

# The Effect of Work Environment and Salary On Motivation and The Impact On Employee Job Satisfaction in Indonesia Tourism Development Corporation (Persero)

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## Abstract

The purpose of this research is to study about work environment, salary, motivation, and job satisfaction. This study is to analyzes the influence of work environment and salary on motivation and the effect of job satisfaction. The object of this research is Indonesia Tourism Development Corporation (Persero). The population in this study we're all permanent employee that has been working more than one year that consist of 117 people, the total of the respondents are 91 in Indonesia Tourism Development Corporation (Persero). This research use questionnaire to collect data from respondents. All data analyzed using Partial Least Square (PLS) with Smart PLS 3.0 software. The result of this research shows that working environment and salary have significant influences on motivation and motivation have significant influence on Job satisfaction.

**Keywords:** Work Enviroment, Salary, Motivation, and Job Satisfaction

## Abstrak

*Penelitian ini bertujuan: (1) untuk mengetahui dan menganalisis sejauhmana volatilitas (kerentanan) Tujuan dari penelitian ini adalah untuk mempelajari lingkungan kerja, gaji, motivasi, dan kepuasan kerja. Penelitian ini bertujuan untuk menganalisis pengaruh lingkungan kerja dan gaji terhadap motivasi dan pengaruh kepuasan kerja. Objek penelitian ini adalah Indonesian Tourism Development Corporation (Persero). Populasi dalam penelitian ini adalah semua karyawan tetap yang telah bekerja lebih dari satu tahun yang terdiri dari 117 orang, total responden adalah 91 di Indonesia Tourism Development Corporation (Persero). Penelitian ini menggunakan kuesioner untuk mengumpulkan data dari responden. Semua data dianalisis menggunakan Partial Least Square (PLS) dengan perangkat lunak Smart PLS 3.0. Hasil penelitian menunjukkan bahwa lingkungan kerja dan gaji berpengaruh signifikan terhadap motivasi dan motivasi berpengaruh signifikan terhadap kepuasan kerja*

**Kata Kunci:** Lingkungan Kerja, Gaji, Motivasi, dan Kepuasan Kerja

## 1. Introduction

### 1.1 Background

The development of the community in the world are growing rapidly and the issue of the globalization to be concern for the community to deal with. To face the challenge of globalization, efforts are required to improve competitive advantage of a country, one of the effort to improve competitive advantage is to increase high quality human resources, having competence, have physical and spiritual health, and have the knowledge of information and technology. Improving human resources quality are necessary to organization/public institution, private institution, etc.

There's a lot total of State-Owned Enterprises in Indonesia that produce large employment opportunities for human resources in Indonesia, based on data from <http://bumn.go.id/> about the total of SOE in Indonesia, on the year 2015 there's 118 SOEs that spreaded on almost all

business sector. Human resources are needed in every sector to support reaching goals of the organization. Every year, human resources on SOE always increasing. The increase of total human resources were caused by many recruitments held by SOE on some sectors. One of the SOE in Indonesia who were conducting recruitment is Indonesia Tourism Development Corporation (Persero) is one of the SOE that active as management and developer tourism company. According to this information this SOE are doing reinventing. The recruitment of new employees purpose are to fill the empty formation based on the needs in each division and for the development of the company. Then the total of employee turnover in the company will be 0 or there's no employee who want resign to work in other company. Based on the news written on (<http://www.itdc.co.id/>) it shows that company have comfortable work environment with adequate compensation level.

One way to maintain the human resources was to see things that affecting job satisfaction from the employees, it's because satisfaction are very important influential for the organization purpose, if they satisfied with their work then they will do the best for his/her work. Job satisfaction are created by someone's motivation. The statement are supported by motivation theory from Herzberg that salary and work environment variable are included in hygiene factor, which a group of motivator affecting job satisfaction level (Mathis and Jackson, 2004).

Based on Wursanto (Handaru et. al, 2013) work environment are a variable that highly affecting employee work motivation. In their research (Jain and Kaur, 2014) stated that work environment are able to connect social relationship in work place and able to maintain relationships between colleagues, superiors, and organization. In addition, a conducive work environment will encourage and increase work morale of employees that resulting job satisfaction (Handaru et. Al, 2013).

Things that related to motivation are salary. Dessler in Umar (2012) suggest that money is the main factor that drives someone motivation to excel. Strong motivation is an impulse within the employees to do their jobs effectively to achieve job satisfaction (Anggraeni, 2011). Imran et. al (2014) stated that job satisfaction describes how someone is happy for his/her job

## 1.2 Research Questions

1. Is the work environment has a positive influence for employee motivation in *Tourism D* Indonesian Development Corporation (Persero)?
2. Does the salary have a positive influence for employee motivation in *Tourism* Indonesian Development Corporation (Persero)?
3. Is the motivation has a positive influence for employee satisfaction in Indonesian Tourism Development Corporation (Persero)?

## 2. Theoretical Framework and Hypothesis Development

### 2.1 Work Environment

The Work Environment according to Nitisemito (Arianto, 2013) is everything that exist around the employees which affect their performance. Meanwhile, according to Jain and Kaur (2014) the work environment is the involvement of all aspects that can affect the physical and mental condition of an employee.

### 2.2 Salary

According to Gaol (2014) salary is a payment, paid by the company every month. Whether reaching an achievement or not, salary must be given / paid on monthly basis. Meanwhile Rivai et al (2014) defines that salary is the remuneration in the form of money as a consequence of their position as an employee to contribute energy and mind in order to achieving the company goals. Or, it can also referred to a fixed payments received by a person from the affiliation of a company.

### 2.3 Motivation

A book from Mathis and Jackson (2004) explained the motivation theory known as the hygiene Herzberg by Hertzberg. This theory assumes that a group of motivational factors induce a degree of satisfaction and employee's high motivation, such as achievement, recognition, the work itself, responsibility and advancement while hygiene factors can lead to job dissatisfaction. The hygiene factors according to Herzberg are interpersonal relations, administration/company policies, supervision, salary and the work conditions.

The implication of Herzberg's research towards management and HR practices are the people who may not be motivated to work harder though the managers have carefully considered and conveying the hygiene factors in order to avoid employee dissatisfaction.

According to Tella (Siddique 2011) definition of motivation is like a psychological process that is the perception, attitude and learning. While Moorhead and Griffin (2013) defines motivation as set of power that causes people to behave in a certain way. Another definition proposed by Hasibuan in his book (2016), motivation is a driving force that creating the excitement of one's performance to get them to cooperate, work effectively and integrated with all resources, in order to achieve satisfaction. Nawari added (Dhermawan et al., 2012) there are two form of motivation

#### a. Intrinsic Motivation

Intrinsic motivation is the driving work that sourced from within the workers as an awareness of the meaning of the work performed.

#### b. Extrinsic Motivation

Extrinsic motivation is the driving work sourced from beyond the workers in the form of a condition that requires carrying out the work to the fullest.

### 2.4 Job Satisfaction

According to Rainey (Liu & Tang, 2011) job satisfaction is a positive and fun emotional state of a person who is generated from the work or the work experience itself. Another definition proposed by Riva et al (2014): job satisfaction is basically something individual. Each individual has a different level of satisfaction according to the value system that is applicable to them. The higher the assessment of the perceived activities in accordance with the wishes of individuals, the higher the satisfaction towards activity.

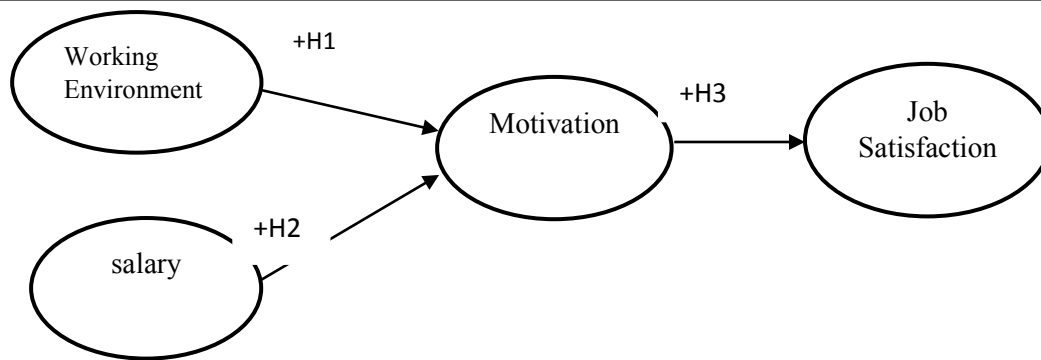
### 2.5 Research Model

This research model as shown in figure 1.

### 2.6 Research Hypoteses

H1 : The working environment has a positive influence towards motivation

If the employees are motivated by a supportive work environment, it will reflect a sense of security. This includes work in condition and harmonious atmosphere, familiarity and mutual respect (Buelens, 2007). Thus, if the work environment is comfortable and supportive to



**Figure 1.** Research Model

Source : (Azash et al, 2011), (Arshad et al, 2012), (Islam & Zaman, 2013)

each employee, then it will motivated them. Work environment has a positive relationship with an employee’s motivation (Buelens, 2007) research concurs with Azash Buelens et al (2011), whose results also showed a significant positive effect of work environment variable with motivation.

H2 : salary has a positive influence towards motivation.

An organization with a good salary level could generate the motivation of the workforce and also can ensure a bright future for the workers and also the organization (Arshad et al, 2012). In his research Arshad et al (2012) showed that wages have a significant positive relationship with motivation. Rynes et al (2004) compared the effect of salary and other aspects that can affect the motivation, the result is salary has the biggest positive influence compared with the other aspects.

H3 : Motivation has a positive influence on job satisfaction.

Some studies said that motivation is believed to affect wheter or not an individual satisfied with their work. The results show that the motivation positively related to job satisfaction. (Islam & Zaman, 2013). Similiar results were also generated in Roos and Edeen (2008) research. Employee’s motivation show how far the employees are motivated by the considerable workload and job content that can stimulate intellect, to achieve success and avoid failure. Needs and motives which associated with motivation significantly and positively related to all aspects of *job satisfacton*

### 3. Research Method

#### 3.1 Population and Sample

The population in this research includes all of the employee in Tourism Development Corporation (Persero) has been working for more or less a year, amounting to 117 people. The sample in this study is using the Purposive Sampling method and the sample selection is slovin formula which get total 91 samples.

#### 3.2 Operational Variables

In this study, researchers used the exogenous or endogenous variable or independent variable and endogenous variable or the dependent variable and the mediator variables which tabulated as follows in table 1.

### 3.3 Data Analysis Method

In this study the researchers use PLS analys method or *Partial Least Square*. The data obtained will be calculated using the smart PLS 3.0 software. *Partial Least Square* analysist is a multivariate statistical Techniques that perform multiple comparisons between the dependent variable and multiple independent variable. *Partial Least Square* or commonly reffered as PLS is one of the SEM statistical methods variant based that is designed to complete multiple regression when there is a specific problem to the data, such as the sample size, the lost data (missing values) and multicollinerarity(Abdillah dan Hartono, 2015).

### 4. Results and Discussion

#### 4.1 Pretest Result from Validity and Reliability Test

This study do the Pretest using SPSS 23 software where all the statements are in accordance with the criteria and can be said to be valid and reliable.

#### 4.2 Evaluation of Structural Model or *Inner model*

R-square value of job satisfaction variables is equal to 0.675, then the motivation variable has a value of 0.803 and dimension to the extrinsic and intrinsic motivation has a value of 0.887 and 0.863. R-square value of 0.67, 0.33 and 0.19 for endogenous latent variables in the structural model indicates whether the model is “good” “moderate” and “weak” (Ghozali, 2014). It can be concluded that all variables have good criteria.

#### 4.3 Evaluation of Measurement Model or *Outer Model*

##### 4.3.1 Construct Validity

Construct validity indicates how well the results from the use of an appropriate measureent theories that are used to define a construct ( Hartono in Abdillah & Hartono, 2015). The construct validity cinsist of convergent validity and discriminant validity (Abdillah & Hartono, 2015).

##### 4.3.2 Convergent Validity

Convergent validity test in the PLS with reflective indicators assessed by loading scores and using *Average Variance Extracted* (AVE) parameters. A construct is valid if the value of the loading score >0.5, AVE > 0,5(Ghoza-

**Table 1.** Operational Variables

VARIABLE	DEFINITION	MEASURING INSTRUMENT	MEASUREMENT SCALE
WORK ENVIRONMENT (WE)	Work environment is everything that exist around the workers, who can affected them in the line of duty (Nitisemito in Dhermawan et al, 2012)	WE1 insufficient light in my working space WE2. the air temperature in my working space is cool and comfortable WE3. The size of office provides the sufficient space to work comfortably WE4. I get a sense of security in my job WE5. I have a good relationship with co-workers (Handaru et al, 2013) WE6. I trust my co-workers WE7. The bosses give me adequate information about my job WE8. The bosses has a reasonable expectation from my work (Raziq, 2014)	Likert Scale 1-7
SALARAY (S)	Monthly payment. Achievement or no achievement, still get paid every montt (Gaol, 2014)	S1. I get a high salary S2. I am satisfied with the benefirt deals given by the company S3. I am satisfied with the current salary increase S4. I am satisfied with the current benefit deals S5. My previous salary increase is fair S6. My salary is in accordance with my ability and skill S7. I agree with the criteria for salary increases in the company S8. I agree with the equality of the given wage (Wang et al, 2010)	Likert Scale 1-7
EXTRINSIC MOTIVATION (EM)	Extrinsic motivation is the driving work sourced from beyond the workers in the form of a condition that requires carrying out the work to the fullest (Nawawi in Dhermawan et al., 2012)	EM1. The compensation given by the company to keep me motivated to give maximum effort. EM2. There is several oppourtunity for the post promotions that encourage me to work hard EM3. I am satisfied with the determined compensation EM4. I am satisfied with the promotional opportunities that available at the company EM5. I feel that the company thinks about the clear and firm compensation system EM6. I am excited about the level of salaries EM7. I feel that the compensation system motivated me. (Herpen et al, 2014)	Likert Scale 1-7
INTRINSIC MOTIVATION (IM)	Intrinsic motivation is the driving work sourced from within the workers as an awareness of the meaning of the work performed. (Nawawi in Dhermawan et al., 2012)	IM1. I get a lot of satisfaction from the work I do. IM2. My work balanced with the efforts IM3. I am satisfied with my job IM4. I feel excited to go to work(Rev) IM5. I usually feel enthusiast with my job IM6. I enjoyed the time in the office(Rev) (Herpen et al, 2014)	Likert Scale 1-7
JOB SATISFACTION (JS)	A positive and fun emotional state of a person who is generated from the work or the work experience itself. (Liu & Tang, 2011)	JS1. How often I feel enthusiast about my job JS2. I am quite satisfied with my current job JS3. I find pleasure in my job (Liu & Tang, 2011)	Likert Scale 1-7

li, 2014). Based on the model of the outer test showed that all indicators are valid i.e. *loading factor* result > 0.5 and ST > 0.5.

**4.3.3 Discriminant Validity**

Discriminant validity of the measurement model (outer model) with reflexive indicators assessed by cross loading measurements with constructs. Each indicator block is expected to have a higher loading for any latent variables were measured and compared with indicators of latent variables (Ghozali, 2014). showed good discriminant validity because the indicator correlation value towards the construct is higher than the correlation indicator value with other construct. For *loading factor* illustration G1, G2, G3, G4, G5, G6, G7 dan G8 on salary factor is as big as 0.834, 0.911, 0.935, 0.923, 0.761, 0.915, 0.836 and 0.891. this amount is higher than the loading factor with other constructs which is work environment, job satisfaction, extrinsic motivation and intrinsic motivation. Besides the tables above shows that the correlation construct on WE, JS, EM and IM with indicators are higher than other indicator correlation. So it can be concluded that the latent constructs predict indicators in their block are better than the indicator in other block.

**4.3.4 Construct Reliability**

Construct reliability of measurement models with reflexive indicators can be measured by looking at the value of composite reliability and Cronbach's alpha block indicators that measure the construct. A construct is reliable if the *composite reliability* value and *cronbach's alpha* is above 0.70 (Ghozali, 2014). shows that the *Composite Reliability* value and *Cronbach's Alpha* for all constructs is above 0.7 which indicate that all constructs on the model is estimated to meet reliable criteria.

**4.4 Hypothesis Testing**

Significance estimated parameters providing very useful information about the relationship between the variables of the study. The bases used in testing the hypothesis is the value contained in the output path coefficients as follows:

- **Work Environment -> Motivation**

In the table 2, it can be seen that the Work Environment relationship with motivation is significant, because the T-statistic has score more than 1.96 which is equal to 7.629 and the P Values is 0.000 < 0.05. Then that table also showing the value of the *path coefficient* that is positive because the score is above 0.3 which equal to 0.583 and indicates that the work environment variables with the motivation is positive. Thus the H1 hypothesis in this study stated that the Work Environment has a positive effect towards the accepted motivation. From these results it can be concluded that their Work Environment will improve the motivation. The results are consistent with Buelens (2007) result that the Work Environment affects motivation. According to Buelens Work Environment involves working in a harmonious atmosphere, kindness and mutual respect. Thus, if the Work Environment is comfortable and supportive to the each employee, then it will make employees feel motivated in his job.

- **Salary -> Motivation**

In the table 2, it can be seen that the salary relationship with the motivation is significant because the T-statistic has score above 1,96 which is equal to 5.214 and the P value is 0.000 < 0.05. Then the table also shows the positive *path coefficient* because the score is above 0.3 which is equal to 0388 and indicates that the Salary variable and Motivation variable is positive. Thus the H2 hypothesis in this study stated that the Salary has a positive effect on the accepted motivation. From the result we concluded that their salaries would improve the Motivation. The results are consistent with Arshad et al (2012) research, that there is a positive influence between the Salary and Satisfaction. According to Arshad et al, an organization that has a good salary level could generate the motivation of the workforce and also can ensure a bright future for the workers and also the organization (Arshad et al, 2012)

- **Motivation -> Job Satisfaction**

In the table 2, it can be seen that the relationship between motivation and job satisfaction is significant, because the T-statistic score is above 1.96 which equal to 23.163 and the P Values is 0.000 < 0.05. Then the table also shows the value of the positive *path coefficient* because the score is above 0.3 which is equal to 0,822 and indicates that the Motivation variable Job Satisfac-

**Table 2.** Path Coefficient

	<i>Original Sample</i>	<b>T Statistics ( O/STERR )</b>	<b>P Values</b>
Salary -> Motivation	0.388	4.792	0.000
Work Environment -> Motivation	0.583	7.110	0.000
Motivation -> Job Satisfaction	0.822	23.905	0.000
Motivation -> Extrinsic Motivation	0.942	40.122	0.000
Motivation -> Intrinsic Motivation	0.929	49.569	0.000

tion variable is positive. Thus the H3 hypothesis in this study stated that the motivation has a positive influence towards the Job Satisfaction received. From these results we concluded that their motivation will enhance the Job Satisfaction. According to Herzberg (Mathis and Jackson 2004) motivation factors can increase the Job Satisfaction. According to Herzberg there is a Motivator and Hygiene. If the hygiene factors causing dissatisfaction, it will reduce the level of Job Satisfaction, the expected compensation, promotion opportunities, as well as salary increases will cause a sense of Job Satisfaction towards themselves. Then motivator factor as Herzberg said also affect the satisfaction of the employee, then these factor will push their Job Satisfaction.

#### 4.5 Managerial Implications

This research can be contained with Managerial Implication for *Indonesia Tourism Development Corporation (Persero)*. Several implications that can be given to the firms are as follows.

To establish a greater sense of Job Satisfaction, there must be encouragement and it is formed due to the Work Environment factor. It is based on the value of Work Environment *path coefficient* which is at the value 0.583, this indicates that Work Environment variable is more dominant than Salary to the Motivation. The researchers suggesting that management must pay attention to the Work Environment, especially in the aspect of security which is the biggest loading factor that is equal to 0.831 and proving that they feel safe to work in this place. In SEO, sense of security is as common as the future career and longlastin company. It is usual because SEO in general is the company that guaranteed by the government. But keep in mind that there are aspects to remember such as trust to colleagues. Management should pay attention to how to maintain unity, so that the performance of the company can run well. Another thing to encourage the togetherness is to hold family gathering

*Path coefficient* value is 0.822. That is the largest value of *path coefficient* compared to another value from *path coefficient* in another track, it shows that to establish a greater sense of Job Satisfaction, then the greatest effect is motivation. In motivating the employees, the management should pay more attention to the compensation aspects. But keep in mind that the career path aspects is the aspects that has the smallest value of loading factor, then management must pay attention to how the career path should be earned by the employee, especially for the employees who give the best performance for the company.

### 5. Conclusion and Suggestion

#### 5.1 Conclusion

This research is made to analyst the influence of Work Environment and salaries towards motivation and their impact to the employees' Job Satisfaction on *Tourism Development Corporation (Persero)* Job:

1. The Work Environment has a positive and significant influence towards Motivation.
2. The Salary has a positive and significant influence towards Motivation

3. Motivation has a positive and significant influence towards Job Satisfaction.

#### 5.2 Suggestion

This research is still far from perfect and it still has limitations and need improvement. Therefore, here are some suggestions that can be given to *Indonesia Tourism Development Corporation (Persero)* and for the further research:

1. The company should always pay attention to the Work Environment, especially on the unity among the employees, because the Work Environment is a driving force to motivated the employees. Authors suggesting to hold an event like family gathering to strengthen the relationship between the employees.
2. The company should improve the compensation system and career paths that exist in *Indonesia Tourism Development Corporation (Persero)*. So the employees in *Indonesia Tourism Development Corporation (Persero)* can be motivated to promote and achieve all the company's objectives
3. For the further study, researchers suggesting to examine the same field or the same industry segment, but not the SEO company. It can be a reminder whether between the companies in the same sector also have the same character or relationship pattern between variables or not

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<http://www.itdc.co.id/investor-relationship/reports-and-presentations/> (Link ini di akses oleh Dewanti Pratiwi pada 27 April 2016, 11.15 WIB)

**Attachment***R-Square*

<i>Construct</i>	<i>R Square</i>	<i>Kriteria</i>
Job Satisfaction	0.675	Good
Motivation	0.803	Good
Extrinsic Motivation	0.887	Good
Intrinsic Motivation	0.863	Good

*Composite Reliability*

<i>Construct</i>	<i>Composite Reliability</i>
Salary	0.964
Motivation	0.960
Extrinsic Motivation	0.951
Intrinsic Motivation	0.946
Work Environment	0.918
Job Satisfaction	0.926

*Cronbach's Alpha*

<i>Construct</i>	<i>Cronbach's Alpha</i>
Salary	0.957
Work Environment	0.899
Job Satisfaction	0.879
Motivation	0.954
Extrinsic Motivation	0.940
Intrinsic Motivation	0.931



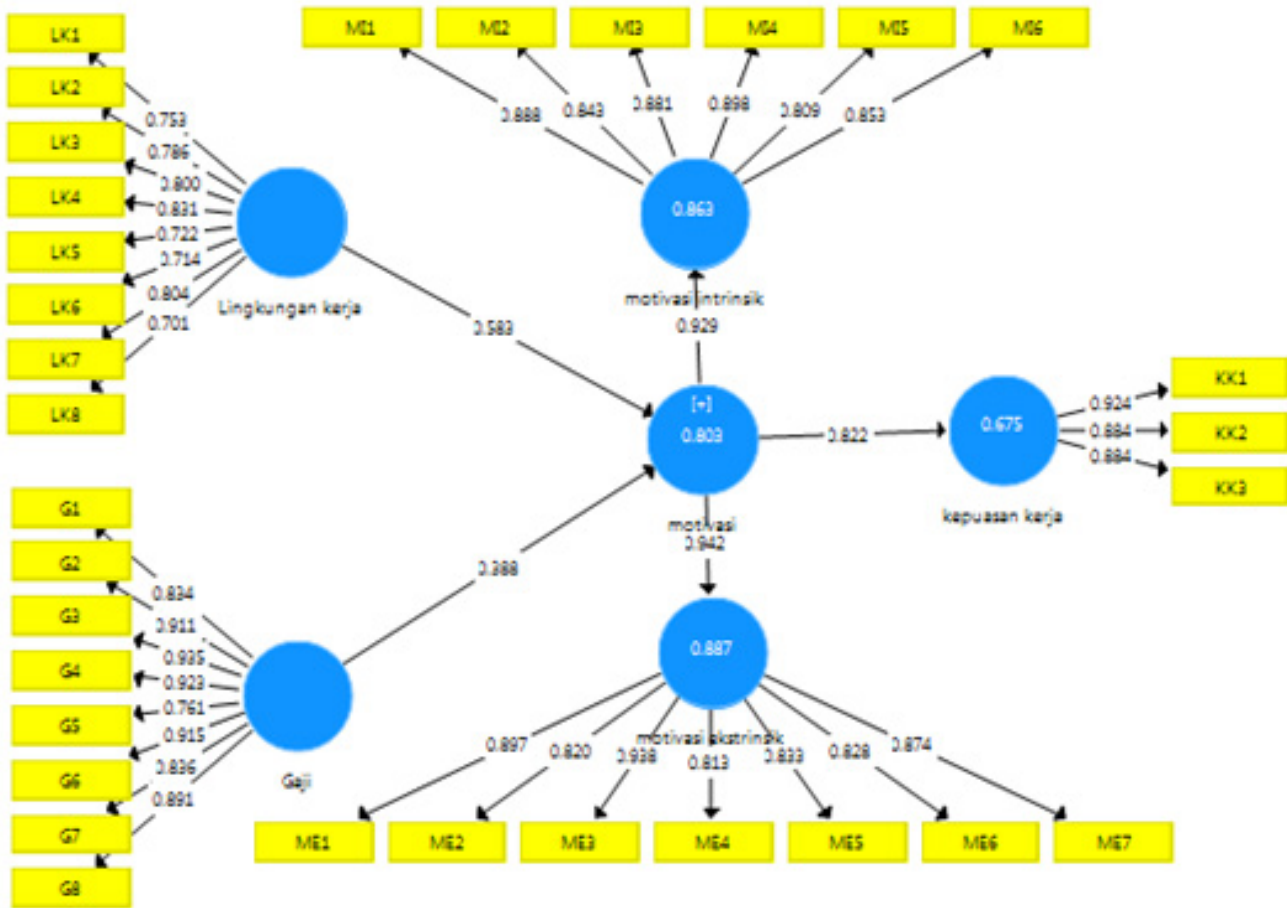
**Convergent Validity**

<i>Construct</i>	<i>Loading Factor</i>	<i>Loading Factor</i>	<i>AVE</i>
<b>Work Environment</b>	WE1	insufficient light in my working space.	0.753
	WE2	the air temperature in my working space is cool and comfortable	0.786
	WE3	The size of office provides the sufficient space to work comfortably	0.800
	WE4	I get a sense of security in my job	0.831
	WE5	I have a good relationship with co-workers	0.722
	WE6	I trust my co-workers	0.714
	WE7	The bosses give me adequate information about my job	0.804
	WE8	The bosses has a reasonable expectation from my work	0.701
<b>Salary</b>	S1	I get a high salary	0.834
	S2	I am satisfied with the benefirt deals given by the company	0.911
	S3	I am satisfied with the current salary increase	0.935
	S4	Saya puas terhadap penawaran benefit yang diberikan saat ini.	0.923
	S5	My previous salary increase is fair	0.761
	S6	My salary is in accordance with my ability and skill	0.915
	S7	I agree with the criteria for salary increases in the company.	0.836
	S8	I agree with the equality of the given wages	0.891
<b>Motivation (Extrinsic Motivation)</b>	EM1	The compensation given by the company to keep me motivated to give maximum effort	0.897
	EM2	There is several opportunity for the post promotions that encourage me to work hard	0.820
	EM3	I am satisfied with the determined compensation	0.938
	EM4	I am satisfied with the promotional opportunities that available at the company.	0.813
	EM5	I feel that the company thinks about the clear and firm compensation system.	0.833
	EM6	I am excited about the level of salaries	0.828
	EM7	I feel that the compensation system motivated me.	0.874
<b>Motivation (Intrinsic Motivation)</b>	IM1	I get a lot of satisfaction from the work I do.	0.888
	IM2	My work balanced with the efforts	0.843
	IM3	I am satisfied with my job.	0.881
	IM4	I feel excited to go to work(Rev)	0.898
	IM5	I usually feel enthusiast with my job	0.809
	IM6	I enjoyed the time in the office(Rev)	0.853

**Cross Loading**

	<b>Salary</b>	<b>Work Environment</b>	<b>Job Satisfaction</b>	<b>Extrinsic Motivation</b>	<b>Intrinsic Motivation</b>
S1	<b>0.834</b>	0.508	0.399	0.592	0.489
S2	<b>0.911</b>	0.709	0.601	0.793	0.656
S3	<b>0.935</b>	0.571	0.422	0.732	0.504
S4	<b>0.923</b>	0.711	0.595	0.788	0.627
S5	<b>0.761</b>	0.514	0.368	0.587	0.480
S6	<b>0.915</b>	0.559	0.442	0.728	0.470
S7	<b>0.836</b>	0.620	0.480	0.810	0.603
S8	<b>0.891</b>	0.624	0.531	0.774	0.596
JS1	0.499	0.698	<b>0.924</b>	0.561	0.823
JS2	0.589	0.674	<b>0.884</b>	0.681	0.755
JS3	0.399	0.678	<b>0.884</b>	0.562	0.776
WE1	0.538	<b>0.753</b>	0.493	0.535	0.582
WE2	0.488	<b>0.786</b>	0.573	0.515	0.638
WE3	0.535	<b>0.800</b>	0.597	0.582	0.640
WE4	0.757	<b>0.831</b>	0.617	0.760	0.724
WE5	0.382	<b>0.722</b>	0.594	0.380	0.554
WE6	0.473	<b>0.714</b>	0.687	0.522	0.573
WE7	0.623	<b>0.804</b>	0.565	0.742	0.722
WE8	0.346	<b>0.701</b>	0.556	0.494	0.651
EM1	0.799	0.742	0.649	<b>0.897</b>	0.745
EM2	0.592	0.687	0.584	<b>0.820</b>	0.593
EM3	0.756	0.754	0.650	<b>0.938</b>	0.749
EM4	0.557	0.661	0.543	<b>0.813</b>	0.600
EM5	0.724	0.526	0.520	<b>0.833</b>	0.544
EM6	0.819	0.585	0.531	<b>0.828</b>	0.653
EM7	0.754	0.585	0.547	<b>0.874</b>	0.598
IM1	0.585	0.759	0.783	0.655	<b>0.888</b>
IM2	0.571	0.638	0.655	0.648	<b>0.843</b>
IM3	0.532	0.718	0.770	0.618	<b>0.881</b>
IM4	0.586	0.765	0.767	0.735	<b>0.898</b>
IM5	0.511	0.704	0.728	0.592	<b>0.809</b>
IM6	0.510	0.745	0.820	0.627	<b>0.853</b>

PLS Algorithm Result



Bootstrapping Result

