

**A COMPARATIVE STUDY OF JOB MOTIVATION FACTORS BETWEEN EMPLOYEES
AND OUTSOURCING STAFF IN PT. BANK NEGARA INDONESIA
MAIN BRANCH OFFICE MANADO**

STUDI PERBANDINGAN FAKTOR-FAKTOR MOTIVASI KERJA ANTARA KARYAWAN DAN STAFF
OUTSOURCING DI PT. BANK NEGARA INDONESIA
KANTOR CABANG UTAMA MANADO

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Abstract: Banking is one of the financial institutions, the actuator driving the growth of the economy that cannot be separated from development. There are two types of worker in banking company based on status, the first is employee and the second is outsourcing staff. Employees are people who are working for the company until their retired. And it has difference with outsourcing staff. An Outsourcing staff is not permanent employee and has limited term of work and working in a pre-determined time. Because of that, there are differences of job motivation between two status of workers. This research is a comparative study that uses a comparison method. The main object of this research is to compare the job motivation factors as achievement, recognition, work itself, responsibility, advancement, and personal growth between employees and outsourcing staff. The sample of this research is employees and outsourcing staff who working in Bank BNI Main Branch Office Manado as many as 121 respondents consist of 78 respondents for employees and 43 respondents for outsourcing staff of proportionate stratified random sampling. The result of this research showed there are no significant differences in job motivation factors of recognition, responsibility and personal growth. Furthermore, other results showed that there are significant differences in job motivation factors of achievement, work itself, and advancement between employees and outsourcing staff in Bank BNI Main Branch Office Manado

Keywords: *job motivation, achievement, recognition, responsibility, personal growth*

Abstrak: Perbankan adalah salah satu lembaga keuangan, aktuator penggerak pertumbuhan ekonomi yang tidak dapat dipisahkan dari pembangunan. Ada dua jenis pekerja di perbankan berdasarkan status, yang pertama karyawan dan yang kedua adalah staff outsourcing. Karyawan adalah orang yang bekerja untuk perusahaan sampai pensiun, dan memiliki perbedaan dengan staff outsourcing. Staff outsourcing bekerja untuk sebuah perusahaan dalam waktu yang telah ditentukan. Karena itu, menyebabkan ada perbedaan dari motivasi kerja antara dua status pekerja. Penelitian ini merupakan studi banding yang menggunakan metode perbandingan. Tujuan penelitian untuk membandingkan faktor-faktor motivasi kerja yaitu prestasi, pengakuan, pekerjaan, tanggung jawab, kemajuan, dan pertumbuhan pribadi antara karyawan dan staff outsourcing. Sampel penelitian adalah karyawan dan staff outsourcing yang bekerja di Bank BNI Kantor Cabang Utama Manado sebanyak 121 responden terdiri dari 78 responden karyawan dan 43 responden staff outsourcing dengan menggunakan proporsional stratified random sampling. Hasil penelitian menunjukkan tidak ada perbedaan signifikan dalam faktor motivasi pengakuan, tanggung jawab dan pertumbuhan pribadi. Selanjutnya, ada perbedaan signifikan dalam faktor motivasi pencapaian, pekerjaan, dan kemajuan antara karyawan dan outsourcing staf di Bank BNI Kantor Cabang Utama Manado.

Kata kunci: *motivasi kerja, pencapaian, pengakuan, tanggung jawab, pertumbuhan pribadi.*

INTRODUCTION

Research Background

Banking is the one of financial institution, the actuator driving the growth of the economy that cannot be separated from development. There are many bank offices in Indonesia. Based on Indonesia banking statistics from Bank Indonesia in 2013, Indonesia has 18.114 commercial bank offices and 4.656 rural bank office. With growing the needs of every banking company, there appears a form of status that distinguishes between employee and outsourcing staff. Employees are people who working for the company until their retired. And it has differences with outsourcing staff. Outsourcing staff is worker who has limited term of work. Outsourcing staff are working for a company in a pre-determined time.

People who want to do something when their excited with what they do, for sure they will do it maximally. It is similarly with motivation. Motivation can affect people. Motivation may arise from within the person and also the influence of the environment where the person is living. When they are sure to do it so, they will be motivated and they will give their best capability to do. So, this is like an impulse that arises inside. Similar with the job motivation, there is something that arises that makes job spirit and willingness, so it will encourage them to doing their job. Job motivation makes people work optimal to achieve their goals.

Ideal conditions that should occur between employees and outsourcing staff are the equal of job motivation. It is caused the job that the employees and outsourcing staff do should be equal to what they get in the company. In fact, the difference in status that exist between employees and outsourcing staff, where the employees have certainly job and the outsourcing staff have uncertainly job make the job motivation from each other is difference.

In workplace, for making the job motivation for employees and outsourcing staff every factor is important. The employees and outsourcing staff must have a sense of achievement. Through a completed every task on time, capable of taking risks, reach its target are the way to gain achievement and increase job motivation. Employees and outsourcing staff should give compliment and recognized for their accomplishments by the supervisor. When supervisor give recognition for their employee it will make them more motivate to work in the company it is caused the employees and outsourcing staff feel appreciated from what they have done to the company. Worked itself for employees and outsourcing staff should be meaningful, interesting and challenging for them to perform and to get motivated. Responsibility when the employees and outsourcing staff must hold themselves responsible for the work. The supervisor should give them ownership of the work. Supervisor should minimize control but retain the accountability. Advancement in career opportunity in an organization to motivates the employees to perform well. The last is the personal growth make employees and outsourcing staff with increasing the skill, experience, and personality in an organization to motivate the employees to perform well.

The reason why researcher chooses PT. Bank Negara Indonesia as the object for this research, because there is difference between employees and outsourcing staff like the salary that outsourcing staff get from provincial minimum wage rate and difference between employees that have many allowance such as allowance fund for employee performance, ethical rules, honor for loyal employees. The difference type of work between employees and outsourcing staff are PT. Bank Negara Indonesia did not use outsourcing staff for doing job related with operational and customer data. For the main job in PT. Bank Negara Indonesia being done by the employees. In another words, PT. Bank Negara Indonesia using outsourcing staff in order to achieve the company effectiveness in achieving their main work activity. So the company can focus to their main job activity.

Research Objectives

There are some objectives to find out if there is a significant difference for the variables, which are:

1. Achievement between employees and outsourcing staff in PT. Bank Negara Indonesia Main Branch Office Manado.
2. Recognition between employees and outsourcing staff in PT. Bank Negara Indonesia Main Branch Office Manado.
3. Work itself between employees and outsourcing staff in PT. Bank Negara Indonesia Main Branch Office Manado.

4. Responsibility between employees and outsourcing staff in PT. Bank Negara Indonesia Main Branch Office Manado.
5. Advancement between employees and outsourcing staff in PT. Bank Negara Indonesia Main Branch Office Manado.
6. Personal growth between employees and outsourcing staff in PT. Bank Negara Indonesia Main Branch Office Manado.

THEORETICAL FRAMEWORK

Human Resources Management

Dessler (2005:4) stated that human resources management is the policies and practices involved in carrying out the people or human resources aspects of management position, including recruiting, screening, training, rewarding, and appraising. HRM concept is based on the effective utilization of people, and to treat them as resources leading to the realization of business strategies and organizational objectives Zhu, Warner & Rowley (2013). Thus, human resource management is a process of manage human talent to achieve organizational objective.

Job motivation

Aiyewalehinmi (2013) suggest that job motivation can result in the high involvement in the company that will increase effectiveness and productivity. However, age can account for the degree of job motivation. Stumpf & Hartman (1984) find that job motivation has improved perceived work performance, and has lowered the intention to quit. It can be concluded, that when employees have high job motivation they are likely to show better adaptive responses to any change in the organization.

Achievement

Herzberg (1987) defines that achievement is a unique and specialized form of organizational performance. Satyawadi & Ghosh (2012) stated employees are motivated to a greater extent by achievement and self-control. In conclusion, through achievement can support workers to work with good results.

Recognition

Candi, Beltagui & Riedel (2013), a growing recognition of the opportunities of innovation is through experience staging. Mahazril et al. (2012) concluded that rewards and recognition and communication may motivate them to work. Thus, giving recognition helps workers to feel more valued within the company.

Work Itself

Miller, Erickson & Yust (2001) found that job security has significant effect on the performance of workers and employees are less motivated to work when job security is low. Researches investigating effects of job loss and having a job indicate that employee behaviors start going bad as soon as they start worrying about job loss (Domenighett, D'avano & Bisig, 2007). It can be concluded, create a good work itself condition, can make workers want to work in the company.

Responsibility

George and Jones (2005:175) advised managers to concentrate on designing jobs that would create job enlargement and enrichment thereby increasing the number of tasks an employee performs, increasing employee's responsibility and control over the work. By so doing, managers would be serving the motivator needs of employees as postulated by Herzberg. Herzberg (1987) stated that if employees were empowered in decision making, by the leaders, in the jobs they are responsible for, they will put more commitment and better plan for the work to achieve the goals. In conclusion, responsibility needed to make people feel if the work that the people do is precious.

Advancement

Herzberg (1987) states that providing employees with opportunities to advance in their company through internal promotions acts as a motivator related to work. Employers need to offer development

opportunities to not only attract staff but also to retain and encouragement the productivity, as workers want to be with companies who will invest in them.

Personal Growth

Herzberg (1987) stated increasing motivation through personal growth makes people grow inside of the personality when their working to the company. Personal growth primarily gaining new knowledge and developing new skills, it includes the development of positive life skills and the development of a realistic and healthy self-esteem. self-development (personal growth) is an individual effort to meet the needs of self-actualization

Previous Research

Abbas et al., (2014) Factors Affecting Job Motivation among Health Workers: A Study From Iran, found the main motivating factors for health workers were good management, supervisors and managers' support and good working relationship with colleagues. Aiyewalehinmi (2013) Factor Analysis of Job Motivation in the Construction Industry, found a detailed description of perceptions of parties with special references to job motivation was a major concern in this research study. Underlying these comparisons, there is cultural diversity, with significant difference in workplace job motivation. Hossain & Hossain (2012) Factors Affecting Employees's Motivation in the Fast Food Industry : The Case of KFC UK LTD. found the research reveals that nonfinancial factors have a significantly higher impact on the employee's motivation than the financial factors such as pay and benefits which substantiate the result in relation to reasons choose to work at KFC. Amit & Almas (2006) Wage Inequality and Job Insecurity among Permanent and Contract Workers in India: Evidence from Organized Manufacturing Industries, found workers having general skill and special training also increases the likelihood of the feeling on job insecurity.

Conceptual Framework

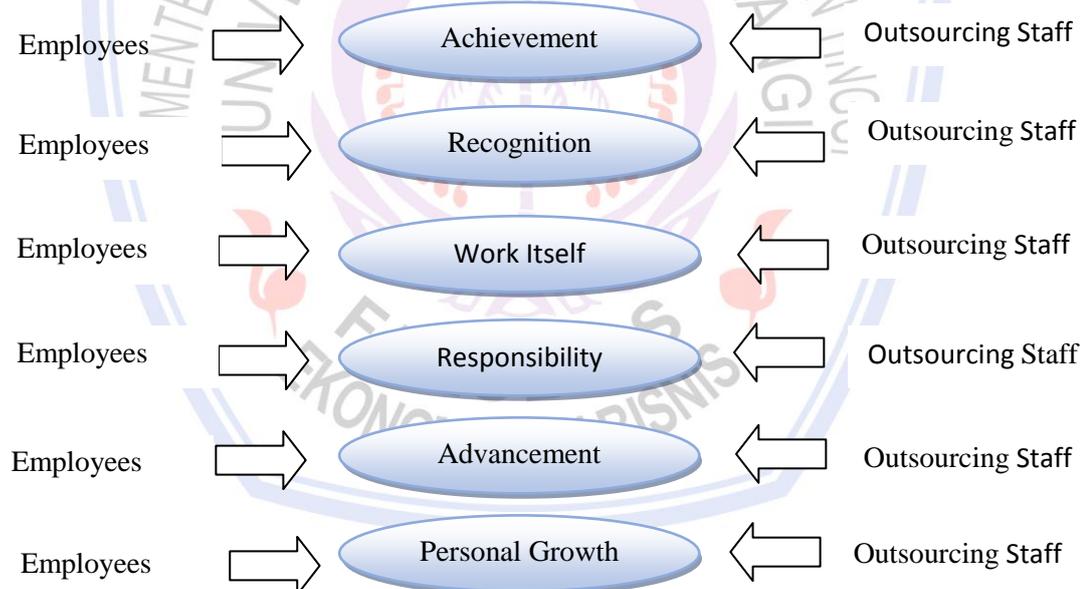


Figure 1. Conceptual Framework

Source: Data Processed, 2016

Research Hypothesis

The hypothesis of this research which are follows:

- H₀: There is no significant difference on employees and outsourcing staff in PT. Bank Negara Indonesia Main Branch Office Manado.
- H₁: There is a significant difference between achievement on employees and outsourcing staff in PT. Bank Negara Indonesia Main Branch Office Manado.
- H₂: There is a significant difference between recognition relations on employees and outsourcing staff in PT. Bank Negara Indonesia Main Branch Office Manado.

- H₃: There is a significant difference between work itself on employees and outsourcing staff in PT. Bank Negara Indonesia Main Branch Office Manado.
- H₄: There is a significant difference between responsibility on employees and outsourcing staff in PT. Bank Negara Indonesia Main Branch Office Manado.
- H₅: There is a significant difference between advancement on employees and outsourcing staff in PT. Bank Negara Indonesia Main Branch Office Manado.
- H₆: There is a significant difference between personal growth on employees and outsourcing staff in PT. Bank Negara Indonesia Main Branch Office Manado.

RESEARCH METHOD

Type of Research

This research is using quantitative method. Quantitative research methods attempt to maximize objectivity and generalizability of findings. This research is a comparative type of research where it is designed to analyze the comparison of Job Motivation Factors between employees and outsourcing staff.

Place and Time of Research

This research is conducted at PT. Bank Negara Indonesia Main Branch Office Manado in period of two months, from March until April 2016.

Population and Sample

Population is generalized to the object or subject which has a certain quantity and characteristic that is required by researcher to studying and to gain conclusion (Sugiyono, 2005:90). The population that is mainly observed in this current research are the employee at PT. Bank Negara Indonesia Main Branch Office Manado there are 173 employees. According to Sekaran and Bougie (2009:276), sample is a subset of population. The sample of this research is employees and outsourcing staff at PT. Bank Negara Indonesia Main Branch Office there are 173 consist of 111 employees and 62 outsourcing staff. Using a Slovin formula the result as many 121 respondents. The sampling design is Proportionate stratified random sampling. For this case 78 respondents for employees and 43 respondents for outsourcing staff.

Data Collection Method

There are two types of data that are used to make an appropriate result, which are Primary data is originated by the researcher specifically to address the research problem. The researcher also get a primary data from the result of questionnaires. Secondary data is Secondary data collected from some other purpose than the problem at hand. The secondary data taken from books, journals, and relevant literatures from library and internet

Operational Definitions and Measurement of Research Variables

Operational definition of research variable

1. Achievement: The success of an employee can be seen from the accomplishments that achieved
2. Recognition: The employees should be praised and recognized for their accomplishments by the employer
3. Work Itself: The Job motivation for workers in what they do for their job, the work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.
4. Responsibility: Where the workers must take responsible about their job that given by employer
5. Advancement: The advancement opportunities in an organization to motivate the employees to perform well
6. Personal Growth: The personal development that earn while working in the company.

Data Analysis Method

Validity Test and Reliability Test

The validity test defined as the extent to which differences in observed scale scores reflect true differences in what is being measured, rather than systematic or random error. A scale with perfect validity would contain no measurement error, that is no systematic error and no random error (Malhotra and Peterson, 2006:274). To analyze the validity of questionnaire, Pearson Correlation is used to analyze the validity of result. Reliability refers to the extent to which a scale produces consistent results if repeated measurements are made.

There over, reliability can be defined as the extent to which measures are free from random error (Malhotra and Peterson, 2006:273).). The internal consistency can be seen at the Cronbach Alpha Parameter, with ideal score above 0,6.

RESULT AND DISCUSSION

Result

Validity and Reliability

The result shows that the correlation of variable experience of Achievement, recognition, work itself, responsibility, advancement and personal growth are greater than 0.3 and below the significance level of 5% therefore the data is considered as valid.

Normality Assumption

Table 1. Tests of Normality

	Status	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Achievement	Employees	,333	78	,000	,830	78	,000
	Outsourcing	,212	43	,000	,946	43	,042
Recognition	Employees	,177	78	,000	,945	78	,002
	Outsourcing	,139	43	,035	,959	43	,130
Work itself	Employees	,254	78	,000	,900	78	,000
	Outsourcing	,194	43	,000	,944	43	,035
Responsibility	Employees	,268	78	,000	,889	78	,000
	Outsourcing	,341	43	,000	,732	43	,000
Advancement	Employees	,222	78	,000	,917	78	,000
	Outsourcing	,221	43	,000	,915	43	,004
Personal Growth	Employees	,279	78	,000	,881	78	,000
	Outsourcing	,322	43	,000	,793	43	,000

a. Lilliefors Significance Correction

Source : SPSS Output, 2016

Normality test data are used to determine if a dataset is well-modeled by a normal distribution and to compute how likely it is for a random variable underlying the data to set be normally distributed.

The use of two independent sample test based on the normality data.

1. If the data are normal ($p > 0,05$) using parametric test independent t-test
2. If the data is not normal ($p < 0,05$), then used the non parametic test MannWhitney Test.

Based on the results (Kolmogorov-Smirnov) obtained by the Sig. (p) as follows:

Achievement:	Employees	P = 0,000	< 0,05
	Outsourcing	P = 0,000	< 0,05
Recognition :	Employees	P = 0,000	< 0,05
	Outsourcing	P = 0,035	< 0,05
Work Itself :	Employees	P = 0,000	< 0,05
	Outsourcing	P = 0,000	< 0,05
Responsibility :	Employees	P = 0,000	< 0,05
	Outsourcing	P = 0,000	< 0,05
Advancement :	Employees	P = 0,000	< 0,05
	Outsourcing	P = 0,000	< 0,05
Personal Growth :	Employees	P = 0,000	< 0,05
	Outsourcing	P = 0,000	< 0,05

Table 2. Mann-Whitney Test Test Statistics^a

	Achievement	Recognition	Workitself	Responsibility	Advancement	PersonalGrowth
Mann-Whitney U	1130,500	1656,000	1068,000	1582,500	955,000	1407,500
Wilcoxon W	2076,500	2602,000	2014,000	2528,500	1901,000	2353,500
Z	-3,092	-,116	-3,427	-,540	-4,024	-1,583
Asymp. Sig. (2-tailed)	,002	,908	,001	,589	,000	,114

Grouping Variable: STATUS

Source : SPSS Output, 2016

The result from Mann-Whitney is:

Achievement : $p = 0,002 < 0,05$ (H_a received)Recognition : $p = 0,908 > 0,05$ (H_o received)Work Itself : $p = 0,001 < 0,05$ (H_a received)Responsibility : $p = 0,589 > 0,05$ (H_o received)Advancement : $p = 0,000 < 0,05$ (H_a received)Personal Growth : $p = 0,114 > 0,05$ (H_o received)**Table 3. Compare Means based on the Status Ranks**

	Status	N	Mean Rank	Sum of Ranks
Achievement	Employees	78	68,01	5304,50
	Outsourcing Staff	43	48,29	2076,50
	Total	121		
Recognition	Employees	78	61,27	4779,00
	Outsourcing Staff	43	60,51	2602,00
	Total	121		
Work Itself	Employees	78	68,81	5367,00
	Outsourcing Staff	43	46,84	2014,00
	Total	121		
Responsibility	Employees	78	62,21	4852,50
	Outsourcing Staff	43	58,80	2528,50
	Total	121		
Advancement	Employees	78	70,26	5480,00
	Outsourcing Staff	43	44,21	1901,00
	Total	121		
Personal Growth	Employees	78	64,46	5027,50
	Outsourcing Staff	43	54,73	2353,50
	Total	121		

Source : SPSS Output, 2016

Discussion

This study has been conducted to compare the job motivation factors as achievement, recognition, work itself, responsibility, advancement, and personal growth between employees and outsourcing staff in PT. Bank Negara Indonesia Main Branch Office Manado. In this research data was collected from one hundred twenty-one respondents that were categorized by gender, age, level of education, time of work and status. Data the variables tested included in the category of abnormal data, so the statistical tests using non-parametric test of Mann-Whitney Test.

In Mann-Whitney Test the difference based on group of employees and outsourcing can be seen from the result on SPSS output. In Mann-Whitney Test the Mean Rank is calculated from total respondent's answer of Achievement, Recognition, Work Itself, Responsibility, Advancement, and Personal Growth. When compare mean based on status the Achievement, Recognition, Work Itself, Responsibility, Advancement, and Personal Growth of employees bigger than outsourcing staff.

When the employee gets the high achievement it can encourage the employee to working harder to the company. Satyawadi and Ghosh (2012) stated employees are motivated to a greater extent by achievement and self-control. The result shows there is a significant difference of achievement between employees and outsourcing staff in PT. Bank Negara Indonesia Main Branch Office Manado. In PT. Bank Negara Indonesia there are different type of work between employees and outsourcing staff. In addition there is difference scope of work and knowledge background between employees and outsourcing staff, it makes the opportunity to get the achievement for employees greater than outsourcing staff.

When employees are recognized in company, the employees feel cared in the company. Recognize can do by giving appreciation. The result shows, there is no significant difference of recognition between employees and outsourcing staff in PT. Bank Negara Indonesia Main Branch Office Manado. In this company, employees and outsourcing staff feel cared because the supervisor gave the recognition in verbal and nonverbal by appreciation, praise and good response from supervisor give to employees and outsourcing staff, thus it will make their job motivation higher.

The difference type of work between employees and outsourcing staff make them have difference motivation. The result shows, there is a significant difference of work itself between employees and outsourcing staff in PT. Bank Negara Indonesia main branch office Manado. When the employee doing the job, they have target that company give for employees that have to have done before the due time. The allowances employees received from this company not only for employees itself but for their family members too. In the other words this company maintains the employee's welfare. The job employees do more difficult. Employees in bank are working with a lot of nominal money every day. The employees have to have standard knowledge and capability required by bank, it can make them worthy to work in the company. The work by outsourcing staff doing is different. Outsourcing not do the main job from company like employee do.

Responsibility need to make people feel if the work that the people do is precious. Herzberg (1987) stated increasing motivation by giving as much responsibility to employee as possible. The result shows there is no significant difference of responsibility between employees and outsourcing staff in PT. Bank Negara Indonesia main branch office Manado. Employee doing the main job like processes the data that related with customer personal data and process the money that every customer has saved. So it makes the responsible for company greater, the responsible not only for company but for their self. If the employees, make mistake about their job so the position from employee can be relegated.

Supported by the studies of Herzberg (1987) stated that providing employees with opportunity to advance in their company through internal promotions as a motivator related to work. The result shows, there is a significant difference of advancement between employees and outsourcing. Employees have the advancement in the field of career certainly compared to outsourcing. It caused the employee is a permanent worker who officially registered as employee in Bank Negara Indonesia. Certainly, there is the advancement in career that company gave for their employees for increase their job motivation. For employees, get advancement in career when the employees have good performance. The advancement in career for employee gets by grade. Higher grade the employee received the more career advancement that the employees got in the company. Neither for outsourcing staff, there is less opportunity for advancement because outsourcing staff is not permanent worker in the company.

Herzberg (1987) stated increasing motivation trough personal growth makes people growth inside of the personality when their working to the company. The result shows there is no a significant difference of Personal Growth between employees and outsourcing staff in PT. Bank Negara Indonesia Main Branch Office Manado. When working in bank, attitude and integrity is important part. Employees and outsourcing staff have to be polite. Increasing the hard skill and soft skill in the company is important.

CONCLUSION AND RECOMENDATION

Conclusion

Based on the result of data analysis in this research, it can be concluded that:

1. There is a significant difference of achievement between employees and outsourcing staff in PT. Bank Negara Indonesia Main Branch Office Manado.
2. There is no significant difference of recognition between employees and outsourcing staff in PT. Bank Negara Indonesia Main Branch Office Manado.
3. There is a significant difference of work Itself between employees and outsourcing staff PT. Bank Negara Indonesia Main Branch Office Manado.
4. There is no significant difference of responsibility between employees and outsourcing staff in PT. Bank Negara Indonesia Main Branch Office Manado.
5. There is a significant difference of advancement between employees and outsourcing staff in PT. Bank Negara Indonesia Main Branch Office Manado.
6. There is no significant difference of personal Growth between employees and outsourcing staff in PT. Bank Negara Indonesia Main Branch Office Manado.

Recommendation

Based on the result and conclusion of the research, the recommendation given are as follows:

1. The management at PT Bank Negara Indonesia Main Branch Office Manado should consider and give attention about the importance of Job Motivation between employees and outsourcing staff.
2. The management at PT Bank Negara Indonesia Main Branch Office Manado must consider about the factor job motivation between employees and outsourcing staff and also increasing the Job Motivation. Job motivation for employee should be maintain so they can be loyal employee. The management should increase job motivation for outsourcing staff. With increase the achievement for outsourcing staff and create the work itself for outsourcing staff be more comfortable. Even though there is less advancement in career opportunity for outsourcing staff because outsourcing not permanent worker but the management should keep pay attention for outsourcingstaff well-being.

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