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**ANALYZING FACTORS THAT DRIVE EMPLOYEE PRODUCTIVITY ( CASE STUDY OF PT. BANK SULUTGO MAIN OFFICE MANADO )****MENGANALISA FAKTOR-FAKTOR YANG MENDORONG PRODUKTIVITAS KARYAWAN ( STUDI KASUS DI PT. BANK SULUTGO CABANG UTAMA MANADO )**

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**Abstract:** Employee is an important aspect that determines the success of a company to become more competitive in global business environment. This research aims to analyze the factors that drive employee productivity in main office of PT. Bank SulutGo Manado. This is a quantitative descriptive research and used factor analysis as the measurement tool. The sample size of this research is 100 respondents who worked in PT. Bank SulutGo Main Office Manado. Convenience sampling was used by collecting data through questionnaire. The result revealed that There are three most dominant out of twenty factors. There are Manager Attitude, Leadership, and Role Congruity. These three factors are most dominant from twenty factors that has been tested, which are Experience, Employee Satisfaction, Work Environment, Work Processes, Employee Welfare, Employee Performance, Motivation, Salary, Incentive, Rewards, Manager Attitude, Supervisor Support, Leadership, Skill, Career Development, Role Congruity, Work Discipline, Job Aids, Performance Feedback, and Goal Setting) of employee productivity in PT. Bank SulutGo, which are Manager Attitude, Leadership and Role Congruity. Based on communality test, the highest value is Manager Attitude, followed by Leadership and Role Congruity.

**Keywords:** *employee productivity, factor analysis*

**Abstrak:** *Karyawan merupakan aspek penting yang menentukan keberhasilan suatu perusahaan untuk menjadi lebih kompetitif dalam lingkungan bisnis global. Penelitian ini bertujuan untuk menganalisis faktor - faktor yang mendorong produktivitas karyawan di PT. Bank SulutGo Cabang Utama Manado. Ini adalah penelitian deskriptif kuantitatif dan analisis faktor yang digunakan sebagai alat ukur. Ukuran sampel dari penelitian ini adalah 100 responden yang bekerja di PT. Bank SulutGo Cabang Utama Manado. Convenience sampling digunakan dengan mengumpulkan data melalui kuesioner. Hasilnya menunjukkan bahwa ada tiga faktor yang paling dominan dari dua puluh faktor. Ada Sikap Pimpinan, Kepemimpinan, and Fasilitas Penunjang Kerja. Ketiga faktor ini paling dominan dari dua puluh faktor yang telah diuji, yaitu Pengalaman, Kepuasan Karyawan, Lingkungan Kerja, Proses Kerja, Kesejahteraan Karyawan, Kinerja Karyawan, Motivasi, Gaji, Insentif, Imbalan, Sikap Pimpinan, Dukungan Supervisor, Kepemimpinan, Ketrampilan, Pengembangan Karir, Fasilitas Penunjang Kerja, Disiplin Kerja, Sarana Kerja, Peninjauan Perusahaan, dan Pengaturan Pencapaian produktivitas karyawan di PT. Bank SulutGo, yaitu Manager Attitude, Leadership and Role Congruity. Berdasarkan uji komunalitas, nilai tertinggi adalah Manager Attitude, diikuti oleh Leadership and Role Congruity.*

**Kata Kunci:** *produktivitas karyawan, faktor analisa*

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## INTRODUCTION

### Research Background

Employee is an important aspect that determines the success of a company to become more competitive in global business environment. Recently, most of companies required highly talented and skilled employee in line with providing high quality products to their customers. In terms of employee perception, the amount of feedbacks like salary, recognition, and job satisfaction will enhance the productivity and do create more job motivations.

Working in a group means problem solve which this important to role of people who are motivated by creative work method, the work method must be efficient so the conclusion can achieved. If management never responding and lead the employee personally it is doesn't work. In this case the social environment influence employee motivation because there will be always people who is arguing and asking for more detail information. Organizational development usually can be expense reduction. Motivation has become the most concern in today's organization, and trying to Maslow's basic needs.

Bank of North Sulawesi is a regional bank that was so popular and in such high demand in North Sulawesi. However, Bank of North Sulawesi has not been so well-known in the eyes of the national community. The researcher chose North Sulawesi Bank Jakarta Branch to be a place of practical work and a place of research in preparation of the thesis because the author is interested to investigate employee productivity that influences the company productivity. The purpose of the opening of the branch office is to enhance the public image of national.

### Research Objective

To analyze the factors that drive employee productivity in main office of PT. Bank SulutGo Manado.

## THEORETICAL FRAMEWORK

### Human Resources Management

According to Byars & Rue (2006), Human Resource is a system of activities and strategies that focuses on successfully managing employees at all levels of an organization to achieve organizational goals. Employees are the human resources of an organization and it important asset which the organization must to make employee productivity for achieve the goals.

### Employee Productivity

An organization is able to achieve its goal through and with the help of its employees. It is only possible if the organization can motivate the Employees, because motivated Employees creates the beautiful present and the Productive Future of any Organization. Victor H. Vroom (1964) said two expectations which are Efforts lead to performance and Performance leads to Rewards.

### Experience

Kolb's Experiential Learning Theory (Kolb, 1984) defines experiential learning as the process whereby knowledge is created through the transformation of experience.

### Employee Satisfaction

Employee satisfaction is typically measured using an employee satisfaction survey. These surveys address topics such as compensation, workload, perceptions of management, flexibility, teamwork, resources, etc. These things are all important to companies who want to keep their employees happy and reduce turnover, but employee satisfaction is only a part of the overall solution. With the understanding of cultural diversity the company can construct successful strategies, management styles, and keep the employees motivated and satisfied (Spector, 1997).

### Work Environment

A work environment is any location in which people perform work for money. In most cases, this term applies to locations such as offices or stores. In these cases, workers travel to the location, do their work and

then go home. Organizational work environment which favors a service climate can lead to behaviors and attitudes in employees which in turn in higher value and better results (e.g. Deshpandé et al.,1993; Lytle and Timmerman, 2006; Walker, 2007)

### **Work Process**

Work in process requires storage space, represents bound capital not available for investment and carries an inherent risk of earlier expiration of shelf life of the products. The organization should find out tools what motivates its employees and has set up formal and informal structures for employees that behave in the way required. Process work simplifies this discussion by using a very basic definition wherein consciousness is the “awareness of proprioceptive body signals, fantasies, and dream material” and also includes awareness of each other channels (Mindell, 1982).

### **Employee Welfare**

Employee welfare is a term including various services, benefits and facilities offered to employees by the employers. Welfare means faring and doing well. It is a comprehensive term and refers to the physical mental, moral and emotional well-being of an individual (Aswathappa, 2003:356-360)

### **Employee Performance**

It encompasses behaviors such as assembling parts of a car engine, selling personal computers, teaching basic reading skills to elementary school children, or performing heart surgery. Not every behavior is subsumed under the performance concept, but only behavior which is relevant for the organizational goals: “Performance is what the organization hires one to do, and do well” (Campbell, McCloy, Oppler and Sager 1993).

### **Motivation**

Motivation refers to “the reasons underlying behavior” (Guay, Chanal, Ratelle, Marsh, Larose and Boivin, 2010).

### **Salary**

The employees who are at lower levels of organizations salary packages normally have high probability of promotions further the rate of promotions is also comparatively speedy and motivation level of these employees can easily be increased by salary increase e.g. the individuals who are at lower range of salary get promotions and salary increase comparatively early ( Gibbs and Hendricks, 2004 ).

### **Incentive**

(Palmer, 2012: 35) defines incentives as the external temptations and encouraging factors that lead the individual to work harder; they are given due to the individual's excellent performance since he will work harder and produce more effectively when he feels satisfied in the institution.

### **Rewards**

The Word rewards state the benefits that workers receive from their jobs (Kalleberg 1977, Mottaz 1988), and significant elements of employee job attitudes such as organizational commitment, motivation and job satisfaction (Steers and Porter 1991).

### **Managers Attitude**

Allport (1935) defined an attitude as a mental or neural state of readiness, organized through experience, exerting a directive or dynamic influence on the individual's response to all objects and situations to which it is related.

### **Supervisor Support**

Supervisor support is a very crucial concept in any organization. Supervisor support is usually more effective and efficient in decentralized organization than in the centralized one. Where the organizational climate is friendly, the supervisor's support is higher because the supervisor is given free hand to exercise the authority vested upon him (Powell, 2011).

**Leadership**

Leadership is about making choices (Kouzes and Posner, 2003). Choice is a binary action that divides options into two sets, the desired and the undesired ones, according to a higher principle or value (Rawls, 1999).

**Skill**

Katz (1955) identified three categories of skills needed by leaders: technical skills, human skills, and conceptual skills.

**Career Development**

The underlying theories of career development provide assumptions about factors involved in vocational development. They provide platform in which various tasks that will fast track the development of one's career a reality. Some of these variables include; skills, experience, promotion, values, recognition and reward (Mishra and Sachan, 2012).

**Work Discipline**

Discipline or the more or less regulated conformity to generally acceptable behavioral conduct whether in the private or public educational institutions is concerned with rights, but every right has correlative duty. Within the last few years, it has become very clear that principles and concept that were once regarded as sacrosanct are now being challenged. This is because, our educational systems where these principles and concepts are applied is changing more rapidly than any other time in the history education of education. (Ezeocha, 1999).

**Job Aids**

Rolloos (1997) defined the productivity as, "productivity is that which people can produce with the least effort". The work environment is set up so that templates, guides, models, checklists and other such workplace aids are readily available to help minimize error rates and customer dissatisfaction (Chandrasekar, 2011).

**Role Congruity**

Each employee has a role in the organization. The productivity of the work is affected because the people were unhappy with the role they are playing. These roles are explained in Job Descriptions forms in a formal way. Employees' roles and task should be allocated consistently by his / her supervisor (Chandrasekar, 2011) which is defined as role congruity.

**Performance Feedback**

Performance Feedback is an information exchange and conflict resolution process between the employee and supervisor. While the supervisor gives his/her feedback and requirements, the employee enables to give his/her feedback regarding his/her requirements. Although this process is formal, it could be managed informally by gaining closer relations for two sides (Chandrasekar, 2011).

**Goal Setting**

Goal setting is an important tool to attract motivation of the employee. There are two important purposes of goals in organizations are to guide the behaviour of individuals and to motivate them to perform at higher levels of effectiveness (Richards, 1978).

**Previous Research**

This research uses three articles to complete this research which are Impact of workplace quality on employee's productivity: Case study of a Bank in Turkey by Demet Leblebici (2012), Effect of Motivation on Employee Productivity: A Study of Manufacturing Companies in Nnewi by Chukwuma. Edwin Maduka and Dr Obiefuna Okafor (2014), Factors Affecting the Performance of Employee at Work Place in the Banking Sector of Pakistan by Rashid Saeed, et al.

## Conceptual Framework

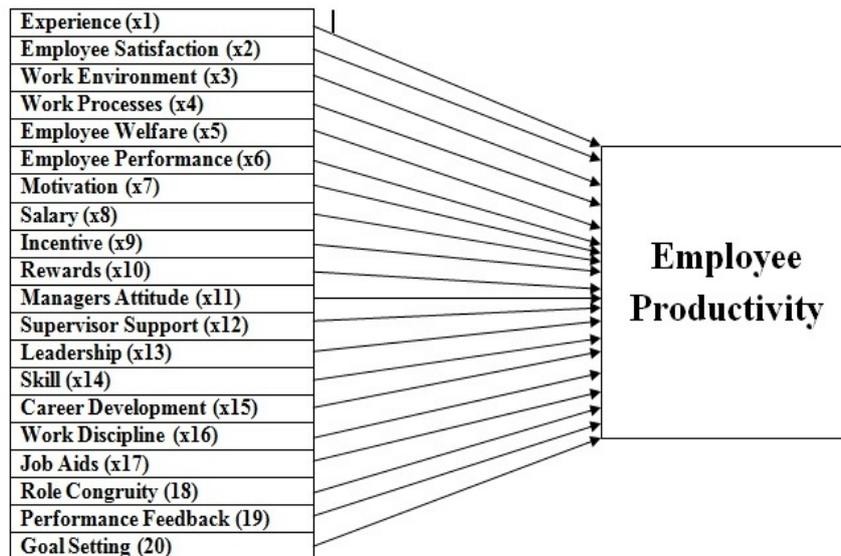


Figure 1. Conceptual Framework

## RESEARCH METHOD

### Type of Research

The type of this research is descriptive research with quantitative approach. The method used in this research is Factor Analysis

### Place and Time of Research

This research was conducted in Manado from July to December 2017.

### Population and Sample

Population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate (Sekaran and Bougie, 2009). The population of this research is all employees in PT. Bank SulutGo Main Office Manado. The sample size of this research is 100 and used convenience sampling.

### Data Collection Method

Primary data is the data obtained directly from the original source, specifically the primary collected by researchers to answer the research questions. The researcher collected the primary data from the result of questionnaire. The questionnaires are distributed to respondents through the internet so they can respond directly on the online questionnaires.

### Data Analysis Method

#### Validity and Reliability

Validity test used to measure the validity of the questionnaire. To analyze that, Pearson Product Moment was used. If probability of correlation is less than 0.05 (5%) then the research instrument is considered valid. This reliability test in this research used Alpha Cronbach. If Alpha is less than 0.6 then it is unreliable.

### Factor Analysis

Factor analysis is a class of procedures primarily used for data reduction and summarization (Malhotra, 1999). Factor is a linear combination of the original variable. Factor also represents the underlying dimensions (construct) that summarize or account for the original set of observed variables (Hair, 1992).

**RESULT AND DISCUSSION****Reliability Test and Validity Test**

Table 1 shows that the significant value for every statement is  $< \alpha$ , which is 0.05 so, it can be conclude that all statements are valid. The value of Alpha Cronbach for every statement is  $> 0.6$  so, it can be conclude that all statements are reliable.

**Table 1. Reliability Test and Validity Test**

| Variable              | Statement | Sig.  | Status | Cronbach's Alpha | Status   |
|-----------------------|-----------|-------|--------|------------------|----------|
| Employee Productivity | X1.1      | 0.000 | Valid  | .818             | Reliable |
|                       | X1.2      | 0.000 | Valid  |                  | Reliable |
|                       | X1.3      | 0.000 | Valid  |                  | Reliable |
| Experience            | X1.1      | 0.000 | Valid  | .833             | Reliable |
|                       | X1.2      | 0.000 | Valid  |                  | Reliable |
|                       | X1.3      | 0.000 | Valid  |                  | Reliable |
| Employee Satisfaction | X1.1      | 0.000 | Valid  | .825             | Reliable |
|                       | X1.2      | 0.000 | Valid  |                  | Reliable |
|                       | X1.3      | 0.000 | Valid  |                  | Reliable |
| Work Environment      | X1.1      | 0.000 | Valid  | .826             | Reliable |
|                       | X1.2      | 0.000 | Valid  |                  | Reliable |
|                       | X1.3      | 0.000 | Valid  |                  | Reliable |
| Work Processes        | X1.1      | 0.000 | Valid  | .840             | Reliable |
|                       | X1.2      | 0.000 | Valid  |                  | Reliable |
|                       | X1.3      | 0.000 | Valid  |                  | Reliable |
| Employee Welfare      | X1.1      | 0.000 | Valid  | .829             | Reliable |
|                       | X1.2      | 0.000 | Valid  |                  | Reliable |
|                       | X1.3      | 0.000 | Valid  |                  | Reliable |
| Employee Performance  | X1.1      | 0.000 | Valid  | .838             | Reliable |
|                       | X1.2      | 0.000 | Valid  |                  | Reliable |
|                       | X1.3      | 0.000 | Valid  |                  | Reliable |
| Motivation            | X1.1      | 0.000 | Valid  | .833             | Reliable |
|                       | X1.2      | 0.000 | Valid  |                  | Reliable |
|                       | X1.3      | 0.000 | Valid  |                  | Reliable |
| Salary                | X1.1      | 0.000 | Valid  | .826             | Reliable |
|                       | X1.2      | 0.000 | Valid  |                  | Reliable |
|                       | X1.3      | 0.000 | Valid  |                  | Reliable |
| Incentive             | X1.1      | 0.000 | Valid  | .849             | Reliable |
|                       | X1.2      | 0.000 | Valid  |                  | Reliable |
|                       | X1.3      | 0.000 | Valid  |                  | Reliable |
| Rewards               | X1.1      | 0.000 | Valid  | .831             | Reliable |
|                       | X1.2      | 0.000 | Valid  |                  | Reliable |
|                       | X1.3      | 0.000 | Valid  |                  | Reliable |
| Managers Attitude     | X1.1      | 0.000 | Valid  | .800             | Reliable |
|                       | X1.2      | 0.000 | Valid  |                  | Reliable |
|                       | X1.3      | 0.000 | Valid  |                  | Reliable |
| Supervisor Support    | X1.1      | 0.000 | Valid  | .775             | Reliable |

|                      |      |       |       |      |          |
|----------------------|------|-------|-------|------|----------|
|                      | X1.2 | 0.000 | Valid |      | Reliable |
|                      | X1.3 | 0.000 | Valid |      | Reliable |
| Leadership           | X1.1 | 0.000 | Valid | .774 | Reliable |
|                      | X1.2 | 0.000 | Valid |      | Reliable |
|                      | X1.3 | 0.000 | Valid |      | Reliable |
| Skill                | X1.1 | 0.000 | Valid | .836 | Reliable |
|                      | X1.2 | 0.000 | Valid |      | Reliable |
|                      | X1.3 | 0.000 | Valid |      | Reliable |
| Career Development   | X1.1 | 0.000 | Valid | .827 | Reliable |
|                      | X1.2 | 0.000 | Valid |      | Reliable |
|                      | X1.3 | 0.000 | Valid |      | Reliable |
| Work Discipline      | X1.1 | 0.000 | Valid | .817 | Reliable |
|                      | X1.2 | 0.000 | Valid |      | Reliable |
|                      | X1.3 | 0.000 | Valid |      | Reliable |
| Job Aids             | X1.1 | 0.000 | Valid | .764 | Reliable |
|                      | X1.2 | 0.000 | Valid |      | Reliable |
|                      | X1.3 | 0.000 | Valid |      | Reliable |
| Performance Feedback | X1.1 | 0.000 | Valid | .784 | Reliable |
|                      | X1.2 | 0.000 | Valid |      | Reliable |
|                      | X1.3 | 0.000 | Valid |      | Reliable |
| Goal Setting         | X1.1 | 0.000 | Valid | .873 | Reliable |
|                      | X1.2 | 0.000 | Valid |      | Reliable |
|                      | X1.3 | 0.000 | Valid |      | Reliable |

Source: Data Processed, 2017

### Result of Factor Analysis

These three factors are most dominant from twenty factors that has been tested, which are Experience, Employee Satisfaction, Work Environment, Work Processes, Employee Welfare, Employee Performance, Motivation, Salary, Incentive, Rewards, Supervisor Support, Skill, Career Development, Work Discipline, Job Aids, Performance Feedback, Goal Setting. The highest value of extraction is Manager Attitude (0.895), Leadership (0.767), and Role Congruity (0.737).

### Result of Factor Analysis

**Table 2. Communalities**

|                       | Initial | Extraction |
|-----------------------|---------|------------|
| Experience            | 1       | 0.705      |
| Employee Satisfaction | 1       | 0.719      |
| Work Environment      | 1       | 0.59       |
| Work Processes        | 1       | 0.662      |
| Employee Welfare      | 1       | 0.539      |
| Employee Performance  | 1       | 0.544      |
| Motivation            | 1       | 0.556      |
| Salary                | 1       | 0.674      |
| Incentive             | 1       | 0.543      |
| Rewards               | 1       | 0.726      |
| Managers Attitude     | 1       | 0.895      |

|                      |   |       |
|----------------------|---|-------|
| Supervisor Support   | 1 | 0.575 |
| Leadership           | 1 | 0.767 |
| Skill                | 1 | 0.689 |
| Career Development   | 1 | 0.557 |
| Work Discipline      | 1 | 0.592 |
| Job Aids             | 1 | 0.657 |
| Role Congruity       | 1 | 0.737 |
| Performance Feedback | 1 | 0.662 |
| Goal Setting         | 1 | 0.708 |

Source: Data Processed, 2017

## Discussion

This research finds that there are three factors that most influences employee productivity in Bank SulutGo. There are Manager Attitude, Leadership, and Role Congruity. These three factors are most dominant from twenty factors that has been tested, which are Experience, Employee Satisfaction, Work Environment, Work Processes, Employee Welfare, Employee Performance, Motivation, Salary, Incentive, Rewards, Supervisor Support, Skill, Career Development, Work Discipline, Job Aids, Performance Feedback, Goal Setting. The highest value of extraction is Manager Attitude (0.895), Leadership (0.767), and Role Congruity (0.737).

Manager attitude is the most dominant factor that influences employee productivity in PT. Bank SulutGo. The attitude of a team is the reflection of that of its manager. Manager's influence is crucial for the healthy functioning of your team. Allport (1935) defined an attitude as a mental or neural state of readiness, organized through experience, exerting a directive or dynamic influence on the individual's response to all objects and situations to which it is related. In this research could conclude that employee have more productive when they got a great manager to support they own work, managers attitude also could be as measurement how people will follow the managers, because employee will trust and follow what they believe and manager attitude is the great example to reflect the manager ability to lead people and it make employee motivated to improve the productivity.

Leadership, as the second most dominant factor also affects employee productivity in PT. Bank SulutGo. According to Kouzes and Posner (2003) leadership is about making choices. Strong leader has his own charm and ability to lead his team and make the team motivated, leader should have ability to built employee, to improve employee and make employee grow, and a great leadership should has a strong integrity to support his daily activity and achieve goals.

Role Congruity is also important factor that affect employee productivity in PT. Bank SulutGo. Each employee has a role in the organization. The productivity of the work is affected because the people were unhappy with the role they are playing. These roles are explained in Job Descriptions forms in a formal way. Employees' roles and task should be allocated consistently by his / her supervisor (Chandrasekar, 2011) which is defined as role congruity. Employee will be more comfortable with work they fit in, they expert in, and know how to do with his work, that is why role congruity is another dominant factors that influence employee productivity, because employee productivity come when employee become fall in love with his jobs, because they fit with it.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

There are three most dominant out of twenty factors. There are Manager Attitude, Leadership, and Role Congruity. These three factors are most dominant from twenty factors that has been tested, which are Experience, Employee Satisfaction, Work Environment, Work Processes, Employee Welfare, Employee Performance, Motivation, Salary, Incentive, Rewards, Manager Attitude, Supervisor Support, Leadership, Skill,

Career Development, Role Congruity, Work Discipline, Job Aids, Performance Feedback, and Goal Setting) of employee productivity in PT. Bank SulutGo, which are Manager Attitude, Leadership and Role Congruity. Based on communality test, the highest value is Manager Attitude, followed by Leadership and Role Congruity.

### Recommendations

Based on the result, factors that influence employee productivity in PT. Bank SulutGo, There are:

1. Manager Attitude, PT. Bank SulutGo should to improve the managers attitude in the company, because it will reflect a good image of manager and also company, and employee will respect with the managers, and it automatically will improve employee productivity.
2. Leadership, the manager should has leadership movement, and should be a great role model, so company should improve all his managers to have a leadership style, actually leadership could measure by reflection on how people lead himself, and it will automatically reflect how the managers lead his team.
3. Role Congruity, company should to place a person in the position that they able to fit in, and have ability to be in, because base on this research, employee will be more productive when they placed in his work that they love with.

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