

**ANALYSIS EMPLOYEE JOB SATISFACTION TOWARD EMPLOYEE WORK
MOTIVATION AT PELAKSANA HARIAN BADAN NARKOTIKA NASIONAL
NORTH MINAHASA REGENCY**

*ANALISIS KEPUASAN KERJA PEGAWAI TERHADAP MOTIVASI KERJA KARYAWAN DI KANTOR
PELAKSANA HARIAN BADAN NARKOTIKA NASIONAL DI KABUPATEN MINAHASA UTARA*

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Abstract : In order to create a smooth and can produce good work motivation, it is necessary to increase job satisfaction for employees. The success of the company is required to perform optimally in a positive attitude towards work, which in turn can generate a good motivation. The purpose of this study was to determine the effect of job satisfaction on work motivation. Where researchers study took place at the Daily Executive Office of the Badan Narkotika Nasional (BNN) North Minahasa Regency, with 9 employees as informants and using purposive sampling method. The method used to analyze the research is qualitative method. The results showed employee satisfaction has a significant influence on employee motivation either simultaneously or partially. Daily Executive Office Manager BNN North Minahasa Regency expected more attention to what might motivate employees so that they are satisfied on the job. If employees can be satisfied that they are motivated to perform the job well.

Keywords: *job satisfaction, work motivation, performance, organization*

Abstrak : Untuk dapat menciptakan kelancaran dan dapat menghasilkan motivasi kerja yang baik, maka diperlukan adanya peningkatan kepuasan kerja terhadap karyawan. Keberhasilan perusahaan dituntut untuk bekerja secara optimal dalam sikap positif terhadap pekerjaan, yang pada gilirannya juga dapat menghasilkan motivasi kerja yang baik. Tujuan dari penelitian ini adalah untuk mengetahui pengaruh kepuasan kerja terhadap motivasi kerja. Di mana peneliti mengambil tempat penelitian di Kantor Pelaksana Harian Badan Narkotika Nasional (BNN) Kabupaten Minahasa Utara, dengan informan 9 karyawan dan menggunakan metode purposive sampling. Metode yang digunakan untuk menganalisis penelitian adalah metode kualitatif. Hasil penelitian menunjukkan kepuasan kerja karyawan memiliki pengaruh yang signifikan terhadap motivasi kerja pegawai baik secara simultan maupun secara parsial. Pimpinan Kantor Pelaksana Harian BNN Kabupaten Minahasa Utara diharapkan lebih memperhatikan apa yang dapat memotivasi karyawan sehingga mereka puas pada pekerjaan. Jika karyawan dapat terpuaskan maka mereka termotivasi untuk melaksanakan pekerjaannya dengan baik.

Kata kunci: *kepuasan kerja, motivasi kerja, kinerja, perusahaan*

INTRODUCTION

Research Background

Company is a social unit that has been consciously coordinated with a limit relative and can be identified and work on relatively continuously in order to achieve a common goal. In other word, companies are established by the people and for the people to achieve the goals. It consists of people working together through interactions and communications. Management is the process of efficiently getting work activities completed efficiently and effectively with and through other people. Companies depend on people to make them operate. A company is nothing without resources. A company consists of the combination of different resources, among which human resource is the superior. To achieve goals, different activities are need to be done. To get activities completed, the resources should be allocated properly.

The management process includes the planning, organizing, leading and controlling activities take place to accomplish the objectives. Managing people in a company is human resource management. Human resource management is the motor that is in order and routine activities of a company or organization. In a company or organization consists of a wide variety of individuals who belong to various status where that status in the form of education, occupation and social class, experience, gender, marital status, level of expenditure, as well as the age of each level (Hasibuan, 2007). Employees in an organization or company has needs and desires different, will cause a reaction form, desire, thought patterns, and different behavior. Some employees feel it is enough to do the work anyway, but others feel they need to do something that is also needed, although not the main task. The success of any company or organization depends largely on the motivation of the employees. A company with low employee motivation is completely vulnerable to both internal and external challenges because the employees are not giving the extra efforts to maintain the company's stability.

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Daily Executive Office of the Badan Narkotika Nasional (BNN) North Minahasa Regency is an institution under Badan Narkotika Nasional with the task to coordinate the relevant government agencies in the formulation and implementation of national policy of drug prevention, also to coordinate the implementation of national policy of drug prevention.

Each company in the success of improving employee performance motivation pursued in a way that is not easy, it takes the concept accuracy, sharpness analysis of existing humanitarian aspects as well as the continued cooperation between the company and the employees. To still be able to maintain the quality and efficiency of the business, a company must continue to have the management and applying effective market strategies and practical. To be able to produce good management, the company must continue to improve its human resources to work optimally. This increase in human resources with respect to attitudes toward work, both individually and when interacting teams and groups. That is, the success of the company is required to work optimally in a positive attitude towards work, which in turn can also produce good work motivation. To obtain the desired work motivation, job satisfaction should be improved. Employee motivation is essential to the success of any company regardless big or small. In the modern workplace, human resources are valued above all others.

Research Objectives

The purpose of research is to know the influence of job satisfaction toward work motivation at Daily Executive Office of the Badan Narkotika Nasional (BNN) North Minahasa Regency.

THEORETICAL FRAMEWORK

Human Resources

Human Resource (HR) is emerging as the key concept in assessing the competitive assets of organizations. Human Resource managers and professionals, by virtue of their knowledge of human performance, are well positioned to exercise strategic leadership and contribute significantly to a firm's competitive advantage. This paradigm shift concerning the value of human resources will therefore create opportunities for the HR function to develop a more strategic role in a firm's operation (Lawler & Mohrman, 2003). Human Resource Management is the process of hiring and developing employees, so that the employees become more valuable to the company or organization. Human Resource Management includes conducting job analysis, planning personnel needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, and communicating with all other employees at all levels of work. The core qualities of Human Resource Management are extensive knowledge of the industry, leadership, and effective negotiation skills.

Organizational Behaviour

Organizational behavior is an academic discipline concerned with describing, understanding, predicting, and controlling human behavior in an organizational environment. The field is particularly concerned with group dynamics, how individuals relate to and participate in groups, how leadership is exercised, how organizations function, and how change is effected in organizational settings. Organizational behavior is a broad areas of management that studies how people act in organization. Leaders can use theories and knowledge of organizational behavior to improve management practices for effectively working with and influencing employees to attain organizational or company goals. The field of organizational behavior has evolved from the scientific study of management during the industrial area, administrative theories of the leader's role, principle of bureaucracy, and human relations of employee's needs (Scott, 1992). Organizational behaviors is an interdisciplinary field that draws on the ideas and all research of many disciplines that are concerned with human behavior and interaction. These include psychology, social psychology, industrial psychology, sociology, communications, and anthropology (Robbins, 1996).

Job Satisfaction

The concept of job satisfaction has been defined in many ways. However, the most-used definition of job satisfaction in organizational research is that of Locke (1976 cited by Timothy Judge and Ryan Klinger, 2009), who described job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Vroom (1964 cited by Aziri, 2011) in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying. Job satisfaction is the favorableness or un-favorableness with which employees view their work. Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the work place (Davis, 1985 cited by Aziri, 2011).

Job satisfaction is a feeling of self-supporting or not to the employees associated with work and with the condition. It can be concluded that job satisfaction is one's feelings towards his job as a result of experience gained from work and desired expectations of the job. Job satisfaction is individualized. Every person has a different level of satisfaction with others.

Work Motivation

Motivation comes from the word motive which means "push" or stimuli or "driving force" that exists in a person. Motivation can be defined as an impetus effort (motives) in the individual or group to take action to do something. Motivation is something what makes a person act (Siagian, 2004). In conjunction with the work environment, McCormick (1985) stated that "work motivation is defined as conditions which influence the arousal, direction and maintenance of relevant behaviors in work settings". According to Donnelly and Gibson in *Fundamentals of Management* (1997), motivation is a state in the person who activates or move. From the perspective of a manager, a person who is motivated will work hard, maintaining step hard work, and have controlled their own behavior toward important goals. Every human being must have had motivation to work, but there are some people who are more active than others. Most people want to work harder if not encounter obstacles in realizing what was expected. During the work a strong impulse, the greater the chance of an individual to be more consistent at work purposes. There are also those who prefer a boost employment without expecting anything in return, because he found pleasure and happiness in the acquisition conditions encountered and overcome difficult situations.

Previous Research

Singh and Tiwari (2011) discussed about relationship between motivation and job satisfaction of the White Collar Employees. The results of the study also indicate that, motivation remains unaffected of both age as well as the length of the service of the employees. It may be because of the fact that the factors responsible for motivation and satisfaction seem to be present in the working environment of the organization. Ayub (2011) conducted research the relationship between work motivation and job satisfaction, the research was calculated for the correlation between the work motivation and job satisfaction. In order to find out gender differences t test was computed. In conclusion, the findings of the study suggest that there was a positive correlation between work motivation and job satisfaction. Furthermore, there was a significant gender difference on the variable of work motivation and job satisfaction.

Oparanma and Austin O. (2011) conducted research on *The Relationship between Motivation and Job Satisfaction of Managers in the Retail Business in Nigerian*, discussed impact of motivation on job satisfaction of retail business managers. To achieve this purpose, research questions were raised, hypotheses were formulated, and relevant literatures were reviewed. The data generated were analyzed using simple percentages and mean scores while the stated hypotheses were statistically tested with the Chi-square test and the Spearman's correlation co-efficient. This revealed that motivation has strong impact on job satisfaction of retail business managers as it improves their quality of output. It was therefore recommended that proprietors of retail business should design appropriate motivational techniques that will enhance job satisfaction of retail business managers.

Gupta and Gehlawat (2013) in *Job Satisfaction and Work Motivation of Secondary School Teachers in Relation to Some Demographic Variables*, revealed that first, there is no significant difference was found in the job satisfaction and work motivation of male and female teachers. Second, there were significant differences among teachers working in government and private schools; more experienced and less experienced teachers with respect to job satisfaction and work motivation. And third there is significant difference was reported in the work motivation of teachers having graduate and post-graduate qualifications.

RESEARCH METHOD

Type of Research

Sekaran (2011), research is a somewhat intimidating term for some, is simply the process of finding solutions to a problem after a thorough study and analysis of the situational factors. Research is the way to solve the problem that is found in the process of research itself. Method that will be used to analyze this research is qualitative analysis method. Qualitative method used to describe the phenomenon that occurs while doing research. This method requires researcher to do investigation in field directly. This research is used form of word as a descriptive study. "A descriptive study is undertaken in order to ascertain and be able to describe the characteristics of the variables of interest in situation." (Sekaran, 2011).

Place and Time of Research

This research is conducted at Daily Executive Office of the Badan Narkotika Nasional (BNN) North Minahasa Regency. The informants of this research are employees there and have different characteristics especially in different position of work. The process of interview is taken from September - November 2015.

Conceptual Framework



Figure 1. Conceptual Framework

The design above that used in this research showed the extent to which the existence of influence of one variable to another variable.

Sampling Method

The sample method involves taking a representative selection of the population and using the data collected as research information. Sampling theory is important to understand in regards to selecting a sampling method because it seeks to "make sampling more efficient" (Cochran, 1953). Cochran posits that using correct sampling methods allows researchers the ability to reduce research costs, conduct research more efficiently (speed), have greater flexibility, and provides for greater accuracy. The sampling method that used in this research is purposive sampling. The unit were selected based on certain considerations in order to obtain a sampling unit that has the desired characteristics or criteria in sampling. The sample taken with the purpose and the desired goal of researchers or something taken as a sample because researchers believe that someone or something has or knows information necessary for the work he created. This is used primarily when there is a limited number of people that have expertise in the area being researched, or when the interest of the research is on a specific field or a small group (Palys, 2008). The researcher chooses the purposive sample based on the restrictions on the number of employees who are not too much in Daily Executive Office of the Badan Narkotika Nasional (BNN) North Minahasa Regency, and also based on who would be appropriate for the research.

Social Situation and Informants

It refers to the entire group of people, events, or things of interest that the researcher wishes to interview. The important thing in a research that is needed is the situation in company, like how many employees are there, as a source of data for a research information. Social situation can also be defined as a collection of all the elements are there, which will be observed or studied. Thus the determination of this has a major impact on the success and failure of a study, due to be in accordance with the theme that should be studies. Informants refer to the employees selected. By studying the informants, researcher should be able to

draw conclusions that are generalizable to the social situation of interest. The informants is partly the number and characteristics in the company. The total of the informants are 9 employees.

Data Collection Method

The data collection method used is primary data, which is a list of questions put to the respondents, in the sense of personal statements or things you want to know and have been to collect the data. Primary data information collected by a researcher to support the research (Burns and Bush, 2006). The list of questions were made based on the theory of job satisfaction and work motivation.

Operational Definition and Measurement of Research Indicators

There are some indicators to measure the employee job satisfaction. The indicators are:

1. Pay/salary

Which is a symbol of achievement or success and a source of self-recognition. Salaries can be said to be an important determinant in determining job satisfaction, as required to meet the many needs of life needs of employees. Salaries can facilitate employees to finance the necessities of life, such as food, shelter, clothing, etc.

2. Promotion

Which is characterized by a change in the position to a higher level. These changes give rise to the responsibilities, rights, status, and authority increased, and their status was getting bigger and bigger incomes were accompanied by an increase in other facilities.

3. Supervision

Which is as a systematic attempt by management to compare the performance standards, plans, or goals that have been determined in advance to determine whether performance is in line with these standards and to take healing action necessary to see that human resources are used as effectively and efficiently as possible in achieving the goal.

4. Fringe benefits

Which are financial and non-financial payment is not directly received by the employee for the continuation of their work with the company beyond the basic salary received by employees.

5. Operating condition

Which is a very important working conditions for employees for personal comfort and to facilitate the execution of tasks.

6. Co-workers

It is a factor related to the relationship between the boss and the employee with another employee, either the same or a different type of work.

7. Communication

Which is as a regard of the willingness of the employer to hear, understand and acknowledge opinion or achievements of employees was instrumental in creating a sense of satisfaction to work.

Data Validity Method

The validity of qualitative research is sometime doubted because of the research subjectivity, less of control in interview questions and incredible resources. The validity of this research need to be checked with:

1. Reliability

It is the degree to which measures are free from error and therefore yield consistent results (Zikmund, 2003).

2. Transferability

Which the result can be implemented in other situation and condition and the researcher has responsibility in giving accurate data systematically to provide better understanding.

3. Conformability

Which is the way in providing data of the result that match with the data collection on the fields. The validity can be obtained through discussion with people who are not included in the research that have the connection with this research.

Data Analysis Method

There are several steps that should be done in qualitative research analysis, which are:

1. Organizing data

Qualitative data needs to be organizing in order to make it more accessible and understandable. The data gathered from the respondent through in interview should be documented in the written form.

2. Examine the assumption or existing problems and the data

This step is the category that already been set up through the analysis reviewed based on the theoretical review in order to find out the connection or correlation between result and the theoretical review itself. In the qualitative research, there are several assumption can be obtain from the theoretical review about the connection between the concept and the existing factors.

3. Seek for the alternative explanation of data

After obtaining the connection between category and data pattern with the assumption, the explanation step begin. It's very helpful to seek alternative explanation from the related reference or theory in case to get some information about any possible assumption.

4. Write the result of research

After all the data collected and all the related theories gathered, the researcher has to make an analysis about the result. It's very important to understand the results that obtain from the respondent in order to get an accurate analysis of the research.

RESULTS AND DISCUSSION

Results

Based on the interview, informant 1 indicates that he is satisfied with the situation or condition on the way the organization chief behave and manage the organization. He also satisfied with the salary he gains. He also said that the salary he gets is proportional with the field of work that he worked, and current salary he received is enough to meet his needs. The informant 2 indicates that he is satisfied with the condition where he works, although he is less interested in the field of work that occupied this time, because he did not have a lack of understanding and knowledge and experience in performing his job duties, but it does not rule out the possibility that he could get wider opportunity to develop his career. Salary along with bonuses he received is fair enough so that he could meet his needs of everyday life, as well as his work now gives guarantees for old age. So that he feels satisfied with the salary he gain that can motivate him to do his work.

Informant 3 feels attracted to her occupations practiced today, because she has the ability and knowledge in performing her duties. She is indicated that she is satisfied with the condition where she works. She also satisfied with the performance of the chief. She is satisfied with salary she get because salary she received in accordance with the workload she is doing, which is sufficient to meet its needs. She feels satisfied with her work condition. Informant 4 said that she is interested in her current job. She has the ability, knowledge, also experience in performing her duties, so that she can finish her works well. In every job she does, she always gets the motivation and direction of her chief. She feels less satisfied with the salary. The payment she gets is not comparable with the workload she's carrying, because according to her, if she has to do her works overtime or she enters the office until the end of the week to complete the tasks assigned to her, the salary earned will remain the same. However, her salary is now sufficient to meet her needs, she said.

Informant 5 indicates that she is satisfied with that situation of work. Although she does not have previous knowledge and experience in the field of which she elaborated at the moment, as treasurer in which she works, she is interested in doing the job. Pay the applicant is fair enough to fulfill her needs, she said. Rewarded with bonus incentives are also quite fair. She added, as a civil servant, her job is certainly guaranteed for the old days. It indicates that she is satisfied with the salary she received, that can be expected to her to do her job better. Informant 6 is interested in her work because her work is appropriate to what she experience and training acquired to complete her tasks and responsibilities. The condition there is also pretty good job, she always gets the support of her colleagues and the chief also always involves themselves in decision-making. She is less satisfied with the management organization work, because she is less included in important activities are held, she said. She also feels less satisfied with the salary she gets. She said that the salary is less enough to fulfill all the needs because of the salary she received is not comparable with the workload she has done, even though it was coupled with incentive bonuses earned every few months. No matter the difficulties and no matter how hard she worked, the salary will not be increased unless she was promoted to higher position, she said.

Informant 7 She said that she was very interested in his current job. She also has knowledge and experience to do the job. Where she works now, she has a very broad opportunity to develop his career. The atmosphere in the workplace is very pleasant. She is satisfied with the condition or situation where she works. The chief always direct and motivate her to do her work, also her friends always provide support in carrying out her job duties. She also feels satisfied with the salary. Salary she received is proportional to the workload she was doing. Also incentives bonuses are always received. Informant 8 said that she is interested in the job that she is elaborated. It indicates that she is satisfied with the situation or condition in the way the chief of organization behave. Her chief always directs and motivates her to face of difficult tasks done. She also always get support from colleagues in carrying out the task. She is also satisfied with the salary she gains. Salary that she gets as a payment for her works at this time is proportional to the current job which is sufficient to meet her needs. She said that she is very interested in the field of work that she elaborated this time, because she has knowledge and experience in performing the duties. She is satisfied with the situation or condition in the way the chief of organization behave. Her chief and co-workers always motivate and provide support in carrying out her duties. She is also satisfied with the salary she gains. The salary she gets is comparable to the workload and it's enough to meet their needs now. She said that she feels the salary she received in accordance with other employees received. Bonuses are given fair enough.

Discussion

Based on the results from the interviews, there are some opinion about job satisfaction, which is, job satisfaction is a pleasant emotional state about how employees view their job. Basically, job satisfaction is an individual thing. Job satisfaction will be get when there is a match between the expectations of employees with the reality encountered and the obtainment of a work. Felt to be a challenging job that will lead to boredom in self-employees, otherwise work that the challenge is too heavy it will cause frustration and feelings of failure. There are two most affected factors in employee job satisfaction, which are pay/salary and promotion, that can be explained as below.

1. Pay/salary, is the reward for what he has given individual (worker/civil servants) to an entity or state and the second fixed amount and paid periodically. The employees of the organization show little satisfaction with their current salary. Some employees said that their satisfaction with salary is not so good. The employees are not showing high satisfaction because the fairness of the salary or bonus compared to the tasks they do. Sometimes, even though the work they have done is too much and felt difficult to do, salary they get is not fair enough for them.
2. Promotion, is the factor related to whether there is an opportunity to gain career advancement during work. Promotion can be an opportunity to moving to another office or still in the currently office but have a higher position. Concerning the possibility of a person to advance in the organization and can progress through promotion. But for now, the employees do not find the possibility of promotion. Based on the result from the interviews, job satisfaction is really affected to the employee work motivation.

Work motivation based on the result of the interviews means work motivation is the various efforts made by employees to meet the wants and needs to do the job. However, that wants and needs can be met if it is not readily available without maximum effort. In fulfillment of the needs in work, employees will behave in accordance with a push-owned and what underlies behavior. If the employees are not satisfied with their job, the job motivation would not be high. Conversely, if the employees are satisfied with their jobs, it will be a driving force or a trigger to make them work harder. Based on the result from the interviews, some indicators that can motivate employee are supervision and co-workers. Supervision, which is a systematic attempt by management of an organization to compare the performance standards, plans, or goals that have been determined in advance to determine whether performance is in line with those standards and to take healing action necessary to see that employees are used as effectively and efficiently as possible in achieving the goal. And co-workers is a factor related to the relationship between the chief and the employee with another employee, either the same or a different type of work. For most employees, the work also fills the need for social interaction.

CONCLUSION AND RECOMMENDATION

Conclusion

This research has been conducted by used qualitative research. Thus, this research had analyzed the employee influence of job satisfaction toward work motivation. Job satisfaction is really influence work motivation. When the employees are satisfied then they are motivated to do their job better. From the result of this research through interview at Kantor Pelaksana Harian Badan Narkotika Nasional Kabupaten Minahasa Utara, there are several conclusion that can be drawn:

1. Job satisfaction is a crucial thing that can affect work motivation. If the employees feel less satisfy with what they get at the end, they also can feel less passion to do their job. But if they feel satisfy with what they get after work, it can be motivate them to do their next job.
2. Pay becomes the most influencing thing that can make employee satisfy to do their job. Basically, employees want fair salary. It means that it has to be suitability between salary and work demand. Promotion is also the most important thing in order to motivate the employees to work well. Beside the employee get bigger advantages by get promotion, it also can motivate the employees to do their new responsibility.
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Eventually, based on the interviews, there are have pay and promotion where these two things that are the most important factors that influence the job satisfaction toward work motivation.

Recommendation

Several recommendations can be suggested to the organization:

1. In order to keep motivating employees, that management organization should always try to keep or realize the satisfaction of the employees. If the employees can be satisfied then they can be expected to be motivated to do their work better.
2. Preferably cooperative relationships among employees must be considered in order to create cooperation among employees and a harmonious relationship with the boss, which is often called a meeting with all employees in the organization regarding the proposals and complaints that may occur at the employee while working so that communication between employees and bosses can be maintained closely.

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