The Effect of Work Motivation Factors on Job Satisfaction in XY company

Suhartono
International Business Management Program, Petra Christian University
Jl. Siwalankerto 121-131, Surabaya
E-mail: Suhartono.lauw@gmail.com

ABSTRACT

The reason behind this research is because XY company faces low productivity and low employee motivation problems. The purpose of this research is to give solutions towards XY's problem. Respondent of this research is employee of production division of XY Makassar. Sampling method that has been used for this research is stratified sampling method on all division inside production division in XY Makassar. The method being used is multiple linear regression analysis and this research also use work motivations factor as the independent variables and job satisfaction as the dependent variable. Results of the research has shown that simultaneously work motivations factor have significant influence on job satisfaction while individually, only salary and job security are the factors that have significant influence on job satisfaction. Researcher has made several suggestions to XY in order for them to improve job satisfaction.

Keywords: Work Motivation, Job satisfaction, Herzberg Theory, Hygiene Theory

ABSTRAK

Alasan diadakannya penelitian ini adalah karena perusahaan XY mengalami masalah produktivitas rendah dan motivasi pegawai yang rendah. Tujuan dari penelitian ini adalah untuk memberikan solusi terhadap masalah yang dihadapi perusahaan XY tersebut. Responden penelitian ini adalah pegawai dari divisi produksi XY Makassar. Metode sampling yang sudah digunakan dalam penelitian ini adalah metode sampling berstrata untuk semua divisi di dalam divisi produksi. Metode penelitian yang sudah digunakan dalam penelitian ini adalah analisa regresi linear berganda. Penelitian ini menggunakan faktor-faktor motivasi kerja sebagai variabel bebas dan kepuasan kerja sebagai variabel terikat. Hasil dari analisa regresi linear berganda menunjukkan bahwa faktor-faktor motivasi kerja secara bersama-sama mempunyai dampak yang signifikan terhadap kepuasan kerja dan hanya faktor gaji dan keamanan kerja yang secara individual mempunyai dampak yang signifikan terhadap kepuasan kerja. Peneliti juga sudah memberikan beberapa usulan kepada perusahaan XY untuk dapat meningkatkan kepuasan kerja di perusahaan XY.

Kata Kunci: Motivasi Kerja, Kepuasan kerja, Herzberg Theory, HygieneTheory

INTRODUCTION

Poultry feed industry in Indonesia is having a great potential. According to GPPU (Gabungan Perusahaan Pembibitan Unggas), Indonesia will have huge growth for their poultry feed industry (Livestockreview, 2013). Due to those huge potential growth, it pushes several big companies in this industry to have factory expansion. This factory expansion will support their growth to realize the true potential of poultry feed industry in Indonesia. XY in particular is the company that has various factories located across Indonesia. XY Indonesia is the biggest poultry feed producer in Indonesia. XY need to manage the performance of each factory so it can full take advantage of the huge potential of poultry feed in Indonesia.

Researcher has found that XY's factory in Makassar is having several problems. First, they are having tardiness problem. Employee is constantly late for every month and even the PGA staff in there is admit that this problem has happened since few years ago (Dhinul, personal communication, March 4 , 2014). Second, they are having low productivity if it compare to the real capacity of the machine. One of the production supervisor admit that low employee motivation as one of the causes in the low production activity. Management of XY Makassar itself has tried to rectify this problem through employee reward program. However, they are unable to find appropriate rewards for their employee to solve this problem. Work Motivations factors can be one of the way to solve the problems in XY. Work motivation factors consist of motivation factors that can motivate

the employee. Work motivation factors can be considered as the options for the employee reward program of the management of XY. However, XY should use work motivation factors that has positive significant influence towards their job satisfaction. According to Clark and Tomlinson (2005) higher job satisfaction will reduce the chance of the employee become late and according to another research by Edwards, Bell, Arthur Jr., and Decuir (2008) job satisfaction can also increase the productivity of the employee. Thus, the usage of correct work motivation factors that has positive and significant influence towards job satisfaction can solve XY's problem.

LITERATURE REVIEW

Work Motivation Factors

Hezberg's theory is one of the most famous theories for Work motivation. According to Yusoff, kian, and Idris (2013), Herzberg's theory is the best theory of work motivations because it cover more factors compare to other work motivation theories. Herzberg beliefs that Work Motivations factors consist of 14 factors (Sommerfeldt, 2010). Furthermore, he group those 14 fcators into two big groups. The first group factors is motivating factors and the second one is hygiene factors. Motivating factors itself consist of factors such as :

1. Achievement
   Sledge (2008) defines achievement as employee success when they have done something significant
2. Recognition
   Sledge (2008) define recognition as appreciation of employee's success
3. Work Itself
   Fugar (2007) define work itself as the attribute of the job itself. He further explain that a boring work will not be able to motivate employee but a challenging work will be able to motivate employee
4. Responsibility
   Sledge (2008) define responsbility as the ability of the employee to make decision about his /her job.
5 Advancement
   Sledge (2008) define advancement as real change of status that is being experienced by the employee.
6. Personal growth
   Sledge (2008) define personal growth employee's evaluation about his chance to have more knowledge

As for the hygiene factors, it also consists of several factors such as :
1. Company's Policy and Administration
   Sledge (2008) define Company's policy and administration as rules and protocols from the company to the employee
2. Salary
   Sledge (2008) define salary as employee's evaluation towards salary for the job they have done
3. Interpersonal relationship
   Sledge (2008) define Interpersonal relationship as the communication condition between the employee, with subordinates, peers, and supervisor
4. Working Condition
   Sledge (2008) define working condition as the physical condition of the job
5. Supervision
   Sledge (2008) define supervision as the ability or the management style of the supervisor
6. Job Security
   Sledge (2008) define job security as the employee's evaluation about his chance to work in the company for the long term.
7. Personal life
   Sommerfeldt (2010) define personal life as motivation that come from his personal life and that has been influenced by his job
8. Status
   Sledge (2008) define status as motivation that come from sign of his/ her status in the company

Job Satisfaction

Job satisfaction is one of the most researched topic (Zhu, 2012) Many people have difficulty making a differentiation between motivation and job satisfaction. Car (2005) define motivation as the reason to do something while Teck-Hong and Waheed (2011) define job satisfaction as the satisfaction because the employee have done something.

Relationship Between Concepts

Saleem, Mahmood, and Mahmood (2010) has found that work motivation and job satisfaction has positive relationship. They also added that the basic understanding between the connection fo this two factors is human psychology. They believes that satisfaction of a job comes from motivations to do the job (Saleem, Mahmood, Mahmood, 2010). Herzberg believes that hygiene factor can only have influence job dissatisfaction and motivator factor can only have influence on job satisfaction. However, several other research such as from Teck-Hong and Waheed (2011), Dissanayake and Wickremasinghe (n.d) has found that hygiene factor also has influence on job satisfaction. Thus, this research use the influence of job hygiene and motivator factor on job satisfaction
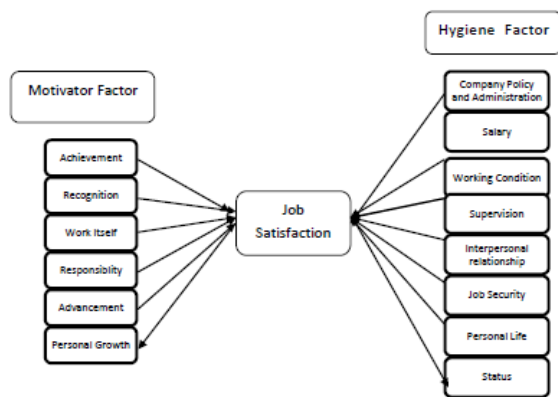
Figure 1. Conceptual Framework

Hypothesis
- H1: Work motivation factors simultaneously have significant influences on job satisfaction
- H2: Work motivation factors individually have significant influences on job satisfaction

RESEARCH METHOD

According to Cooper and Schindler (2011) explanatory studies is a studies that want to find the relationship between two concepts. Since the objective of this research wants to find the effect of work motivations on job satisfaction, this is an explanatory studies. Moreover, this research uses multiple linear regression as one of the method of analysis. Thus, this research is also an quantitative research. Work Motivation factors as the independent variables consist of 14 independent variables. Those 14 Independent variables are achievement, recognition, work itself, resposnbility, advancement, personal growth, company's policy and adminsitration, salary, interpersonal relationship, working condition, supervision, job security, personal life, status. Each of these independent variables have 3 measurement items. The measurement items of the variables were developed through the defintion and adapted from previous research. While the measurement items for the job satisfaction as dependent variable have been adapted from research by Karim (2008). This research has generated two types of data. The first type of data is nominal data from the descriptive statistic that is being used to know the demography of the respondent. The second type of data is interval data. Researcher has generated interval data from the question regarding the evaluation of the respondent towards the work motivations factors in XY. 5- point Likert scale summated rating was being used in this research to generate the interval data.

Current research has use primary, secondary, and tertiary resources. Primay data has been gathered from interview and questionnaire. Secondary data has been gathered from analysis of relevant research. Last, tertiary data has been gathered from the aid of search engine, bibliography, and etc.

Current research has use stratified sampling method to dsitribute the questionnaire. Researcher has given the questionnaire to HR staff of XY and HR staff distributes the questionnaire to each divison leader in XY. Distribution of the questionnaire is based on the total population compare to number of employee employee in respective division. Thus, division with the highest number of employee has get more questionnaire compare to other division. Division in here is all division under production division. Sample sized in current research follows rules from Brooks and Barcikowski (2012). The rules is N > 50 + 8k, where k is the number of independent variable. Thus, the minimum number of sample in current research is 162. Current research's samples is an employee who operate the production machine of XY Company. Thus, they can be said as low level worker/labour.

Researcher use SPSS software in order to process the data that has been gathered. Researcher uses SPSS software to conduct several tests to the data. First, researcher tests the justification of the data through reliability and validity test. Second, researcher uses F-test and t-test to analyze the influence of work motivation factors simultaneously and individually towards job satisfaction. Last, researcher uses multiple regression to measure the ability of the work motivations factors to explain the variance of job satisfaction in the current research model. However, before F-test, t-test, and multiple regression method, researcher has conducted another test. This tests is to measure whether the data conform to the classical assumption of multiple regression or not.

RESULTS AND DISCUSSION

Researcher has distributed 175 questionnaires to all employees of XY Company in production division. However, researcher only gets 166 questionnaire back. Thus, researcher has summarized the respondent's profile in a table.

Table 1. Respondent's Profile

Respondent's profile	Categories	Frequency	Percentage (%)
Age	<25	84	50.6
	25-33	65	39.2
	34-41	12	7.2
	42-50	4	2.4
	51-55	1	0.6
Gender	Male	163	98.2
	Female	3	1.8
Position	Coordinator	2	1.2
	Operator	68	41
	Helper	96	57.8
Dvision	Warehouse	45	27.1
	Production	69	41.6
	Silo Drier	13	7.8
	Repair and Maintenance	13	7.8

GA	9	5.4	
Feed tech	17	10.2	

Researcher will use the the correlation value between the measurement item and the total item to conduct validity test. If the correlation between measurement item and total item is higher than 0.3, it means that the measurement item is valid (Priyatno, 2012). As for the reliability test, researcher uses Cronbach Alpha value. If the value of the Cronbach Alpha of a variable is higher than 0.6, this means that the measurement items for that variable are reliable (Priyatno, 2012). Researcher has summarized the result of the reliability and validity test into a table in Appendix 1. Results of the reliability and validity test has shown that all the data has passed reliability and validity test.

Multicollinearity is an event where two independent variable has high correlation with each other (Lind, Marchal, and Whaten, 2007). This research uses VIF value to measure the availability of multicolinearity in the current research. If the VIF value of an independent variable is higher than 10, it means that the indpendent variables experiences multicollinearity. The results of the multicolinearity test has shown that the current research does not experience any multicolinearity problem

Another assumption that is being used when someone wants to do multiple regression is the error follows normal distribution. Current research uses Kolmogorov Smirnov test to analyze whether the error follows normal dsitribution or not. If the significance value of this research higher than 0.05, this means that current research data is following normal distribution. Researcher has summarized the results of the normality test in form of table.

Table 2. Result of Normality Test

Test Name	Significance value
Kolmogorov Smirnov	0.916

From the table it has been that the significance value of the research is 0.916. This means that the error follows normal distribution shape.

Autocorrelation is a event when residual of one observation has influence on another observation. Anderson, Sweeney, and Williams (2008) has suggested to use Durbin Watson test to analyze the availability of autocorrelation in the current research or not.

Table 3. Result of Durbin Watson Test

Data	Results
Durbin Watson Value	2.074
DU Value	1.90472
4 – DU Value	2.09528

If the result of Durbin Watson test is higher than Du value and lower than 4-Du value, current research does not experience any autocorrelation. Thus, the result of the test has proved that current research does not experience autocorrelation.

Heteroscedasticity is an event when the variance of error varies from one observation to another observation (Newbold, Carlson, and Thorne, 2007, p.614). Current research use Levene test to measure the availability of heteroscedasticity problem in current research.

Table 4. Levene Test Results

	Levene Statistic	df1	df2	Sig.
Achievement	.835	16	148	.645
Recognition	1.593	16	148	.077
Workitself	1.357	16	148	.171
Responsibility	1.693	16	148	.054
Advancement	.969	16	148	.494
Personalgrowth	.720	16	148	.771
Adminsitration	1.576	16	148	.082
Salary	.873	16	148	.601
Workrelationship	1.192	16	148	.281
Workingcondition	1.348	16	148	.176
Supervisions	1.645	16	148	.064
Jobsecurity	1.383	16	148	.158
Personallife	.793	16	148	.692
Status	1.586	16	148	.079
JS	1.380	16	148	.159

Current research uses three data from multiple regression model and those are F-test, t-test, and R^2 value. F-test enables us to prove current research first hypothesis, t-test enables us to prove the second hypothesis, and adjusted R^2 value help us to know the ability of the independent variable to explain the variance of dependent variable.

Table 5. F-test results

Model	F Value	Significance
1	3.203	0.00

The result of the F-test has shown that work motivation factors simultaneously have significant influence on job satisfaction. This means that current research first hypthesis is true.

Table 6. t-test Result

Variable	Sig.
Achievement	.095
Recognition	.291
Workitself	.068
Responsibility	.197
Advancement	.828
Personalgrowth	.385
Administration	.373
Salary	.007

Workrelationship	.808
Workingcondition	.999
Supervisions	.057
Jobsecurity	.006
Personallife	.492
Status	.140

Table 6 has shown the results of the t-test. From the t-test, only salary and job security are the work motivation factors that individiually have significant influence on job satisfaction. This result is also supported by Baah (2011). Baah (2011) has found that salary and job security are one of the important factors that have significant influence on job satisfaction for low level workers in Ghana. This finding may show that low level worker's job satisfaction mainly influenced by salary and job security.

Current research's adjusted R^2 value is 0.157. This means that work motivation factors can only explain around 15.7 % of job satisfaction variance.

CONCLUSION

The results of the regression model shows that simultanesouly work motivation factors have significant influences on job satisfaction. This finding has support the first hypothesis and also has been proved by the results of research by Teck-Hong and Waheed (2011). Furthermore, the results of the t-test has shown that only salary and job security are the factors that individually has significant influence on job satisfaction. This result has also been supported by research from Baah (2011). Baah (2011) has also found that labor worker in Ghana prefer salary and job security in their work motivation factors.

To conclude, researcher has fulfilled the the research objective in this research. Researcher has understood the effect of work motivation factors on job satisfaction in XY's employee. Researcher has shown that work motivation factors simultaneously have significant influence on job satisfaction. Moreover, only salary and job security are the only factors that individually have significant influence on job satisfaction. This means that XY should give this type of reward to their employee if they want to solve their low productivity and tardiness problem in Makassar's factory.

Writer realized that there are some limitation in the current research. First, the respondent in current research has unique demography. This means that the result of this research may not be applicable to employees in other XY's factory. Second, the limited number of independent variable. The value of adjusted R^2 in this research is only 0.1572. This shows there are other factors that have better ability to explain the variance of job satisfaction.

Researcher also has two suggestions for further research. First, XY can conduct this kind of research in their other factories that suffer from low productivity. Second, they can conduct qualitative method in the future research. According to Sledge (2008), factors like gender, social-economic, institutional, and culture are factors that can influence job satisfaction. However, this kind of factors are hard to conceptualize. Thus, qualitative method are needed to give room for future research to interpret this kind of information.

REFERENCES

2014, V. (2014). Japfa Siap Bangun Pabrik Pakan di Sulawesi Tengah Berkapasitas 5000-6000 ton/bulan.*Livestockreview*. Retrieved 29 May 2014, from http://www.livestockreview.com/2014/02/japfa-siap-bangun-pabrik-pakan-di-sulawesi-tengah-berkapasitas-5000-6000-tonbulan/.

Accel-team.com, (2014). *Employee motivation. Motivation in the workplace- theory and practice*. Retrieved 29 May 2014, from http://www.accel-team.com/motivation/practice_01.html

Aldhuwaihi, A. (2013). The influence of organisational culture on job satisfaction, organisational commitment and turnover intention: a study on the banking sector in the Kingdom of Saudi Arabia.

Anderson, D., and Sweeney, D. (2010). *Statistics for business and economics* (1st ed.). Andover [England]: Cengage Learning EMEA.

Anderson, D., Sweeney, D., & Williams, T. (2008). *Statistics for business and economics* (1st ed.). Andover [England]: Cengage Learning EMEA.

Asia, V. (2013). Permintaan Pakan Ternak di Indonesia Tahun ini Meningkat 13%. *Livestockreview*. Retrieved 29 May 2014, from http://www.livestockreview.com/2013/11/permintaan-pakan-ternak-di-indonesia-tahun-ini-meningkat-13/.

Baah, K.D. (2011). Application of Frederick Herzberg's Two-Factor theory in assessing and understanding employee motivation at work: a Ghanaian Perspective. *European Journal of Business and Management*, 3(9), pp.1--8.

Baroroh, A. (2013). *Analisis Multivariat dan Time Series dengan SPSS 21* (1st ed.). Jakarta: PT. Elex Media Komputindo.

Baskoro, S. (2013). Pebisnis Nugget Dan Sosis Ekspansif - kontan.co.id. *KONTAN*. Retrieved 29 May 2014, from http://industri.kontan.co.id/news/pebisnis-nugget-dan-sosis-ekspansif

Brooks, G. and Barcikowski, R. (2012) Multiple Linear Regression Viewpoints, Vol. 38(2).

Businesscasestudies.co.uk,. (n.d.). Improving productivity Efficiency business studies and business english | Business Case Studies.

Retrieved 29 May 2014, from http://businesscasestudies.co.uk/business-theory/operations/improving-productivity.html#axzz3348j5twe

Clark, K., Peters, S., & Tomlinson, M. (2005). The Determinants of lateness: Evidence from British Workers. *Scottish Journal Of Political Economy*, *52*(2). Retrieved from https://www.web.warwick.ac.uk/res2003/papers/ClarkK.pdf

Cooper, D., & Schindler, P. (2011). *Business research methods* (1st ed.). New York: McGraw-Hill/Irwin.

Diennazola, R., Listianingsih, W., Sinaro, S., & Palupi, I. (2013). agrina - inspirasi agribisnis indonesia. *Agrina-online.com*. Retrieved 29 May 2014, from http://www.agrina-online.com/redesign2.php?rid=7&aid=4640

Edrak, B., Fah, B., Gharleghi, B., & Seng, T. (2013). The Effectiveness of Intrinsic and Extrinsic Motivations: A Study of Malaysian Amway Company's Direct Sales Force. *International Journal Of Business And Social Science*, *4*(9). Retrieved from http://ijbssnet.com/journals/Vol_4_No_9_August_2013/8.pdf

Edwards, B., Bell, S., Arthur Jr. & Decuir, A. (2008). Relationships between facets of job satisfaction and task and contextual performance. *Applied Psychology: An International Review*, *57*(3), 441-465. doi:10.1111/j.1464-0597.2008.00328.x

Eskildsen, J., Kristensen, K. and Antvor, H. (2010). The relationship between job satisfaction and national culture. *The TQM Journal*, 22(4), pp.369--378.

Essays, UK. (November 2013). Possible Challenges Faced By Employee Relation In Banks Business Essay. Retrieved from http://www.ukessays.com/essays/business/possible-challenges-faced-by-employee-relation-in-banks-business-essay.php?cref=1.

Fugar, F. (2007). Frederick Herzberg's motivation-hygiene theory revisited: The concept and its applicability to clergy (A study of fulltime stipendiary clergy of the global evangelical church, Ghana.*Journal Of Science And Technology (Ghana)*, *27*(1), 119--130.

Ghozali, I. (2011). *Aplikasi Analisis MUltivariate dengan program IBM SPSS 19* (5th ed.). Semarang: Universitas Diponegoro.

Hussein, M. (2013). Krisis Mata Uang Rupiah 2013: Penyebab dan Dampaknya. *Indoprogress.com*. Retrieved 29 May 2014, from http://indoprogress.com/2013/09/krisis-mata-uang-rupiah-2013-penyebab-dan-dampaknya/

Ift.co.id,. (2013). Indonesia Finance Today - Charoen Terapkan Dua Strategi untuk Pertahankan Profitabilitas. Retrieved 29 May 2014, from http://www.ift.co.id/posts/charoen-terapkan-dua-strategi-untuk-pertahankan-profitabilitas

Inc.com,. (2014). Employee Reward and Recognition Systems. Retrieved 30 May 2014, from http://www.inc.com/encyclopedia/employee-reward-and-recognition-systems.html

Indexmundi.com,. (2014). Broiler Meat (Poultry) Production by Country in 1000 MT - Country Rankings. Retrieved 29 May 2014, from http://www.indexmundi.com/agriculture/?commodity=broiler-meat&graph=production

Ipotnews.com,. (2011). IPOT NEWS. Retrieved 29 May 2014, from https://www.ipotnews.com/m/article.php?jdl=Kinerja_Tiga_Emiten_Ternak_Tumbuh_Signifikan&level2=newsandopinion&level3=&level4=companynews&id=493703

Japfa Investor Summit Report. (2013) Retrieved 29 May 2014, from http://www.idx.co.id/Portals/0/StaticData/NewsAndAnnouncement/ANNOUNCEMENTSTOCK/From_EREP/201311/4dd55bda1b_de86e481c1.pdf

Karim, N. (2008). Investigating the Correlates and Predictors of Job Satisfaction among Malaysian Academic Librarians. *Malaysian Journal of Library \& Information Science*, *13*(2).

Kifle, T. and Desta, I. (2012). Gender differences in domains of job satisfaction: Evidence from doctoral graduates from Australian universities. *Economic Analysis and Policy*, 42(3), p.319.

Lind, D., Marchal, W., & Wathen, S. (2007). *Statistical Techniques in Business & Economics with Global Data Sets* (1st ed.). New York: McGraw-Hill Irwin.

Livestockreview,. (2011). Konsumsi Daging Unggas Masyarakat Indonesia Seharusnya Sudah Capai 15 kg/kapita/tahun. Retrieved 29 May 2014, from http://www.livestockreview.com/2011/10/konsumsi-daging-unggas-masyarakat-indonesia-seharusnya-sudah-capai-15-kgkapitatahun/

Livestockreview,. (2013). Daging Broiler Sumbang 84,4% Kebutuhan Daging Unggas Nasional. Retrieved 29 May 2014, from http://www.livestockreview.com/2013/05/daging-broiler-sumbang-844-kebutuhan-daging-unggas-nasional/

Managementstudyguide.com,. (2014). Herzbergs Two-Factor Theory of Motivation. Retrieved 29 May 2014, from http://www.managementstudyguide.com/herzbergs-theory-motivation.htm

McClave, J., Benson, P., & Sincich, T. (2005). *Statistics for Business and Economics* (1st ed.). Boston: Pearson.

Mishra, S. and Gupta, B. (2009). Work Place Motivators \& Employees' Satisfaction: A Study

of Retail Sector in India. *Indian Journal of Industrial Relations*, pp.509--519.

Mymajors.com,. (2014). Ship BrokerSkills and Knowledge. Retrieved 31 May 2014, from http://www.mymajors.com/career/ship-broker/skills/

Newbold, P., Carlson, W., & Thorne, B. (2010). *Statistics for business and economics* (1st ed.). Upper Saddle River, N.J.: Pearson.

Priyatno, D. (2012). *Cara Kilat Belajar Analisis Data dengan SPSS 20* (1st ed.). jakarta: Andi Publisher.

Pichler, F. and Wallace, C. (2009). What are the reasons for differences in job satisfaction across Europe? Individual, compositional, and institutional explanations. *European Sociological Review*, 25(5), pp.535--549.

Ruthankoon, R., & Ogunlana, S. (2003). Testing Herzberg's two-factor theory in the Thai construction industry. *Engineering, Construction, Architectural Management*, *10*(5), 333. Retrieved from http://search.proquest.com/docview/218684207/fulltextPDF/9E9EC0DB958348E4PQ/1?accountid=45762

Saleem, R., Mahmood, A., & Mahmood, A. (2010). Effect of work motitvation on job satisfaction in mobile telecommunication service organization in Pakistan. *International Journal Of Business And Management*, *5*(11). Retrieved from www.ccsenet.org/ijbm

Santosa, U. (2013). Japfa Bangun Pabrik Pakan Di Palu - kontan.co.id. *KONTAN*. Retrieved 29 May 2014, from http://industri.kontan.co.id/news/japfa-bangun-pabrik-pakan-di-palu

Sledge, S (2008). What role does culture play? A look at motivation and job satisfaction among hotel workers in Brazil. *The International Journal Of Human Resource Management*, *19*(9), 1667--1682.

Sommerfeldt, V. (2010). An identification of factors influencing police workplace motivation. *Queensland University of Technology*.

Sugiyono (2013).Statistika untuk Penelitian (1st ed., p. 71). Bandung.CV. Alfabeta

Surber, K. (2014). *Recognition for Sales People: The Motivation They Crave*. [online] blogs@Cisco - Cisco Blogs. Retrieved 1 Oct 2014, from http://blogs.cisco.com/partner/recognition-for-sales-people-the-motivation-they-crave/

Teck-Hong, T., & Waheed, A. (2011). Herzberg's Motivation-Hygiene Theory and Job Satisfaction in the Malaysian Retail Sector: The Mediating Effect of Love of Money. *Asian Academy Of Management Journal*, *16*(1).

UK Essays, A. (2014). Possible challenges faced by employee relation in banks. *Ukessays.com*.

Retrieved 30 May 2014, from http://www.ukessays.com/essays/business/possible-challenges-faced-by-employee-relation-in-banks-business-essay.php

Umar, A. (2011). Pengaruh Upah, Motivasi Kerja, dan Kepuasan Kerja terhadap Kinerja Pekerja pada Industri Manufaktur di Kota Makassar. *Jurnal Aplikasi Manajemen*, *10*(2). Retrieved from http://jurnaljam.ub.ac.id/index.php/jam/article/viewFile/432/472

Wan Yusoff, W., Kian, T., & Mohammed idris, M. (2013). Herzberg's two factor theory on work motivation: does it works for today's environment ?. *Global Journal Of Commerce & Management Perspective*,*2*(5), 18-22. Retrieved from http://www.gifre.org/admin/papers/gjcmp/herzbergs-2-5-gjcmp.pdf

Wiranti, D. (2014). Indonesia Finance Today - Charoen Pokphand Targetkan Pendapatan 2014 Naik 15%.*Ift.co.id*. Retrieved 29 May 2014, from http://www.ift.co.id/posts/charoen-pokphand-targetkan-pendapatan-2014-naik-15

Wiyanti, S. (2013). Charoen Pokphand: Krisis global bikin harga pakan ternak mahal | merdeka.com.*merdeka.com*. Retrieved 29 May 2014, from http://www.merdeka.com/uang/charoen-pokphand-krisis-global-bikin-harga-pakan-ternak-mahal.html

www.scribd.com,. (2012). *A Study of Job Satisfaction in Shipping Industry.* Retrieved 29 May 2014, from https://www.scribd.com/doc/172743021/A-study-of-job-satisfaction-amongst-shipbrokers-in-the-shipping-industry

www.indopos.co.id,. (2013). Setelah Cirebon, CPIN Akan Bangun Pabrik di Bali dan Padang - www.indopos.co.id. Retrieved 29 May 2014, from http://www.indopos.co.id/2013/10/setelah-cirebon-cpin-akan-bangun-pabrik-di-bali-dan-padang.html.

Zhu, Y. (2012). A Review of Job Satisfaction. *Asian Social Science,* 9(1), p.293.

Zoega, G. and Phelps, E. (2014). Job Satisfaction: The Effect of Capitalist and Corporatist Institutions. 1st ed. [ebook] p.28. Retrieved 30 May 2014, from http://capitalism.columbia.edu/files/ccs/CCSWP78_Zoega-Phelps1212.pdf