THE EFFECT OF WORK MOTIVATION TOWARD EMPLOYEE PERFORMANCE AT PT. PERMODALAN NASIONAL MADANI (PERSERO) JAKARTA

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ABSTRACT

Work motivation can be seen from the data and employee attendance employee delays the data in the company, judging by the attendance of data and delays the data of employees of PT. Permodalan Nasional Madani (Persero). From the Data Obtained can be said that the attendance and delay of employees of PT. Permodalan Nasional Madani (Persero) is fairly good in every month. As for measuring the performance of employees in this research, they have a Key Performance Indicator and, preliminary questionnaire. This research aims to know the condition of intrinsic motivation and extrinsic motivation PT. Permodalan Nasional Madani (Persero) Jakarta as well as influence the intrinsic motivation and extrinsic motivation to the employee performance. The approach to this research is quantitative with the type of descriptive research using IBM SPSS 20. While the method of analysis used is multiple linear regression. Method of collecting the data through the dissemination of questionnaires using sample 272 employees. The sampling method uses probability sampling technique while sampling technique uses simple random sampling. The results of the study proved that the motivation of intrinsic partially work has a significant influence on employee performance, while the extrinsic motivation of work has no significant influence on the employee's performance. Also, the results proved that the motivation of intrinsic work and motivation of extrinsic work have a simultaneous influence on the employee's performance. It is hoped that Researchers can then use other variables such as organizational culture, job satisfaction, and employee commitment. To know other aspects not addressed in this research and can also use other research methods such as path analysis and SEM analysis. Advice for companies to provide creativity training that aims to provide opportunities for its employees to bring out the idea of the free as rational as possible.

Keywords: Work motivation, intrinsic motivation, extrinsic motivation, employee performance.

1. Introduction

Basically, any company that has established the objectives expected in the future will experience rapid growth in its business scope set out in the vision and mission of an organization or company, not the exception PT. Permodalan Nasional Madani (Persero). PT. Permodalan Nasional Madani (Persero) is a company engaged in the financing of non-bank finance. SMEs as well as spearhead the Indonesian economy, Small-medium enterprises (SMEs) as an important pillar of the Indonesian economy in the era of the ASEAN Economic Community (AEC). According
to Sari (2014), the number of SMEs in Indonesia is the biggest compared to other countries in Southeast Asia. Then, the percentage in ASEAN, 96% of businesses in Indonesia engaged in the SME sector with a contribution to GDP by 30-57 percent.

Human resources with high performance will help the company achieve its objectives, and the company can produce high performance (Wulandari et al., 2012). According to studies conducted in Malaysia by Awadh & Saad (2013) says that performance is influenced by the organizational culture of the company. According to studies conducted in Kenya by Nawoseing’ollan & Russel (2017) states that the performance can be influenced by the leadership because leaders allow employees to work the way they believe (Ramdhani et al., 2017). According to a study conducted in Taiwan by Pang & Lu (2017), says that the performance can be affected by motivation and employee satisfaction.

Microfinance business PT. Permodalan Nasional Madani (Persero) has received positive responses in various parts of Indonesia, following the increase of the number of customers since its launch in 2015, Mekaar program has helped many disadvantaged families in Indonesia by providing interest-free loans for mothers who want to entrepreneurship. The number of customers also increased approximately 400 thousand people out of a total of 4.057 customers' initial customers to 4.42 million customers as of end of March 2019 (Cakti, 2019). As said by the Ministry of Industry through its official website kempeerin.go.id, the Ministry of Industry projecting the manpower requirements in the industrial sector will rise above 8% in 2035 (Ministry of Industri, 2019) high labor requirement is in line with the entry of a number of investments in Indonesia and the government intensified efforts to expand in the country industry, both in order to meet domestic and export markets. However, in addition to the fulfillment of the quantity, which is also important is the creation of quality human resources (HR) according to the current needs of the industrial world (Anggraeni, 2019).

Motivation alone can serve as one of the factors that may affect the performance of the employee, as according to the results of research conducted by Heri & Warso (2016), say that intrinsic motivation positive and significant effect on the performance of employees, extrinsic motivation and a significant positive effect on employee performance. While Jannah (2017), concluded that intrinsic motivation does not have a positive and significant impact on the performance of employees, extrinsic motivation does not have a positive and significant influence on employee performance. Own motivation levels can be measured with a delay table and table presence, employee attendance table PT. Permodalan Nasional Madani (Persero) can be seen as at Table 1.

| No. | Month    | Number of Employees Comes Late |
|-----|----------|-------------------------------|
| 1.  | January  | 15 Employees                  |
| 2.  | February | 35 Employees                  |
| 3.  | March    | 30 Employees                  |
| 4.  | April    | 20 Employees                  |
| 5.  | May      | 40 Employees                  |
| 6.  | June     | 25 Employees                  |

Based on Table 1 describes the number of delay of the total 844 employees at PT. Permodalan Nasional Madani (Persero) is less than half the employees who arrive late every month, the highest number of delay occurred in April as many as 20 employees out of a total of
488 employees who arrive late every month. PT. The National Capital Madani also tolerate delays for 150 minutes each month, if the delay tolerance timed delay, then the employee be sanctioned by cutting salaries or compensation.

| Months | Permission | Sick | Travel Service | Total |
|--------|------------|------|----------------|-------|
| January| 3          | 6    | 5              | 14    |
| February| 4        | 7    | 9              | 20    |
| March  | 6          | 7    | 14             | 27    |
| April  | 5          | 9    | 5              | 19    |
| May    | 5          | 8    | 4              | 17    |
| June   | 0          | 6    | 3              | 9     |

Table 2. Employee attendance

Table 2 above make clear that in the period January - June 2019 PT. Permodalan Nasional Madani (Persero) indicates the level of absenteeism volatile or unstable. Tolerance attendance provided by the company to its employees in a period of 1 year only allowed off work for 12 days, the tolerance applies only to full-time employees who have worked for one year more. As for the new employees with tenure less than 6 months, the Company does not tolerate time off from work permit to the employee, while the employee with service period has been more than 6 months of employment be tolerated during the 6 days off work.

In addition to motivation which is owned by the employees, the employees of PT Permodalan Nasional Madani (Persero) also must have performed in line with what the company expected. Assessment of performance in PT. Permodalan Nasional Madani (Persero) using assessment indicators such as KPI (Key Performance Indicator).

KPI No PT. Permodalan Nasional Madani (Persero) has 4 different perspectives and includes key result of different areas. Financial perspective discussing the budget making perdivisi required, external perspective to establish communication with external companies. Internal perspective to establish communication with the company's internal perspective of Information Technology to discuss the needs that should be available within the existing divisions.

Of the four perspectives that exist PT. Permodalan Nasional Madani (Persero) provides assessment targets to be achieved by each employee. Of the target given by the company, not all can meet the targets assessment perspective. As Perspective Information & Technology decreased by 5% ratings from 2018 to 2019. While a stable external perspective only not decreased and the increase in ratings in 2018 and 2019.

2. Literature Review

2.1 Work Motivation

According to Solihin (2014), work motivation is the effect experienced relationship between the employees affected by the situation that happened, so motivation will vary depending on his situation. According to Herzberg in Adawiyah (2019) states that the motivation factor has 2 different assessment, Herzberg states that motivation is divided into two, namely intrinsic motivation and extrinsic motivation.

2.2 Intrinsic Motivation

Intrinsic motivation is motivation arising from within oneself, according Handoko (2011) intrinsic motivation is motivation to work in the absence of external stimuli. While Intrinsic factor
is not likely to lead to dissatisfaction. In intrinsic motivation, there are several indicators that can be used as a statement of research, such as recognition, work itself, Opportunities for advancements, Professional Growth Opportunities, Responsibility, Good Feeling about Organization and Clarity of mission (Smerek & Peterson, 2007; Petrovska et al., 2014).

2.3 Extrinsic Motivation
Extrinsic motivation According to Herzberg in Adawiyah (2019), defined as the motivation that comes from outside oneself, or the motivation arises from the circumstances surrounding environment, as of the working environment and working conditions It was to encourage employees to have a strong motivation in build morale. In extrinsic motivation, there are several indicators that can be used as a statement of research, such as Senior Effective Management, Effective Supervisor, Good Relationships with co-workers, with Salary Satisfaction, Satisfaction with Benefits Presence of Core Values (Smerek & Peterson, 2007; Petrovska et al., 2014).

2.4 Employee Performance
Employee performance is defined by Mangkunagara (2013), as a result of the quality and quantity obtained by an employee in doing the job duties and the corresponding upper responsibilities given to him. In extrinsic motivation, there are several indicators that can be used as a statement of such research, quality of work, quantity of work, implementation of the tasks, responsibilities.

Based on literature above. The framework used in this study is illustrated in Figure 1. There are three hypotheses that can be formulated as follows:

H₁: Intrinsic Work Motivation has a positive and significant impact on the performance of employees of PT. Permodalan Nasional Madani (Persero) Jakarta
H₂: Extrinsic Work motivation has a positive and significant effect on the performance of employees of PT. Permodalan Nasional Madani (Persero) Jakarta
H₃: Work Motivation Intrinsic and extrinsic work motivation simultaneously have a positive and significant impact on Employee Performance PT. Permodalan Nasional Madani (Persero) Jakarta
Intrinsic Work Motivation:
1. Recognition (Recognition)
2. Work Itself (Work alone)
3. Opportunity for Advancement (Opportunity progress)
4. Professional Growth Opportunities
5. Responsibility (Responsible)
6. Good Feeling About Organization (Feeling good about the organization)
7. Clarity of Mission

Source: Smerek & Peterson (2007); Petrovska et al. (2014)

Extrinsic Work Motivation:
1. Effective senior management
2. Effective supervisor
3. Good relationship w/ co-workers
4. Satisfaction with salary
5. Satisfaction with benefits
6. Presence of core values

Source: Smerek & Peterson (2007); Petrovska et al. (2014)

Employee Performance
1. Work quality
2. Quantity of Work
3. Duties
4. Responsible

Source: Aryana & TJ (2017)

Figure 1. Research Framework
Processed by researchers, 2019
3. Research Methodology

3.1 Analysis Techniques

Data analysis techniques used in this research using descriptive analysis techniques. Descriptive analysis is an analysis that describes the characteristics of the data. According to said the descriptive research is a type of research that provide a description of a problem or a specific situation without any treatment of the object on conscientious as well as naturally occurring in the field

3.2 Measurement

Questionnaire to measure three variables in this study consisted of 67 questions including 31 items of questions to measure intrinsic motivation variable (X₁), 18 items of questions to measure variables extrinsic motivation (X₂) and 18 items of questions for the variable employee performance (Y). The scale in this study consisted of 4 Likert scale, which is 4 (Strongly Agree), 3 (Agree), 2 (Disagree), 1 (Strongly Disagree). In this study, using a reliability test using Cronbach's Alpha value generated 0.958 for the variable (X₁) intrinsic motivation, while the value of Cronbach's Alpha for the variable (X₂) motivation extrinsic amounted to 0.937, and the value of Cronbach's Alpha for the variable (Y) the performance of employees amounted to 0.832. In the author data processing using IBM SPSS 20. Based on some explanation regarding the statement indicator that has been discussed, in this study researchers used indicators following statement:

| Dimension               | Statement                                                                 |
|-------------------------|---------------------------------------------------------------------------|
| **Recognition**         | Expression of thanks and appreciation are common in my division            |
|                         | My contribution appreciated by members of my division                    |
|                         | My job are well recognized by peers                                       |
|                         | I have received recognition for doing something good                      |
|                         | My contribution appreciated by others                                     |
|                         | I got a confession every time I do something extraordinary                |
| **Working Alone**       | My job gives me a sense of achievement                                     |
|                         | I enjoy the work I do                                                     |
|                         | My job produces something new for the company                             |
|                         | I made a difference in my division                                        |
|                         | I’m very suitable for this job                                            |
|                         | My job interesting                                                       |
| **Opportunities for Advancements** | I understand what companies need to do to get ahead in the job I            |
|                         | Progress and growing opportunities exist in my division                   |
|                         | Information on jobs available to employees                                |
|                         | Internal candidates receive a fair chance to fill the top positions in the Management of the company |
| **Professional Growth opportunities** | My boss told me about the opportunity for promotion                        |
|                         | My coworkers supports my professional development                         |
|                         | I had the opportunity to develop my career in working                     |
| **Responsibility**      | My opinion is considered by my colleagues                                 |
|                         | I am in control of the work I do                                          |
|                         | My workplace provides a sense of comfort for work                         |
|                         | I finished my work independently without the help of my colleague         |
### Table 4. Questionnaire Design of Extrinsic Motivation

| Dimension                | Statement                                                                 |
|--------------------------|---------------------------------------------------------------------------|
| **Good Feeling About Organization** | I am very committed to the organization                                   |
|                          | I always say that I work in a great place                                 |
|                          | I really like to discuss with my colleagues division                      |
|                          | I Concerned about the future of my place of work                          |
| **Clarity of Mission**   | I know how to contribute to the company                                    |
|                          | The work of each employee is set by the company                           |
|                          | I really understand the purpose of that is in my division                 |
|                          | I know what is desired by the company                                     |

Source: Petrovska et al. (2014); Smerek & Peterson (2007)

### Table 5. Questionnaire Design of Employee Performance

| Dimension            | Statement                                                                 |
|----------------------|---------------------------------------------------------------------------|
| **Work quality**     | I am very careful in doing any work                                       |
|                      | I do the work in accordance with the standards applied                    |
|                      | I have always worked hard to finish the job                               |
|                      | I am very careful in doing the work presented                             |
| **quantity of Work** | I always do the work in accordance with the planned target                |
|                      | I never failed to appear without a clear explanation                      |
|                      | I’m always on time in completing the work                                 |
|                      | I always come on time                                                     |
|                      | I really minimize errors in the work                                      |
| **Duties**           | I want to gain new experience in working                                  |
|                      | I really understand the work I do                                         |
|                      | I felt it was effective and efficient in doing the job                    |
|                      | I’m already an expert in performing tasks in the field                    |
| **Responsible**      | I always abide by and adhere to the rules                                  |
|                      | I strongly maintain the good name of the company I work                    |

Source: Petrovska et al. (2014); Smerek & Peterson (2007)
4. Results and Discussion

4.1 Results

This research was conducted at PT. Permodalan Nasional Madani (Persero) Jakarta. Population with 844 employees and a sample in this study amounted to 272 employees who are expected to represent the population. Data obtained through questionnaires distributed through the method of sampling using probability sampling while sampling technique using simple random sampling technique (Simple Random Side). Demographic details are exposed in Table 6.

| Demographic factors | Classification | Number of Respondents | % |
|---------------------|----------------|-----------------------|---|
| Gender              | Male           | 36                    | 13.2 |
|                     | woman          | 236                   | 86.8 |
| Age                 | 20-30 Years    | 224                   | 82.4 |
|                     | 31-35 Years    | 27                    | 9.9  |
|                     | 36-40 Years    | 16                    | 5.9  |
|                     | > 40 Years     | 5                     | 1.8  |
| Length of work      | <1 Year        | 93                    | 34.2 |
|                     | 1-3 Years      | 124                   | 45.6 |
|                     | 3-5 Years      | 24                    | 8.8  |
|                     | 5-10 Years     | 17                    | 6.3  |
|                     | > 10 Years     | 14                    | 5.1  |

There are several steps that must be performed, such as test the classical assumption of normality test, and heteroskedastic test. The results show that only the first classical assumption of normality test and the value obtained for amounted to 0.260. When linked with (Sunyoto, 2012) that the data is normally distributed if the significance of > 0.05, then the data that has been processed by the authors to have passed the test of normality In accordance with the results obtained in the amount of 0.260, which means > 0.05, data obtained can be passed the test for normality of the variables or data that has been processed normally distributed. The regression equation in this study was to determine how much influence the independent variable is the motivation to work (X) consisting of Intrinsic Motivation dimension (X₁), and extrinsic motivation (X₂) on the dependent variable employee performance (Y).

| Coefficientsa | Model | B   | Beta | Sig |
|---------------|-------|-----|------|-----|
| 1 (Constant)  | 33.738|     |      | 0.000|
| Intrinsic Motivation | 0.237 | .434 | 0.000|
| extrinsic motivation | 0.152 | 0.171 | 0.55 |

Table 7. Multiple Linear Regression

Source: Processed using SPSS 20 (2019)
From the results of regression analysis multiple regression equation as follows:

\[ Y = 33.738 + 0.237X_1 + 0.152X_2 \]

Based on the regression equation, it can be explained that:

1) The constant value of 33.738 can be defined when the Intrinsic motivation and extrinsic motivation is treated as zero, then the variable performance 33.738 employees will increase.

2) The value of the beta coefficient on the variable intrinsic motivation of 0.237, meaning that any changes in the variables of motivation Intrinsic \((X_1)\) of the unit will result in changes in the value of the employee's performance amounted to 0.237 units, an increase of one unit in the variable intrinsic motivation will degrade the performance of employees amounted to 0.237 units, conversely a decrease of one unit in the variable intrinsic motivation will improve the performance of employees is 0.237.

3) The value of the coefficients beta motivation variable extrinsic amounted to 0.152, meaning that any changes in the variables of motivation extrinsic \((X_2)\) is a unit of eating will lead to changes in the value of the employee's performance amounted to 0.152 units, an increase of one unit on the motivation variable extrinsic would degrade the performance of employees amounted to 0.152 units, conversely a decrease of one unit on extrinsic motivation variables will improve the performance of employees is 0.152.

In Table 8 are the results to see how the contribution of independent variable to dependent variable in this study. \(R^2\) obtained was 0.307, while the coefficient of determination can be calculated by squaring the value of R is 0.5542 then multiplied by 100% and the result was 30.6%. This shows that the independent variable, intrinsic motivation \((X_1)\) and extrinsic motivation \((X_2)\) have an influence on the dependent variable Employee Performance \((Y)\) of 30.6% and the remaining 69.4% is influenced by other variables not examined in this study.

| Model | \(R\) | \(R^2\) | Adjusted \(R^2\) | Std. Error of the Estimate |
|-------|-------|--------|----------------|---------------------------|
| 1     | 0.5542| 0.307  | 0.302          | 5.941                     |

a. Predictors: (Constant), extrinsic motivation, Intrinsic Motivation

Source: Processed using SPSS 20 (2019)

Table 9 shows that results whether the relationship between both independent and dependent variables have significant relationships simultaneously. Based on the, it can be concluded that F calculation 69.683 and F table = n (K + 1) = 272- (2 + 1) = 269 at 3.029. This means F calculation > F table is 69.683 > 3.029. At the level of 5% error can be concluded that the H0 is rejected and Ha accepted. This means that the intrinsic motivation and extrinsic motivation simultaneously significant effect on employee performance.

| Model | Sum of Squares | df  | Mean Square | F    | Sig.  |
|-------|----------------|-----|-------------|------|-------|
| 1     | Regression     | 2   | 5017.187    | 69.683| 0.000 |
|       | residual       | 269 | 72,000      |      |       |
|       | Total          | 271 |             |      |       |

Source: Processed using SPSS 20 (2019)
Table 10 shows the results whether the relationship between both independent and dependent variables had partial significant. Influence intrinsic motivation on employee performance amounted to 4.891 with significant value 0.000. The value of t calculation is greater than t table is 4.891 > 3.029. And it can be concluded that: H<sub>0</sub> is rejected and H<sub>a</sub> accepted, meaning that intrinsic motivation has a significant effect on the performance of employees of PT. Permodalan Nasional Madani (Persero) Jakarta. While the influence of extrinsic motivation on employee performance amounted to 1.926 with a significance value of 0.55, the value of t is smaller than t table is 1.304 <3.029. And it can be concluded that H<sub>0</sub> is accepted and H<sub>a</sub> is rejected, extrinsic work motivation means no significant effect on the performance of employees of PT. Permodalan Nasional Madani (Persero) Jakarta.

| Model          | Coefficients Unstandardized | Standardized Coefficients | t     | Sig. |
|----------------|-----------------------------|---------------------------|-------|------|
| (Constant)     | 33.738                      |                           | 11.617| 0.000|
| Intrinsic Motivation | 0.237                      | .434                      | 4.891 | 0.000|
| Extrinsic Motivation | 0.152                      | 0.171                     | 1.926 | 0.55 |

Source: Processed using SPSS 20 (2019)

4.2 Discussion

The results of the research that has been described in the previous section, and has been demonstrated that intrinsic motivation is partially positive significant effect on the performance of employees of PT. Permodalan Nasional Madani (Persero), whereas extrinsic motivation is partially no effect on the performance of employees of PT. Permodalan Nasional Madani (Persero). This study is consistent with previous research conducted by Jannah (2017) which states that the Partially, intrinsic motivation significantly influence employee performance, whereas extrinsic motivation has no significant effect on employee performance. While simultaneously intrinsic motivation and extrinsic motivation to work simultaneously significant effect on the performance of employees at PT. Permodalan Nasional Madani (Persero). This study is consistent with previous research conducted by Maulana & Mayoan (2015) which explains that intrinsic motivation, extrinsic motivation and organizational commitment simultaneously provide simultaneous effect of the change in employee performance.

5. Conclusions and Suggestions

5.1 Conclusion

The level of intrinsic motivation at PT. Permodalan Nasional Madani (Persero) is in the category of a high level of extrinsic motivation in PT. Permodalan Nasional Madani (Persero) is in the high category. means employees of PT. Permodalan Nasional Madani (Persero) have the motivation that comes from outside ourselves employee charter, level of performance of employees at PT. Permodalan Nasional Madani (Persero) are at very high category. means employees of PT. Permodalan Nasional Madani (Persero) has a very high performance of the organization.
Work motivation intrinsic and extrinsic motivation to work simultaneously significant and positive impact on the performance of employees of PT. Permodalan Nasional Madani (Persero). Intrinsic motivation to work a significant effect on the performance of employees of PT. Permodalan Nasional Madani (Persero). Extrinsic work motivation has no significant effect on the performance of employees of PT. Permodalan Nasional Madani (Persero).

5.2 Suggestions

The theoretical aspect that the authors give in this study are expected to contribute as well as benefit to develop scientific research in the field of human resource management of her special organizational behavior. Further research is expected to be able to use other variables such as organizational culture, job satisfaction, and employee commitment are not addressed in this study. In addition, researchers can then use other methods such as using path analysis and SEM analysis method. Suggestions for the company to deliver creativity training which aims to provide opportunities for employees to bring ideas as freely as possible rational.

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