.281, it shows that the relationship between Work Engagement and job performance is moderate, the value of R square shows that only 7.9% of work performance can be explained by Work Engagement while the other 92.1% is explained by other variables. This shows that the Work Engagement of PT. XYZ in Surabaya only fulfills employee expectations not exceeding expectations, but Work Engagement can provide sufficient support for employees to have good job performance.

From the results of the research and discussion in accordance with the hypothesis carried out and based on descriptive analysis, it can be concluded as follows:

6. Recommendation

To increase the work motivation of employees, PT. XYZ must consider adding additional benefits besides the benefits currently provided, such as providing Child Education Insurance for employees, so that employees will be more motivated because the company shows total support for the quality of the family's future. Other benefits that PT. XYZ can provide to employees is retirement savings by saving a certain amount of current salary for savings, and savings will be given along with pension funds, so that at retirement, employees will have more savings. To increase work involvement, PT. XYZ can get some facilities and support for employees so that the work can be completed faster. These facilities can be provided such as good and adequate work space, tables, supporting chairs, and other facilities to make employees more comfortable working.

To improve job satisfaction, PT. XYZ can give appreciation for employee achievements by providing additional incentives and bonuses to improve salary indicators. PT. XYZ must try to find other factors that can affect job satisfaction and job performance because from the calculation it was found that work motivation and work involvement affect both of these variables but do not contribute much.

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