

# Effect of Compensation, Motivation and Organizational Climate on Employee Satisfaction: Study on PT. Sumber Alfaria Trijaya Tbk. in Gedangan-Sidoarjo

Sudarno<sup>1</sup>, Priyono<sup>2</sup> & Dinda Sukmaningrum<sup>3</sup>

<sup>1</sup> School of Business, Pelita, Indonesia

<sup>2</sup> Educational Technology Graduate Programs University PGRI ADI BUANA Surabaya, Indonesia

<sup>3</sup> STMIK Amikom Yogyakarta, Indonesia

Correspondence: Priyono, Educational Technology Graduate Program, University of PGRI Adi Buana Surabaya, Dukuh Menanggal XII Surabaya, Indonesia. Tel: 62-812-1697-4878. E-mail: priyono.unu\_sidoarjo@yahoo.com

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## Abstract

The purpose of this research is to know and examine whether their effect compensation, motivation and organizational climate on employee job satisfaction in PT. Source Alfaria Trijaya Tbk. in Gedangan-Sidoarjo.

This type of research in this study is an explanatory research and research using quantitative approach with the survey method. This study will determine the effect of pre-defined variables that explain the effect of compensation, motivation and work discipline and employee performance on office PT. Source Alfaria Trijaya Tbk. in Gedangan Sidoarjo. This research was conducted at the office of PT. Source Alfaria Trijaya Tbk. in Gedangan Sidoarjo. Total population in this study is as many as 400 people. Samples taken as many as 80 people, based on the Slovin formula with techniques proportional stratified random sampling procedure. Data collection techniques with survey method were using a questionnaire. Instruments used in collecting the data must meet two requirements, namely the validity and reliability. And the results are all valid and reliable. So that the instrument can be used in research methods analysis in this research is the analysis of descriptive and inferential statistical analysis was using the Linear Regression Analysis.

This research result significant influence compensation, motivation and organizational climate on job satisfaction with compensation and motivation significance value of  $0.000 > 0.05$  and a significance value of 0.019 job satisfaction. This case shows that both variables expressed  $H_0$  rejected. It can be concluded that there is significant influence compensation, motivation and organizational climate on employee job satisfaction in PT. Source Alfaria Trijaya Tbk. in Gedangan, Sidoarjo.

**Keywords:** compensation, motivation, organizational climate, job satisfaction

## 1. Introduction

One way to improve performance management, motivate and improve the performance of employees is through compensation (Mathis & Jackson, 2002).

James and Jones stated that climate organization that focused on the attributes of the organization that includes a description of the organization, and is measured based on the perception (Muchinsky, 1977). George H. Litwin and Robert A. Stringer, Jr. (1976) states that "the organizational climate can be seen from multiple dimensions". First, the dimensions of the structure which explains the steps and actions by management, dealing with the rule set, the hierarchy within the organization and bureaucracy, given the clarity of job descriptions, decision-making processes and controls that are applied to the organization. Second, the dimensions of interaction describes the atmosphere of interaction between employees of an organization, preferably within an organization must create a good and harmonious interaction among the employees of an organization. Third, dimensions rewards have great influence in the creation of a good organizational climate. This dimension describes the existing reward system. Fourth, the dimensions explain risk that every organization's activities have become a liability risk and organizations to minimize risk and have an action plan in case things are not desirable. Fifth, the dimension of responsibility that explains the sense of responsibility within the organization, each employee is expected to have

a high responsibility for his work.

Motivation is a boost to the employee so that the employee did something. Boost employee can get comes from ourselves or from others. The impetus can also motivate employees as a source of energy in doing something in order to achieve a desired goal.

According to research from the Grant (2008), on employee motivation; subject to the results of such motivation productivity, performance and persistence (Grant, 2008). According to a study from (Ryan & Deci, 2000; Thomas, 2002, as quoted in Grant, 2008); motivated employees are more oriented towards autonomy and freedom and self driven more than the less motivated employees so that more responsible development opportunities. Similarly, the involvement of employees with work and their work more motivated than employees who are less motivated (Guay et al., 2000; Vansteenkiste et al., 2007).

There are two factors that motivate the work observed by some researchers (Mottaz, 1985; Wong et al., 1999; Mahaney & Lederer, 2006; Bakay & Huang, 2010), the latter variable, separated as intrinsic and extrinsic variable variables. Wong et al. (1999), says of the intrinsic variables contain a feeling of involvement, job, career, and exciting promotions. And extrinsic variables, they are jobs, security, pay, discipline, wise and good working conditions (Curtis et al., 2009). Petition (1975) describes the intrinsic motivation as actions or behaviors that are "People who are engaged in felt able and determine yourself". And Extrinsic Motivation is defined by (Mahaney & Lederer, 2006) according to their extrinsic motivation tools that include these factors are job security, pay, promotion, a private office building and social climate.

Job satisfaction is an important target in human resource management because it can affect the performance and productivity of labor. Job satisfaction can be seen from how employees react to changes in the characteristics of his work. A picture of employee satisfaction is the weight of ideas generated by employees in his mind of all aspects of their work (Hamermesh, 2001). Job Description Index (JDI) can be used to measure job satisfaction of five things: the work itself, the direct supervisor above, salary, co-workers and opportunities for promotion (Downey, 1975). High job satisfaction indicates that an organization has to manage the needs of employees with either through effective management. Meanwhile, Luthan (1981) stated that job satisfaction is dependent on how the perception of the individual person in performing their duties in the workplace so that it is subjective to individuals who feel it. Employees will feel satisfied in the work if the individual aspects of the work and support each other so that it can be said that job satisfaction with regard to the feelings of someone who is fun whether or not the employee's job. Aspects that affect job satisfaction can be studied and analyzed to determine the aspects most affect employee satisfaction as described by Spector (1997), "A job satisfaction facet can be concerned with any aspect or part of a job. Facet frequently assessed includes rewards such as pay or fringe benefits, other people such as coworkers or supervisors, the nature of the work itself, and the organization itself".

Theoretical study based on previous research that strengthens the empirical study conducted by Masnurhadi and Bambang Setiaji (2008), which indicates that climate variables organization and compensation partially or jointly have a significant impact on employee productivity, it also reinforced research conducted by Noor Binawan Tjahyono (2006) showed that motivation and organizational culture either partially or jointly affect the performance of employees. Research conducted Leny Triastuti (2009) showed that motivation and job competency partially and jointly significant effect on employee job performance. Research conducted by Affandi (2002) showed that the organizational climate affects the motivation and performance of employees, as well as the research that was done by Strong (2001) showed that the organizational climate influence on employee motivation.

From the above description shows the relationship between motivation, organizational climate and employee competence to employee performance behind this research.

## **2. Theoretical Basis**

### *2.1 Compensation*

Malayu SP Hasibuan (2000, p. 118) states that: "The compensation is all the income in the form of money, directly or indirectly received by employees as a reward for services rendered to the company." Andrew F. Sikula (Malayu SP Hasibuan, 2000, p. 119) states that: compensation is anything that compensation or regarded as equivalent or Recompense. (Compensation is everything that constituted or regarded as a remuneration or equivalent). Based on the definition of compensation that has been described above, it can be concluded, is a form of compensation awards granted to employees as remuneration for the contribution they make to the organization.

### *2.2 Motivation*

According to Mc. Donald (Sardiman, 2007, p. 73), states that motivation as an energy change in a person who is

characterized by the emergence of “feeling” and preceded with the response to their destination. Of understanding Mc. Donald contains three essential elements, namely: That the motivation that led to a change of energy on every individual human being (although motivation emerge from within man), its appearance will involve human physical activity, motivation on the mark with the appearance, taste / “feeling” relevant with psychiatric problems, and emotions and can determine whim-human behavior, motivation will be stimulated because of the goals and objectives will be concerned about the needs.

According to Sardiman (2007, p. 73), motive power can be interpreted as an effort to encourage someone to do something. Motifs can be regarded as the driving force from the inside and in the subject to undertake certain activities in order to achieve a goal. Even motif can be regarded as an internal condition.

Starting from the word motive, the motivation can be defined as the driving force that has become active. The motive become active at certain moments, especially when the need is felt to achieve objectives or urgent.

According to Anwar (2000, p. 15), the motivation is stimulation, encouragement or power plant owned by a person or group of people who want to do and work optimally in implementing something that has been planned to achieve the goals set.

According to Robbins (2003, p. 208), motivation is a process that produces the intensity, direction and individual perseverance in the pursuit of goals.

So it can be inferred, the motivation is an urge from within and from outside of one’s self to work on a task with an as well as possible. Or in other words, the willingness of someone's efforts, encouragement and directing his behavior to carry out duties and responsibilities properly measured through indicators: earn rewards, the establishment of cooperation, respect, self-actualization and fulfillment in your work environment.

### *2.3 Organizational Climate*

Climate is an allusion that describes the atmosphere and what it felt real in them than those associated with the organization so as to enable people to react in a variety of ways to the organization. Organizational climate is an important factor that determines the life of an organization. As raised by Gibson et al. (2000) that the organizational climate is the nature of the working environment or psychological environment in the organization felt by the workers or members of the organization and is considered may affect workers' attitudes and behavior towards his job. As said by Amundson (Martini & Rostiana, 2003) that reflects the organizational climate of an organization's internal conditions as the climate can only be perceived by members of the organization, and the climate can be a means to find the cause of the negative behaviors that appear on the employee. The concept of organizational climate contains things that are psychological in nature, as expressed by James and McIntyre (1996). Studies of organizational climate also showed that organizational climate consists of factors that describe the atmosphere and psychological environment in which the organization is measured through several components. Kolb and Rubin (1984) gives seven components of organizational climate, namely: conformity, responsibilities, performance standards, rewards, clarity of the organization, the warmth and support (interpersonal relationships), as well as leadership

According Newstrom and Davis (1996, p. 21), organizational climate is a human environment in which the employees of an organization do their job. From this sense, it appears that the concerns of all organizational climate or environment that is faced by employees who are in an organization that affects the employee in performing the tasks to the organization of its.

According to Lussier (2005, p. 486) says that it is the organizational climate on employee perceptions regarding the quality of the organization’s internal environment relatively perceived by members of the organization that would later influence their subsequent behavior.

Wirawan (2008, p. 122) defines broadly climate. He explained that the organizational climate is the perception of the organization’s members (individual and group) and those who are staying in touch with the organization about what is happening in the environment or internal organization on a regular basis, which influence the attitudes and behavior of the organization and performance of members of the organization which then determines the performance organization.

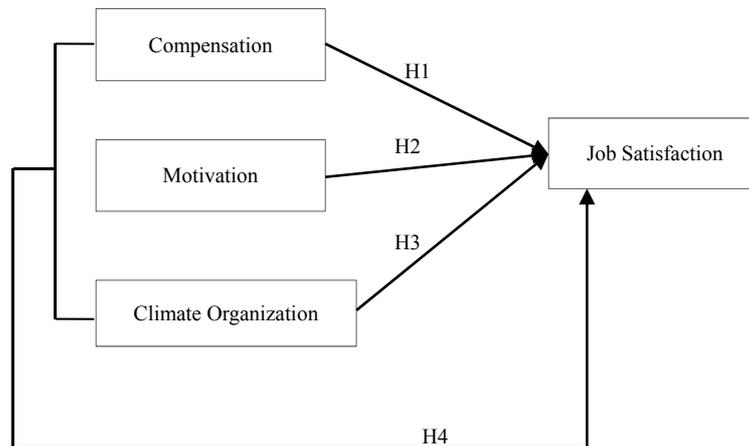
### *2.4 Job Satisfaction*

Handoko (2010, p. 190) says that job satisfaction is one of the important elements in the organization. Job satisfaction can affect a person's behavior as lazy, industrious, productive, apathetic and others, attitudes satisfied or dissatisfied employees can be measured by the extent to which a company or organization can meet the needs of employees. If there is harmony between the needs of employees with what a given company, the level of

satisfaction felt by employees will be high and vice versa. Job dissatisfaction is often reflected in the low performance, a high degree of probability, the frequent occurrence of accidents and even strikes that ultimately will be very detrimental to the company.

According Rival and Basri (2004, p. 16) states that “job satisfaction is work that can be achieved by a person or group of people in a standard enterprise in accordance with the authority and responsibilities of each in achieving objectives company legally, do not violate the law and not contrary to morals and ethics”.

### 3. Conceptual Framework



### 4. Research Methods

This type of research in this study is an explanatory research and research using quantitative approach with the survey method. According to Singarimbun (1995) is the method of survey research is research taking sample from one population and use the questionnaire as the main data collection tool. This study will determine the effect of pre-defined variables that explain the effect of compensation, motivation and discipline of work and work performance of employees at the office of PT. Source Alfaria Trijaya Tbk in Gedangan, Sidoarjo.

This research was conducted at the office of PT. Source Alfaria Trijaya Tbk in Gedangan Sidoarjo. Total population in this study is as many as 400 people. Samples taken as many as 80 people, based on the slovin formula with techniques proportional stratified random sampling procedure. Data collection techniques with the survey method are using a questionnaire. Instruments used in collecting the data must meet two requirements, namely the validity and reliability. And the results are all valid and reliable. So that the instrument can be used in research methods analysis in this research is the analysis of descriptive and inferential statistical analysis using the Linear Regression Analysis and Testing Hypotheses (F test and t test).

#### 4.1 Variables

##### 4.1.1 Independent Variables

The independent variable (independent) is variables that affect that can be interpreted as a cause variable (Arikunto, 2006, p. 119). The independent variables in the study consisted of:

##### 1). Compensation (X1)

Employee perceptions of compensation are all the income in the form of money, goods directly or indirectly received by employees as a reward for services rendered to the company. The indicator variable compensation is:

1.1. Salary, Handoko (1993), “Salary is the provision of financial payments to employees as remuneration for work performed and as motivation for the implementation of activities in the future”.

1.2. Incentives, According Nitisemito (1996, p. 165), the incentive is additional income to be given to employees who can provide the achievement in accordance with a predetermined.

1.3. Transport allowance, Susilo (1999) says that transportation is the movement behavior of people in the room is good in bringing himself and brings the goods.

1.4. Health Allowance, According to Law No.23 1992 health is a prosperous state of body, soul and socially to enable more people to live socially and economically productive.

1.5. Family allowances, Fitzpatrick (2004), giving the sense of family with the means to review them under three different viewpoints, namely the definition of family is structurally, functionally family understanding, and understanding is an interactive family.

## 2). Motivation (X2)

Employee perception of the motivation is the thrust of work that arises in a person to behave in achieving the objectives that have been determined. As for motivation variable indicators are:

2.1. Physiological, Physiology is the study of how biological derivative work life physically and chemically.

2.2. Security, Security is a state of being free from danger. This term can be used in relation to the crime, all forms of accidents, and others'.

2.3. Social, According to Social Lewis is something accomplished, produced and set in everyday interactions between citizens and government.

2.4. Awards, According to Henri Simamora, 2004: 514 Award sare an incentive which relates paid on the basis to be able to increase the productivity of the employees in order to achieve a competitive advantage.

2.5. Self-Actualization, According to Abraham Maslow, self-actualization is the development or self-discovery and blossoming of the existing potential or latent.

## 3). Climate Organization (X3)

Organizational Climate employee perceptions of the work environment area set of properties that can be measured by the collective perception of the people who live and work in that environment and be considered to affect their motivation and behavior. While the indicator variable is the Organizational Climate:

3.1. Responsibility, responsibility is man's consciousness of behavior or actions were intentional or not on purpose.

3.2. Uniformity, Uniformity can be defined as something that is uniform or the same.

3.3. The group spirit, the Group is a collection of people who are social units which hold intensive interaction and have a common goal.

3.4. Choice Award is something that is given to individuals or groups if they do a certain pro minencein the field.

## 4.2 Dependent Variables

### 1) Employee Satisfaction (Y)

Employee perceptions of job satisfaction area pleasant emotional attitude and love his job. This attitude is reflected in the morale, discipline and performance. The satisfaction enjoyed in the job, off the job, and the combination of inside and outside of work. The indicator variable of job satisfaction is:

1.1. The work it self, every job requires a certain skill in accordance with their respective fields.

1.2. Tops, good boss mean swilling to appreciate the work of his subordinates.

1.3. Co-workersare a factor related to the relationship between the boss and the employee with a not her employee, either the same or a different type of work.

1.4. Promotion, a factor associated with the presence or absence of opportunity for career advance ment gain during work.

1.5. Salary/wages, subsistence is a factor that is considered appropriate employee or not.

## 5. Results and Discussion

### 5.1 Characteristics of Respondents

Characteristics of respondents most respondents were male with a number of 50 respondents (69.1%), while women were 30 respondents (30.9%). Data based on the characteristics of respondents aged at most in the range of 41-50 years with a total of 30 people (36.4%), followed by respondents aged up to 30 years as many as 35 people (25%) and the remaining seven respondents (15.9%) aged 31- 40 years and 8 respondents (22.7%) aged over 50 years. The education level of respondents who studied is diverse ranging from high school (SLTA) to graduate S-2. Educational composition of respondents uneven with dominance at the level of high school education, amounting to 40 people (38.6%) and a bachelor's S-1 with the number of 35 respondents (34.1%). And at postgraduate level (S-2) by 5 respondents.

## 5.2 Data Analysis

### 5.2.1 Descriptive Analysis

Descriptive analysis was intended to describe the frequency distribution of respondents based questionnaire distributed at the 80 respondents, descriptive analysis showed that the variables of training, compensation, work discipline and employee performance responded well by employees. Aspects of employee motivation that followed targeted primarily assessed the content of the material. Compensation has also been rated as good, especially for the salaries and compensation of complementary elements, while the elements of the climate surrounding the facility organization tend assessed needs to be improved. Employee satisfaction is also a very positive response.

### 5.2.2 Statistical Analysis Inferential

#### 5.3 Regression Analysis

Multiple regression analysis is used to describe the relationship between the independent variables (free) to the dependent variable (dependent). The important things in the regression analysis, among others: the regression equation, the coefficient of determination (R<sup>2</sup>), the F-test and t-test. From the regression equation is known that the dependent variable satisfaction employee (Y) value will be predicted by the independent variables are compensated (X<sub>1</sub>), motivation (X<sub>2</sub>) and organizational climate (X<sub>3</sub>). The third regression coefficient to the variable is positive. It can be interpreted that the increased chance of motivation, improved compensation and organizational climate positive influence on employee satisfaction.

The regression equation with the standardized coefficient (beta) as follows:

$$Y = 0,411X_1 + 0,306X_2 + 0,323X_3$$

$$R^2 = 60,7\%$$

#### Test results F

Multiple regression analysis used in this study to determine the effect of compensation (X<sub>1</sub>), motivation (X<sub>2</sub>), and organizational climate (X<sub>3</sub>) on employee job satisfaction (Y) on PT. Source Alfaria Trijaya Tbk in Gedangan-Sidoarjo. After knowing the results of the test assumptions, it will be conducted in multiple regression analysis. To simplify the calculation, use SPSS software version 20.0, so that the data obtained as follows:

Table 1. Multiple linear regression analysis and testing hypotheses

Variable	Unstandardized Coefficients (B)	Standardized Coefficients Beta	t count	Sig.	Information
Constant	2,105				
Compensation(X <sub>1</sub> )	0,249	0,280	3,778	0,000	Significant
Motivation(X <sub>2</sub> )	0,181	0,216	3,077	0,003	Significant
Organizational Climate(X <sub>3</sub> )	0,607	0,517	6,811	0,000	Significant
R				= 0,878	
R Square				= 0,772	
Adjusted R Square				= 0,763	
F count				= 85,624	
Sig. F				= 0,000	
Specification:					
-The amount of data				: 80	
-Dependent variable				: Job Satisfaction	

Source: Appendix Output SPSS Regression Analysis, the data is processed.

Based on the analysis in the table above 5.1, the model obtained regression equation as follows:

$$Y = 2,105 + 0,249 X_1 + 0,181 X_2 + 0,607 X_3$$

Based on these equations, it can be explained as follows:

- Constants (a) = 2.105, showing the magnitude of Job Satisfaction, if Compensation, Motivation and Organizational Climate of zero, then the job satisfaction will amount to 2,105 units.
- Compensation regression coefficient of 0,249 showing the influence of Compensation for Job Satisfaction, the

regression coefficient is positive indicates Compensation unidirectional effect on Job Satisfaction, which means that everyone unit increase in compensation, would lead to in creasing job satisfaction for 0,249 units.

c. Motivation regression coefficient of 0,181 showing the influence of motivation on Job Satisfaction, the regression coefficient is positive indicates Motivation unidirectional effect on Job Satisfaction, which means that everyone unit increase in motivation will lead to increasing job satisfaction amounted to 0,181 units.

d. Organizational Climate regression coefficient of 0,607 showing the influence of Organizational Climate on Job Satisfaction, the regression coefficient is positive demonstrate unidirectional effect Organizational Climate on Job Satisfaction, which means that any increase Organization one Climate unit will lead to increased job satisfaction for 0,607units.

e. The correlation coefficient (R) of 0.878; shows that there is a very strong relationship between Compensation, Motivation and Organizational Climate on Job Satisfaction.

f. The coefficient of determination (R square) of 0.772. This figure shows that the Compensation, Motivation and Climate Organization can explain variations or able to contribute to job satisfaction variables by 77.2%, while the remaining 22.8% were caused by other variables not included in the study.

## 6. Discussion

Based on the test results statistics show that:

### *Hypotheses 1:*

There is a positive and significant impact on job satisfaction employee compensation. Evidenced by the t variable compensation = 3.778 with sig. 0,000. Compensation means to have an influence on job satisfaction.

Theoretically the results of this study are consistent with the opinion of (Mathis and Jackson, 2002) which states that one way to improve performance management, motivate and improve the performance of employees is through compensation.

### *Hypothesis 2:*

There is a positive and significant impact work motivation on employee job satisfaction. Evidenced by the t variable with a value of motivation = 3.077 sig. 0,003. That is motivation to have an influence on job satisfaction.

Andrew F. Sikula (Malayu SP Hasibuan, 2000, p. 119) states that: compensation is anything that constitutes or regarded as equivalent or Recompense. (Compensation is everything that constituted or regarded as remuneration or the equivalent).

### *Hypothesis 3:*

There is a positive and significant effect of organizational climate on employee job satisfaction is proven by the Organization climate variable t = 6.811 with sig. 0,000. Meaning is Organizational Climate influence on job satisfaction.

Theoretically, this is in line with the opinion of Gibson et al. (2000) that organizational climate is the nature of the working environment or psychological environment in the organization felt by workers or members of the organization and are considered may affect workers' attitudes and behavior towards his job.

James and Jones stated that the organizational climate which focused on the attributes of the organization that includes a description of the organization, and is measured based on the perception (Muchinsky, 1977). George H. Litwin and Robert A. Stringer, Jr. (1976), states that the organizational climate can be seen from multiple dimensions. Among them are the dimensions of the structure which explains the steps and actions of the management, associated with the rule set, the hierarchy within the organization and bureaucracy, given the clarity of job descriptions, decision-making processes and controls put in place in the organization

### *Hypothesis 4:*

There is a positive and significant effect of compensation, motivation and organizational climate on employee job satisfaction. Evidenced by the test results obtained F count F = 85.624 with sig. = 0.000.

This is in line with the opinion of Luthan (1981) which states that job satisfaction is dependent on how the individual perception of a person in performing their duties in the workplace so it is subjective to individuals who feel it. Employees will be satisfied in the work if the individual aspects of the work and support each other so that it can be said that job satisfaction with regard to one's feelings which are fun whether or not the employee's job.

In theory, the results of this study in accordance with the opinion of Handoko (2010, p. 190) said that job satisfaction is one of the important elements in the organization. Job satisfaction can affect a person's behavior as lazy, industrious, productive, apathetic and others, complacency or disgruntled employees can be measured by the extent to which a company or organization can meet the needs of employees. If there is harmony between the needs of employees with what a given company, the level of satisfaction felt by employees will be high and vice versa. Job dissatisfaction is often reflected in the low work performance, a high degree of probability, frequent accidents and even strikes which eventually will be very detrimental to the company.

The results also support previous research carried out by Leny Triastuti (2009) which states that motivation and job competency partially and jointly significant effect on employee job performance. And research conducted by Affandi (2002) states that the organizational climate affects the motivation and performance of employees, as well as research that was done by Strong (2001) which states that the organizational climate influence on employee motivation. From the above description shows the relationship between motivation, organizational climate and employee competence to employee performance behind this research.

## 7. Conclusions and Suggestions

### 7.1 Conclusion

There is a positive and significant impact on job satisfaction employee compensation. Evidenced by the t variable compensation = 3.778 with sig. 0,000.

There is a positive and significant impact work motivation on employee job satisfaction. Evidenced by the t variable with a value motivate on = 3.077 sig. 0,003.

There is a positive and significant effect of organizational climate on employee job satisfaction is proven by Organizational Climate variable = 6.811 with sig. 0,000.

There is a positive and significant effect of compensation, motivation and organizational climate on employee job satisfaction. Evidenced by the test results obtained F count F = 85.624 with sig. = 0.000.

### 7.2 Suggestion

1. The Company may use compensation as an incentive or impetus that can stimulate workers to want to work hard and achieve maximum work.
2. The company must increase the motivation that there is so much passion for their employees to work until they increase employee performance.
3. Should the company pay more attention to climate leadership organization by creating and implementing health and safety regulations are good and fair for employees? So that employees will feel more considered by the company and can further enhance job responsibilities.
4. The company must pay attention to the complaints of employee so that employees feel satisfied with what they do.

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