

# The Effect Of Motivation And Reward System On Employee Performance With Commitment As A Mediation Variable

Muhammad Aru Setiawan<sup>1\*</sup>, Ribhan<sup>2</sup>, Nova Mardiana<sup>3</sup>

<sup>3</sup>Student of Faculty Of Economics And Business, University Of Lampung Department of Management, Lampung, Indonesia

<sup>1,2</sup>Lecturers of Department of Management, University Of Lampung Department of Management, Lampung, Indonesia  
Corresponding Author:

Email: [muhammad.arusetiawan1012@gmail.com](mailto:muhammad.arusetiawan1012@gmail.com)

---

## Abstract.

*Employee performance is inseparable from efficiency and effectiveness. Efficiency emphasizes work results, while effectiveness relates to the process of achieving goals related to human work or increasing human labor, life and cultural renewal, mental attitude of glorifying work and expanding efforts to improve the quality of people's lives. In other words, the process of increasing work productivity can be done through motivation, education, work discipline, skills, technology, work ethic attitudes, income levels, work environment and climate, management, achievement opportunities and production facilities as well as social security, work ethic, work loyalty, job satisfaction, leadership, organizational structure and supervision. The research design is generally divided into 3 (three) forms, namely explorative research, descriptive research and explanatory research. Explorative research is a type of research that seeks to find new ideas or relationships. While descriptive research is research that aims to describe the properties or characteristics of a particular phenomenon. Finally, explanatory research is research that aims to analyze the relationships between one variable and another or how one variable affects other variables. Based on the discussion that has been carried out, the results of this study are as follows: 1) Motivation (X1) has a positive and significant effect on performance (Y) and the hypothesis is accepted. 2) Reward (X2) has a positive and significant effect on performance (Y) and the hypothesis is accepted. 3) Reward moderated by the commitment variable (X2X3) has a positive and significant effect on performance (Y) and the hypothesis is accepted.*

**Keywords:** Motivation, Reward System, Performance, Commitment, Mediating Variable

---

## I. INTRODUCTION

The current era of globalization demands high competition, which means it requires companies to be able to continue to innovate so as not to be left behind, thus the human resources within the company must be more productive and do something better. Employees or human resources are one element that has an important role in a company. Existing employees become the driving force of all work activities carried out. Therefore, human resources must be managed, and this depends on the organization's management in managing human resources in order to achieve the goals expected by the company. An organization is a collection of individuals who work together to achieve common work goals through a hierarchical structure and division of labor. Improving human resources is a must that must be considered for every organization that wants the goals it has set can always be achieved in a situation full of uncertainty. To achieve this goal, it is necessary to have a passion and enthusiasm for work that must be owned by every individual in it. With a high enthusiasm and enthusiasm for work, the work given will be easily and quickly completed so as to increase work efficiency which in turn will increase work productivity. However, if the opposite happens, the organizational goals will be difficult to achieve.

[11] Performance is something that is complex and always needs to be improved both in terms of individuals, groups and organizations. This is because performance is a challenge that must be faced by all components and elements of the organization and is the business of everyone in the work organization so that they are able to overcome the economic and monetary situation in Indonesia.[5] This axiom applies not only to organizations engaged in the economy, but also to other organizational fields, such as state, politics, non-profit, business, socio-cultural, social institutions of religious communities. Performance in the organization consists of components of technology, capital and human resources. Resources that are utilized efficiently are one of the factors that can increase productivity, although on the other hand human resources are a trigger

for waste and inefficiency in various forms.[17] This is reflected when the organization's management is not able to formulate human resource management policies within the organization and carry out human resource management practices. The influence of human resources on performance can be seen in the results of their work, absenteeism, accidents, intention to leave and their contribution to the organization.[6] Good employee performance is needed by the company to be able to run its business well. PT Niaga Nusa Abadi, one of the Class Mild cigarette distributors, is very concerned about employee performance so that sales targets can be achieved. Table 1 below presents the number of employees of PT Niaga Nusa Abadi 2019 by division.

**Table 1.**Number of Employees of PT Niaga Nusa Abadi 2019

Division/Section	Amount
Supervisor	5
Sales Team Leader	8
Promotion Leader	4
Motorcycle Sales	70
Sales RRO Car	45
Office administration	24
Security	18
Amount	174

Source: PT Niaga Nusa Abadi 2019

Based on Table 1, it can be seen that there are quite a lot of employees, namely 174 people divided into 7 sections. The most divisions are in Motorcycle Sales and Car Sales, respectively 70 and 45 people. PT Niaga Nusa Abadi 2019 had a total cigarette sales of 309,289 balls from January to September 2019 (11% lower than sales in 2018).PT Niaga Nusa Abadi 2019 has a fairly good reward system for its employees. Rewards given include, if the marketing department makes sales exceeding the monthly target by 1.5 times, the employee will get an additional bonus of Rp. 200,000. In addition, PT Niaga Nusa Abadi 2019 annual rewards are distributed to all employees and given at the end of the year according to the number of sales successfully recorded in the same year and the amount of rewards is at least 3 times the monthly salary. Another reward given is an increase in answers based on evaluations every semester. If the employee fulfills the competence, he will get a promotion.

Employee performance is inseparable from efficiency and effectiveness. Efficiency emphasizes work results, while effectiveness relates to the process of achieving goals related to human work or increasing human labor, life and cultural renewal, mental attitude of glorifying work and expanding efforts to improve the quality of people's lives. In other words, the process of increasing work productivity can be done through motivation, education, work discipline, skills, technology, work ethic attitudes, income levels, work environment and climate, management, achievement opportunities and production facilities as well as social security, work ethic, work loyalty. , job satisfaction, leadership, organizational structure and supervision.[6]Furthermore, the research of Castro et al [6] also resulted in no direct influence between motivational variables on performance. Motivation will affect performance after taking into account the commitment variable. This means that employee performance will increase if good employee motivation is combined with commitment to complete well then employee performance will increase. Increased employee performance will cause employees to get rewards for completing their work. Rewards received by employees theoretically will increase employee work motivation.[12]

## II. METHODS

### Research design

The research design is generally divided into 3 (three) forms, namely explorative research, descriptive research and explanatory research.[7] Explorative research is a type of research that seeks to find new ideas or relationships. While descriptive research is research that aims to describe the properties or

characteristics of a particular phenomenon. Finally, explanatory research is research that aims to analyze the relationships between one variable and another or how one variable affects other variables.

#### **Population and Research Sample**

According to Suharsimi Arikunto's opinion [2] that if the population members are greater than 100 then a sampling method can be used by taking samples of 10%, 15% and so on from the population members, but if the population members are less than 100, it is better to use the census method by examining the entire population. population member

#### **Variable Operational Definition**

The operational definition of research variables according to Sugiyono [15] is an attribute or nature or value of objects or activities that have certain variations that have been determined by researchers to be studied and then drawn conclusions.

#### **Validity and Reliability Test**

##### **Validity test**

Validity test is used to show how valid an instrument measures the concept that should be measured. A valid instrument means that the instrument can be used to measure what is intended to be measured precisely and correctly. Validity test is done by using factor analysis. Whether or not an instrument is valid is seen from the loading factor of each variable. The value of the loading factor will be compared with the minimum constant, which is 0.6 [7]. If the loading factor is greater than 0.6 then the instrument is considered valid.

##### **Reliability Test**

Reliability test is used to show the extent to which the measuring instrument used can be trusted and reliable. Reliability testing is indicated by the Alpha Croanbach coefficient. Reliability tests are conducted to determine the consistency and accuracy of measurements, when measurements are made on the same object repeatedly with the same instrument. Testing the validity and reliability of this by using the help of SPSS. The indicator criteria are said to be reliable if the Croanbach's Alpha value is greater than the Croanbach's Alpha value if the item is deleted.[7]

### **III. RESULTS AND DISCUSSION**

#### **3.1 Research Stages**

1. Preparation In this stage, before the researchers conducted the research, the researchers conducted observations and interviews with the employees of PT Niaga Nusa Abadi.
2. Licensing In this stage, researchers carry out research by submitting a research application letter to PT Niaga Nusa Abadi.
3. Implementation In this stage, researchers conducted observations at PT Niaga Nusa Abadi and asked questions related to the influence of values, motivation, reward system and commitment as intervening variables.
4. Post-implementation This stage is the final stage, at this stage the processing of the data obtained through a scale includes, data collection, data simplification, and data description using predetermined formulas.

#### **3.2 Characteristics of Respondents**

This study examines the influence of values, motivation, reward system and commitment as intervening variables, which uses a sample of 70 employees

##### **1. Characteristics of Respondents Based on Age**

From the results of the research that has been done, the following are the characteristics of respondents based on age.

**Table 2.** Respondents by Age

Age	Amount	Percentage (%)
25-30 Years	18	25.71
31-40 Years	27	38.57
41-50 Years	15	21.43
>50 Years	10	14.29
Total	70	100

From  
the

calculation results in Table 2, respondents are dominated by the age of 31-40 years, namely 27 people or 38.57%, then respondents aged 25-30 years are 18 people or 25.71%, then respondents aged 41-50 years are 14. people or 21.43%, and the rest are respondents aged > 50 years as many as 10 people or 14.29%.

## 2. Characteristics of Respondents Based on Gender

From the results of the research that has been done, the following are the characteristics of the respondents based on gender.

**Table 3.** Respondents by Gender

Gender	Amount	Percentage (%)
Man	47	67.14
Woman	23	32.86
Total	120	100

From  
the  
results  
of the

calculations in Table 3, respondents are dominated by men, namely 47 people or 67.33% and the rest are women, totaling 23 people or 32.86% of the total sample.

## 3. Characteristics of Respondents Based on Working Period

From the results of the research that has been done, the following are the characteristics of the respondents based on the working period.

**Table 4.** Respondents Based on Years of Service

Years of service	Amount	Percentage (%)
< 10 Years	37	52.86
11-20 Years	18	25.71
21-30 Years	15	21.43
Total	70	100

From the calculation results in Table 4, respondents are dominated by working years > 10 years as much as 37 or 52.86%, then 11-20 years as many as 18 or 25.71% and the rest, namely 21-30 years as many as 15 or 21.43%.

### Validity test

The validity test is used to determine the accuracy of the measuring instrument carried out in the correlation of the answer scores for each question, with the following criteria:

1. If  $r_{count} > r_{table}$ , then the question is declared valid.
2. If  $r_{count} < r_{table}$ , then the question is declared invalid

### Motivation Validity Test (X1)

The validity test of the motivation variable statement (X1) is shown in table 6 below:

**Table 5.**Motivation Validity Test (X1)**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VAR00001	38.8429	17,149	.737	.824
VAR00002	38.8857	19,581	.465	.849
VAR00003	38.8429	17,758	.633	.834
VAR00004	38.8571	19,602	.474	.848
VAR00005	38.8429	18,627	.608	.837
VAR00006	38.8286	18,434	.573	.840
VAR00007	38.8286	18,753	.440	.853
VAR00008	38.6714	19,151	.608	.839
VAR00009	38.9714	18.202	.516	.846
VAR00010	38.8429	18,743	.586	.839

Source: Data processed by SPSS 20, 2022

From the table above, it shows that the validity value shown in column Corrected Item-Total Correlation for each statement of Motivation variable (X1) greater than r table. With a confidence level of 95% and a total n of 70, the value in the distribution table for r is 0.2352, so each statement on the Motivation variable (X1) declared to have met the level of validity.

**Reward Validity Test (X2)**

The validity test of the Reward (X2) variable statement is shown in table 7 below:

**Table 6.**Reward Validity (X2)**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VAR00001	30.4143	14,362	.446	.838
VAR00002	30.3714	14,324	.596	.813
VAR00003	30.3143	15.523	.486	.827
VAR00004	30.3143	14,161	.652	.806
VAR00005	30.2714	14,983	.613	.813

VAR00006	30.4571	14,078	.565	.818
VAR00007	30.2571	15,034	.600	.814
VAR00008	30.3000	14.126	.636	.808

Source: Data processed by SPSS 20, 2022

From the table above, it shows that the validity value shown in column Corrected Item-Total Correlation for each variable statement Rewards (X2) is greater than r table. With a 95% confidence level and a total n of 70, the value in the distribution table for r is 0.2352, so each statement on the variable Rewards (X2) declared to have met the level of validity.

**Commitment Validity Test (X3)**

The validity test of the commitment variable statement (X3) is shown in table 7 below:

**Table 1. Commitment Validity (X3)**

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VAR00001	28.2571	14,629	.641	.848
VAR00002	28.3857	13,632	.636	.848
VAR00003	28.2571	12.802	.825	.824
VAR00004	28.2000	14,539	.665	.846
VAR00005	28.4286	14,741	.543	.857
VAR00006	28.7143	14,787	.566	.855
VAR00007	28.8571	15.110	.350	.882
VAR00008	28.4000	12,620	.780	.829

Source: Data processed by SPSS 20, 2022

From the table above, it shows that the validity value shown in column Corrected Item-Total Correlation for each variable statement Commitment (X3) greater than r table. With a 95% confidence level and a total n of 70, the value in the distribution table for r is 0.2352, so each statement on the variable Commitment (X3) declared to have met the level of validity.

**Performance Validity Test (Y)**

Test the validity of the statement Performance variable (Y) is shown in table 8 below:

**Table 2. Performance Validity Test (Y)**

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VAR00001	26.2857	15,280	.628	.835
VAR00002	26.4571	13,846	.692	.825
VAR00003	26.2857	14,091	.749	.819
VAR00004	26.3143	14.016	.723	.822
VAR00005	26.4286	14,306	.674	.828

VAR0000 6	26.4857	16,195	.347	.865
VAR0000 7	26.6857	17,494	171	.879
VAR0000 8	26.4571	13.034	.804	.809

Source: Data processed by SPSS 20, 2022

From the table above, it shows that the validity value shown in column Corrected Item-Total Correlation for each variable statement Performance (Y) is greater than  $r$  table. With a 95% confidence level and a total  $n$  of 70, the value in the distribution table for  $r$  is 0.2352, so each statement on the variable Performance (Y) declared to have met the level of validity.

### 3.3 Reliability Test

Items of statements that are already valid in the validity test will be reliably determined with the criteria if Cronbach  $>$  0.600 then the statement is reliable.

#### Motivation Reliability Test (X1)

The reliability test of the motivation variable statement (X1) is shown in table 9 below:

**Table 3.** Motivation Reliability Test (X1)

#### Reliability Statistics

Cronbach's Alpha	N of Items
.855	10

Source: Data processed by SPSS 20, 2022

From the table above shows that the reliability of the statement of the motivation variable (X1) with the number of samples (N of Cases) of 70 respondents and the number of statement items (N of Items) of 10, obtained total alpha of 0.855. Of the 10 statement items, the value of Cronbach's alpha if the item deleted all shows reliable, because the value of the 10 statement items is greater than 0.600

#### Reward Reliability Test (X2)

The Reliability Test of the Reward (X2) variable statement is shown in table 10 below:

**Table 4.** Reward Reliability Test (X2)

#### Reliability Statistics

Cronbach's Alpha	N of Items
.836	8

Source: Data processed by SPSS 20, 2022

From the table above shows that the Reliability of the Reward variable statement (X2) with the number of samples (N of Cases) of 70 respondents and the number of statement items (N of Items) of 8, obtained total alpha of 0.836. Of the 8 statement items, the value of Cronbach's alpha if the item deleted all shows reliable, because the value of 8 statement items is greater than 0.600.

#### Commitment Reliability Test (X3)

The reliability test of the commitment variable statement (X3) is shown in table 10 below:

**Table 11.** Commitment Reliability Test (X3)

#### Reliability Statistics

Cronbach's Alpha	N of Items
.866	8

Source: Data processed by SPSS 20, 2022

From the table above shows that the reliability of the statement of the commitment variable (X3) with a total sample (N of Cases) of 70 respondents and the number of statement items (N of Items) of 8, obtained total alpha of 0.866. Of the 8 statement items, the value of Cronbach's alpha if the item deleted all shows reliable, because the value of 8 statement items is greater than 0.600.

**Performance Reliability Test(Y)**

The reliability test of the performance variable statement (Y) is shown in table 11 below:

**Table 12.**Performance Reliability Test(Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
.855	8

Source: Data processed by SPSS 20, 2022

From the table above shows that the reliability of the statement of the Performance variable (Y) with the number of samples (N of Cases) of 70 respondents and the number of statement items (N of Items) of 8, obtained total alpha of 0.855. Of the 7 statement items, the value of Cronbach's alpha if the item deleted all shows reliable, because the value of 7 statement items is greater than 0.600.

**3.4 Normality test**

Normality test was carried out to find out whether the distribution of research data is normal or not. To find out if the data is normally distributed or not, the Kolmogorov-Smirnov normality test was performed using SPSS v.22 for windows.

**Table 13.**Normality test

**One-Sample Kolmogorov-Smirnov Test**

	X1	X2	Y
N	70	70	70
Normal Parameters, b	mean	3.6845	3.8878
	Std. Deviation	0.57662	0.61262
Most Extreme Differences	Absolute	0.133	0.107
	Positive	0.062	0.083
	negative	-0.133	-0.107
Kolmogorov-Smirnov Z	1.456	1.171	0.973
asymp. Sig. (2-tailed)	0.288	0.129	0.297

- a. Test distribution is Normal.
- b. Calculated from data.

From the table it is explained that the data is normally distributed which can be seen from the significance value or probability. The decision-making guideline is if the significance value is < 0.05 then the data is not normal and vice versa, if the significance value is > 0.05 then the data is declared normal. The probability value of the sig value obtained in the Motivation (X1), Reward (X2) and Performance (Y) variables > 0.05 then the data is normally distributed.

**3.5 Multiple Linear Regression Test**

Multiple linear regression analysis in this study used the help of the SPSS version 20 software application. The equation form is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 +$$

So based on the results of the analysis using the SPSS program, the following multiple linear regression equations can be presented:



**Table 14.** Multiple Linear Regression Test  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.457	.607		7.343	.000
	X1	.025	.221	.022	3,433	.004
	X2	.283	.212	.280	5.335	.002
	X2X3	.025	.029	.138	2.863	.003

a. Dependent Variable: Y

$$Y = 4.457 + 0.025X_1 + 0.283X_2 + 0.025X_2X_3$$

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

1. The constant coefficient of 4.457 means that in a state of motivation, the reward and reward system moderated by commitment is equal to zero, the performance value is 4.457.
2. The regression coefficient of the motivation variable is 0.025 in the positive direction, meaning that every increase in motivation a is 1 point and the other variables are fixed, the performance will increase by 0.025.
3. The regression coefficient of the Reward variable is 0.283 in the positive direction, meaning that for every increase in Reward by 1 point and other variables remain, then the performance will increase by 0.283.
4. The regression coefficient of the Reward variable moderated by the commitment variable is 0.025 in the positive direction, meaning that every increase in the Reward moderated by the commitment variable is 1 point and other variables are fixed, the performance will increase by 0.025.

### 3.6 The Effect of Motivation on Performance

Motivation is defined by Fillmore H. Stanford [3] that motivation is a condition that moves people towards a certain goal. Based on the opinions of the experts above, it can be concluded that the motive is a driving need within the company that needs to be fulfilled by the company to be able to adapt to its environment, while motivation is a condition that moves the company to be able to achieve the goals of its motives. While motivation is said to be energy to generate drive in oneself (drive arousal). In relation to the work environment, Robbins and Judge [12] suggested that work motivation is defined as a condition that has an effect on generating, directing and maintaining behavior related to the work environment.

The relationship between a person's motivation to carry out an activity with the performance he will get is that if his motivation is low, do not expect his work (performance) to be good. Motivation is influenced by various personal considerations such as being interested or getting hope. The results showed that Motivation (X1) has a significant effect on performance with a t-table value of 2.6479 and a t-count value of 3.433 and sig 0.004. Then it is known that the t-count > t-table (3.433 > 2.647) and sig 0.004 < 0.05, which means Hadi Accept. In this study, motivation (X1) has a significant effect on performance (Y). This means that motivation (X1) has a strong influence on performance (Y). These results are also supported by the results of research conducted by Subekti & Setyadi [14]. In his research, it was found that work motivation had a significant effect on employee performance. The results of this study are also supported by Jayawera [10] who found that work motivation has a significant effect on employee performance. Then Shahzadi,

### 3.7 Effect of Reward System on Performance

Rewards is an exchange (award) given by a company or service that is given an award. Reward is one of the elements that organizations can use to motivate employees to make maximum contributions. Reward has a broad meaning and is not only focused on finance. Amar and Hlupic [1] emphasize that rewards do not

only include quantitative elements such as salaries, wages, etc., but also other non-monetary elements, such as opportunities to carry out greater responsibilities, career opportunities, opportunities to learn and develop, decent quality of life in the organization and others.

The results showed that Reward (X2) has a significant effect on performance with a t-table value of 2.6479 and a t-count value of 5.335 and sig 0.002. Then it is known that the t-count > t-table (5.335 > 2.647) and sig 0.002 < 0.05, which means Hadi Accept. In this study Reward (X2) has a significant effect on Performance (Y).

### 3.8 The Effect of Motivation on Performance with Commitment as a Mediation Variable.

Castro et al [6] argue that in general commitment is more individual and organizational commitment is more directed at the commitment of each individual to the organization. Castro et al [6] defined commitment as a feeling of identification, engagement, and loyalty expressed by employees towards the organization. According to Gibson et al.[8] organizational commitment is the feeling of identification, loyalty, and involvement expressed by employees towards the organization or units within the organization.

The results showed that Reward moderated by the commitment variable (X2X3) has a significant effect on performance with a t-table value of 2.6479 and a t-count value of 2.863 and sig 0.003. Then it is known that the t-count value > t-table (2.863 > 2.647) and sig 0.003 < 0.05 which means  $H_a$  is accepted. In this study, the reward moderated by the commitment variable (X2X3) has a significant effect on performance (Y). This means that the reward moderated by the commitment variable (X2X3) has a strong effect on performance (Y). These results are also supported by the results of research conducted by Hakim et al [9]. In his research, it was found that organizational commitment had a significant effect on employee performance. The results of this study are also supported by Almutairi & Abdulaziz [4] who found that organizational commitment had a significant effect on employee performance. Then Syauta, et al [16] also found similar results where organizational commitment has a significant influence on employee performance.

## IV. CONCLUSION

Based on the discussion that has been carried out in the previous chapter, the following conclusions can be drawn:

1. Motivation (X1) has a positive and significant effect on performance (Y) and the hypothesis is accepted.
2. Reward (X2) has a positive and significant effect on performance (Y) and the hypothesis is accepted
3. Reward moderated by the commitment variable (X2X3) has a positive and significant effect on performance (Y) and the hypothesis is accepted

## V. SUGGESTION

Based on the research that has been done, there are several things that are suggested, including;

1. Making various policies in the application of compensation to improve employee performance, with the implementation of a new policy, namely the existence of subsidized allowances for functional positions.
2. Increase commitment in motivating oneself to do better performance in serving consumers in a friendly manner for excellent service

## REFERENCES

- [1] Amar, AD and Hlupic, Vlatka "Leadership for knowledge organizations", *European Journal of Innovation Management*, Vol. 19 Issue: 2, 2019, pp.239-260,
- [2] Arikunto, Suharsimi. Research Procedure: A Practical Approach. (Jakarta: Rineka Cipta, 2019), pp. 38
- [3] Armstrong, Michael. Handbook of Human Resource Management Practice (11th edition). (London: Kogan Page, 2019), pp. 103
- [4] Almutairi, H. & Abdulaziz, An Empirical of the DeLone and McLean Model in the Kuwaiti Private Sector, *The Journal of Computer Information System*, Spring, 45.3, 2020, pg.113

- [5] Buech, Veronika ID Alexandra Michel, Karlheinz Sonntag, "Suggestion systems in organizations: what motivates employees to submit suggestions?" *European Journal of Innovation Management*, Vol. 13 Issue: 4, 2019, pp.507-525
- [6] Castro, Marcela Lage Monteiro de, Mário Teixeira Reis Neto, Cláudia Aparecida Avelar Ferreira, Jorge Filipe da Silva Gomes, "Values, motivation, commitment, performance and rewards: analysis model", *Business Process Management Journal*, Vol. 22 Issue: 6, 2019, pp.1139-1169
- [7] Ghozali, Imam. Application of Multivariate Analysis With IBM.SPSS 19 Program (fifth edition.) (Semarang: Diponegoro University, 2020), pp.36
- [8] Gibson, James L. John M. Ivancevich and James H. Donnelly, Jr., and Robert Konopaske. Organizations. (New York: McGraw-Hill, 2019), pp. 201
- [9] Hakim & Anwar Hadipapo. The Role of Leadership and Organizational Culture on Human Resource Performance in Wawotobi. EKOBIS Vol.16, No.1, 2019, pp. 63
- [10] Jayaweera, Thushel. Impact of Work Environmental Factors on Job Performance, Mediating Role of Work Motivation: A Study of Hotel Sector in England: *International Journal of Business and Management*; Vol. 10, No. 3,2019, pp.154
- [11] Lazzarotti, Valentina, Lars Bengtsson, Raffaella Manzini, Luisa Pellegrini, Pierluigi Rippa, "Openness and innovation performance: An empirical analysis of openness determinants and performance mediators", *European Journal of Innovation Management*, Vol. 20 Issue: 3, 2019, pp.463-492,
- [12] Robbins, SP and Judge, TAE Essentials of Organizational Behavior. (10th ed.).(Upper Saddle River, NJ: Pearson Education,2019), pp.12
- [13] Shahzadi, Irum, Javed, Ayesha, Pirzada, Syed Shahzaid, Nasreen, Shagufta, and Khanam, Farida. *European Journal of Business and Management*, Vol. 6, No. 23,2019, pp.25
- [14] Subekti, Agus and Setyadi, Djoko. The Implication of Financial Compensation and Performance Appraisal System to Job Satisfaction And Motivation also Employee Performance In PT Pupuk Kalimantan Timur Indonesia. *International Journal of Business and Management Invention* Volume 5 Issue 2 ISSN (Online): 2319 – 8028, ISSN (Print): 2319 – 801X , 2019, pp.16-27
- [15] Sugiyono. Research Methods Quantitative Qualitative R&B. (Bandung: Aflabeta,2019), pp.38
- [16] Syauta, Jack Henry; Troena, Eka Afnan; Margono, Setiawan, Margono; Solimun, "The Influence of Organizational Culture, Organizational Commitment to Job Satisfaction and Employee Performance (Study at Municipal Waterworks of Jayapura, Papua Indonesia)". *International Journal of Business and Management Invention*, Vol. 1, No.I, 2019, pp. 69-76.
- [17] Williams, Scott David. "Personality, attitude, and leader influences on divergent thinking and creativity in organizations", *European Journal of Innovation Management*, Vol. 7 Issue: 3,2019, pp.187-204.