

The Effect of Work Motivation, Organizational Commitment, and Job Satisfaction on the Contract Employees Performance of Pt Bank Rakyat Indonesia Branch Office of Jakarta Daan Mogot

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Abstract:- This study aims to test the effect of work motivation, organizational commitment, and job satisfaction on the contract employee performance of PT Bank Rakyat Indonesia, particularly the Branch Office of Jakarta Daan Mogot. It involved 72 contract employees. The data were analyzed using *Statistical Package for the Social Sciences (SPSS) Version 22*. The result of the analysis shows that work motivation significantly affects the performance of employees; organizational commitment significantly affects the performance of employees, and job satisfaction significantly affects the performance of employees. These results show that work motivation, organizational commitment, and job satisfaction simultaneously and positively affect the performance of employees.

Keywords:- Work Motivation, Organizational Commitment, Job Satisfaction, Contract Employees.

I. INTRODUCTION

The banking sector is the most strategic sector in trade and development due to its functions and roles as an

intermediary. Banking is one of the financial institutions, an economic driver that cannot be separated from development as currently, the Government of Indonesian is continuously initiating the development both in cities and villages. The performance of a company is influenced by employee performance. Therefore, the company realizes that the employees are the actors and drivers of the company. Today, it is not easy to get loyal, reliable and high-performance employees. Even, it is not easy for companies to hire eligible employees who meet the company's vision and mission.

The performance of employees can be used as a benchmark, guidelines, and image of a company. In addition to services, performance can be seen based on target achievement. The high number of targets achieved indicates that the employees have good performance and it needs to be maintained. Based on data gained from the service operational division of PT Bank Rakyat Indonesia, particularly the Branch Office of Jakarta Daan Mogot, the contract employee performance has not been optimum based on the low achievement of card renewals, bad data maintenance, and E-learning project during 2018 period.

| No. | Performance | Target | Achievement |
|-----|----------------------|--------|-------------|
| 1 | Card renewal | 100 % | 56.27 % |
| 2 | Bad data Maintenance | 100 % | 23.47 % |
| 3 | E-learning project | 100 % | 73.63 % |

Table 1:- Performance of Contract Employees at Jakarta Daan Mogot Branch Office of PT Bank Rakyat Indonesia 2018

Source: Data of Service Operational Division (2018)

Based on the data presented above, it indicates that the targets set by the headquarter cannot be achieved and it has a direct proportion with the decline of contract employee performance. It implies that the employees of PT Bank Rakyat Indonesia, especially the Branch Office of Daan Mogot has not been maximized.

Considering the explanation stated earlier, the researcher tried to conduct a pre-survey by distributing questionnaires containing questions related to factors that affect employee performance. The questionnaire was distributed to 25 employees of PT Bank Rakyat Indonesia, particularly the Branch Office of Daan Mogot. It aimed to identify 3 factors that determined the decline of employee performance. The result of pre-survey can be seen below:

| NO | Statement | Yes | No | Variable |
|------|---|-------------------|-------------------|----------------------------------|
| 1. | I feel the lack of action from someone in the workplace because of his own awareness, although not a duty and authority, but can encourage effectiveness at work. | 14 56% | 11 44% | OCB |
| | I feel If problems arise in the workplace that are always solved together | 16 64% | 9 36% | |
| 2. | I feel that I lack competence regarding the tasks assigned to me. | 15 60% | 10 40% | Job competence |
| | I feel that the competition I have can be useful for completing assignments | 17 68% | 8 32% | |
| 3. | I am always excited in completing assignments | 10 40% | 15 60% | Work motivation |
| | I feel motivated to solve problems as quickly as possible. | 8 32% | 17 68% | |
| 4. | I will continue to work for this company until retirement arrives | 6 24% | 19 76% | Organizational Commitment |
| | I am proud to be part of the company. | 11 44% | 14 56% | |
| 5. | The leader in my place of work appreciates and praises subordinates who have good performances | 13 52% | 12 48% | Leadership Style |
| | The leader in the place where I work encourages his subordinates to complete tasks on time | 15 60% | 10 40% | |
| 6. 6 | I still feel less empowered in accordance with the abilities I have. | 13 52% | 12 48% | Employee Empowerment |
| | I feel uncomfortable when leaving a task that is my responsibility | 17 64% | 8 32% | |
| 7. | I feel satisfied with the work currently being done | 7 28% | 18 72% | Job satisfaction |
| | I feel satisfied with the salary given | 8 32% | 17 68% | |

Table 2:- The Recapitulation of Result of Presurvey

Based on the results of the pre-survey, respondents consider some factors affecting the employee’s low performance. It can be seen from the respondents' responses in which most of them provide disagree responses to positive questions. The factors covered work motivation, organizational commitment, and job satisfaction. In addition, some employees realized that their performance has not been optimum. Therefore, the researchers are interested in conducting a study focusing on the influence of work motivation, organizational commitment, and job satisfaction on the contract employee performance of PT Bank Rakyat Indonesia, particularly the branch office of Daan Mogot.

II. LITERATURE REVIEW

A. Employee Performance

Performance is the implementation of the plans that have been prepared (Wibowo, 2016). The implementation is carried out by capable, competent, motivated, and interested human resources.

According to Mangkunegara (2011) performance is the quality and quantity results achieved by an employee in carrying out their duties in accordance with their responsibilities given to him. Another understanding regarding performance expressed by Riyanto et al. (2017)

states that the performance is a result achieved by a person under the measure applies to the work concerned. Performance of individuals affected by the effort, ability and the environmental situation (Riyanto, 2016).

Based on the definitions above, performance is a measure that describes and measures the extent to which the success or failure of an organization in carrying out its duties and responsibilities to achieve the organization's goals, objectives, vision, and mission. Performance can be interpreted as the quality and quantity of an individual or group's work to achieve certain goals.

B. Work Motivation

Kadarisman (2012) states that motivation is attitudes and values affecting individuals to achieve specific goals.

According to Robbins (2015), work motivation is the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal. Riyanto et al (2017) Motivation in addressed only to the management of human resources in general and subordinates in particular Based on the definition above, it can be concluded that work motivation drives employees of an organization to work together and use their ability to achieve the organization's goals.

C. Organizational Commitment

According to Lutans (2012), organizational commitment is attitudes that reflect employees' loyalty to the organization and a continuous process by which members of the organization concern on success and sustainable progress.

Efendi & Sutanto (2013) states that organizational commitment is the emotional bonding of employees to the company in which the employees feel that they own the company and responsible for achieving the goals of the company.

Based on the definition above, it can be concluded that organizational commitment is a condition where employees care for the organization and intend to maintain their membership and the goals of the organization

D. Job Satisfaction

Sutrisno (2014) defines job satisfaction as attitudes of employees to work situations, cooperation between employees, rewards, and physical and psychological factors.

According to Robbbin & Judge (2015), job satisfaction is a positive feeling about work, which results from the evaluation and its characteristics.

Therefore, it can be concluded that job satisfaction is an emotional state of employees regarding the feelings and attitudes towards the job itself, which results from the assessment or working experience of employees.

E. Previous Studies

Some previous studies have discussed the influence of work motivation, organizational commitment, and job satisfaction on employee performance. Irum Shahzadi, Ayesha Javed, and Syed Shahzaib Pirzada (2014) conducted a study and found that work motivation has a positive and significant effect on employee performance. Lataruva (2014) found that organizational commitment has a positive and significant effect on employee performance. In addition, Mekta & Siswanto (2017) found that job satisfaction has a positive and significant effect on employee performance. Setyo Riyanto, Ady Sutrisno, Hapzi Ali (2017) concluded that Working motivation partially significant influence on employee performance. Setyo Riyanto, RR Yanti, Hapzi Ali (2017) research that has been carried out showed that the positive effect of organizational commitment on management performance

F. Framework

Based on the literature review and previous studies concerning the influence of work motivation, organizational commitment, and job satisfaction on employee performance, the researcher developed the following model:

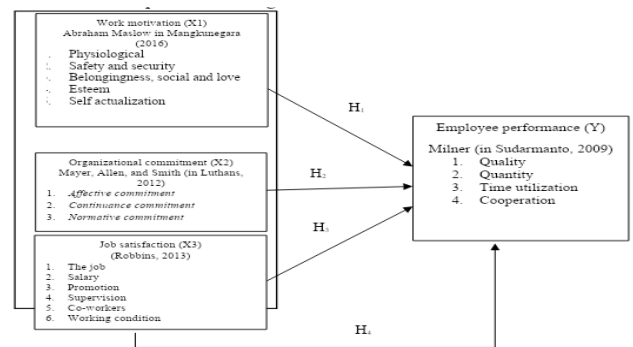


Fig 1:- Framework

G. Hypotheses

Based on the framework above, the researcher formulated the following hypotheses:

- Work motivation affects the performance of contract employees
- Organizational commitment affects the performance of contract employees
- Job satisfaction affects the performance of contract employees
- Work motivation, organizational commitment, and work satisfaction affect the performance of contract employees.

III. METHODOLOGY

This study is quantitative with survey design. It is considered as quantitative research as there is a causal relationship between variables.

A. Population and Sample

The population of this study is all contract employees of PT Bank Rakyat Indonesia particularly at the branch office of Jakarta Daan Mogot. The total population of this study is 72 employees.

The sample of the study was selected based on a non-probability sampling technique with saturated samples. It was because the total population is relatively small, or below 100, then, the study involved all population as research samples. It means, it engaged 72 samples.

B. Data Collection Method

The primary data of this study are collected by using questionnaires. The questionnaire was distributed to the selected samples. They were contract employees of PT Bank Rakyat Indonesia from the branch office of Jakarta Daan Mogot. The secondary data obtained from the company covered card renewals, bad data maintenance, and e-learning project achievement, as well as the company organizational structure.

C. Data Analysis

The study applied descriptive statistics analysis covering research instrument tests, classic assumption tests, multiple regression analysis, and hypothesis tests. The data

were processed using the Statistical Package for Social science (SPSS) version 23.

IV. RESEARCH AND DISCUSSION

A. Descriptive Statistics Analysis

B. The Result of Validity and Reliability Tests

Based on the results of descriptive analysis, this current study found that work motivation, organizational, job satisfaction, and employee performance variables are categorized high. It can be seen from the mean of each variable within 3.41 - 4.20.

| Variabel | Number of Question | Value ranges (r count) | r table | Notes |
|---------------------------|--------------------|------------------------|---------|-------|
| Employee performance | 12 | 0,473 - 0,613 | 0,231 | Valid |
| Work motivation | 15 | 0,590 - 0,800 | 0,231 | Valid |
| Organizational commitment | 9 | 0,616 - 0,874 | 0,231 | Valid |
| Job satisfaction | 18 | 0,450 - 0,780 | 0,231 | Valid |

Table 3:- The Result of Validity Test

Based on validity test of the research instrument (questionnaire) for work motivation, organizational commitment, and job satisfaction, each question got r count value higher than r table (0.231). It means all questions in the questionnaire are valid.

| Variables | Alpa | Notes |
|---------------------------|-------|----------|
| Employee performance | 0,793 | Reliable |
| Work motivation | 0,927 | Reliable |
| Organizational commitment | 0,925 | Reliable |
| Job satisfaction | 0,905 | Reliable |

Table 4:- The Result of Reliability Test

Based on the validity test of the research instrument (questionnaire) for work motivation, organizational commitment, and job satisfaction, each question got r-count value higher than r-table (0.231). It means all questions in the questionnaire are valid.

C. Normality Test

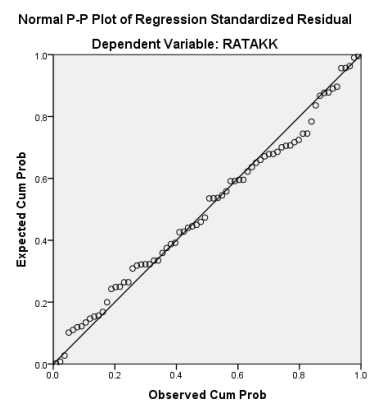
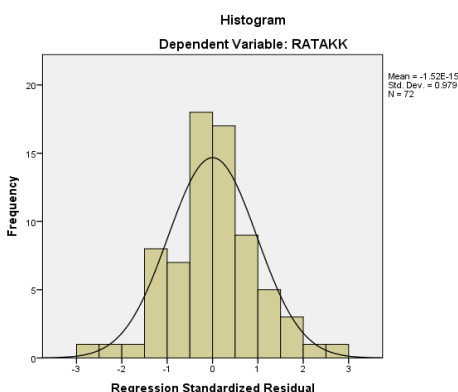


Fig 2:- The Result of Normality Test

Based on the normal graph plot above, it can be concluded that the histogram shows a normal distribution. Meanwhile, the normal P-P graph plot of regression standardized residual shows dots spreading around following the diagonal line. Both of these graphs show that the regression model is feasible as it meets the assumption of normality.

| | Kolmogorov-Smirnov ^a | | | Shapiro-Wilk | | |
|-------------------------|---------------------------------|----|-------|--------------|----|------|
| | Statistic | Df | Sig. | Statistic | Df | Sig. |
| Unstandardized Residual | ,084 | 72 | ,200* | ,982 | 72 | ,374 |

Table 5:- The Result of Kolmogorov Smirnov and Shapiro Wilk Tests

Table 5 shows significant values of both Kolmogorov Smirnov and Shapiro Wilk > 0.05. Therefore, it can be said that the regression model of this study is normally distributed.

D. Heteroscedaticity Test

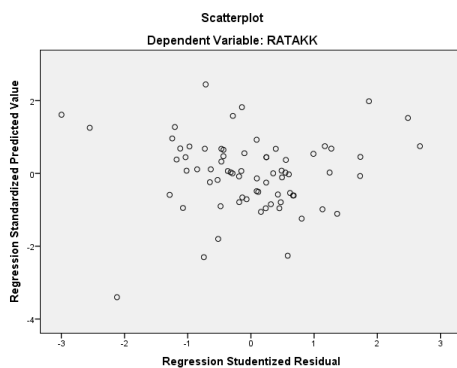


Fig 3:- The Result of Heteroscedasticity

Based on the graph above, the dots spread randomly above and below the figure of 0 on the y-axis, and do not have a clear pattern. Thus, it can be concluded that the regression model has no heteroscedasticity.

E. The Result of Multicollinearity Test

| Notes | Collinearity Statistics | |
|---------------------------|-------------------------|-------|
| | Tolerance | VIF |
| Work motivation | ,648 | 1,544 |
| Organizational commitment | ,640 | 1,563 |
| Job satisfaction | ,496 | 2,022 |

Table 6:- The Result of Multicollinearity Test

Based on the result of the multicollinearity test, the calculation of tolerance values shows that there is no variable with a tolerance value of <0.10. It means that there is no problem with the multicollinearity test. Moreover, the results of the calculation of VIF values, out of the three independent variables tested, there is no VIF value of > 10. Thus, it can be concluded that there is no multicollinearity between the independent variables in the regression mode.

F. Results of Multiple Regression Analysis

Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients |
|-------|---------------------------|-----------------------------|------------|---------------------------|
| | | B | Std. Error | Beta |
| 1 | (Constant) | 1.010 | .238 | |
| | Work motivation | .195 | .068 | .275 |
| | Organizational commitment | .156 | .064 | .232 |
| | Job satisfaction | .394 | .103 | .414 |

Table 7:- The Result of Multiple Regression Analysis

Based on the data presented in Table 7, the regression analysis resulted in the following regression equation:

$$Y = 1,010 + 0,195 X_1 + 0,156 X_2 + 0,394 X_3$$

The results of multiple regression analysis above are described below:

➤ Constanta 1,010

Constanta values of 1.010 mean that if work motivation, organizational commitment, and job satisfaction variables are zero, then the value of employee performance is 1.010. So, it can be concluded that without work motivation, organizational commitment, and job satisfaction variables, employee performance will be equal to 1,010 units.

➤ $(b_1) = 0,195$

It means that the work motivation variable affects employee performance by 0.195 or has positive influences. If the value of the work motivation variable increases by one unit while the other variables are constant, the value of the employee performance variable will increase by 0.195 units.

➤ $(b_2) = 0,156$

It means the organizational commitment variable affects employee performance by 0.156 or has positive influences. If the value of the organizational commitment variable increases by one unit while the other variables are constant, the value of the employee performance variable will increase by 0.156 units.

➤ $(b_3) = 0,394$

It means the job satisfaction variable affects employee performance by 0.394 or has positive influences. If the value of job satisfaction increases by one unit while the other variables are constant, the value of the employee performance variable will increase by 0.394 unit.

G. T-test

The complete results of data analysis using the SPSS program can be found in the appendix and the summary can be seen in the following table:

| Model | T | Sig. |
|---------------------------|-------|------|
| 1 (Constant) | 4.236 | .000 |
| Work motivation | 2.887 | .005 |
| Organizational commitment | 2.425 | .018 |
| Job satisfaction | 3.806 | .000 |

Table 8:- The Result of T-test

The coefficient results of the hypothesis test were compared with t-table with n = number of samples (72 samples) with $\alpha = 0.05$ and K = 4, then the t-table is 1.995. Thus, the variables that affect employee performance can be identified as follows:

H1: Hypothesis test for work motivation to employee performance

Based on the results of the study, the t-count for X1 was 2,887 and it was higher than t-table (1,995) with a significance of 0.005, so it is smaller than the significance level (0.05). It can be concluded that H1 is accepted and Ho is rejected. It indicates that the work motivation variable

has a positive and significant effect on employee performance.

H2: Hypothesis test for organizational commitment to employee performance

Based on the results of the study, the t-count for X2 was 2,425 and it was higher than the t-table (1,995) with a significance of 0.018, so it is smaller than the significance level of 0.05. It means that H2 is accepted and Ho is rejected, It indicates that organizational commitment variable has a positive and significant effect on employee performance.

H3: Hypothesis test for job satisfaction to employee performance

Based on the results of the study, the t-count for X3 was 3,806 and it was higher than the t-table (1,995) with a significance of 0,00, so it is smaller than the significance level of 0,05. It means that H3 is accepted and Ho is rejected. It indicates that the job satisfaction variable has a positive and significant effect on employee performance.

H. F-test

The result of the F-test can be seen in the following table.

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| | Model | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 15.845 | 3 | 5.282 | 34.187 | .000 ^b |
| | Residual | 10.506 | 68 | .154 | | |
| | Total | 26.351 | 71 | | | |

Table 9:- The Result of F-test

Based on table 9, it can be seen that the value of F-count was 34,187 and the value of F-table with df1 = numeration (4) and df2 = denominator (68) with a level of 5%, then the F-table showed values of 2.51 meaning that F-count is higher than F-table. The result of ρ was 0,000 < 0.05, it means that Ho is rejected and H4 is accepted.

Based on the result of the F-test, it can be concluded that the independent variables simultaneously affect the dependent variable significantly. It can be concluded that work motivation, organizational commitment, and job satisfaction variables simultaneously have a positive and significant effect on employee performance.

I. Determination Coefficient Analysis (R²)

| Model Summary ^b | | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .775 ^a | .601 | .584 | .39306 | 2.186 |

Table 10:- The Result of Determination coefficient Analysis (R²)

Based on Table 10, the coefficient of determination (R²) shows 0.601 or 60.1% meaning that variations of employee performance variables can be explained by f work motivation, organizational commitment, and job satisfaction variables. Then, the rest (39.9%) can be explained by other variables outside of the research variables.

J. Interdimensional Correlation Analysis

Correlation analysis of this study was conducted to identify the relationship between dimensions of work motivation, organizational commitment, and job satisfaction variables and the employee performance variable. Correlation matrix between dimensions can be seen in the following table:

| Variable | Dimension | Working quality | Working quantity | Time utilization | Cooperation |
|---------------------------|--------------------------------------|-----------------|------------------|------------------|--------------|
| Work motivation | <i>Physiological</i> | 0,317 | 0,366 | 0,320 | 0,585 |
| | <i>Safety and security</i> | 0,306 | 0,371 | 0,275 | 0,535 |
| | <i>Belongingness social and love</i> | 0,363 | 0,318 | 0,272 | 0,564 |
| | <i>Esteem</i> | 0,180 | 0,414 | 0,242 | 0,470 |
| | <i>Self-actualization</i> | 0,155 | 0,263 | 0,391 | 0,385 |
| Organizational commitment | Affective commitment | 0,262 | 0,370 | 0,378 | 0,390 |
| | Continuance commitment | 0,379 | 0,379 | 0,277 | 0,440 |
| | Normative commitment | 0,328 | 0,396 | 0,306 | 0,396 |
| Job satisfaction | The job | 0,321 | 0,252 | 0,364 | 0,397 |
| | Salary/wage | 0,297 | 0,345 | 0,438 | 0,341 |
| | Promotion | 0,095 | 0,268 | 0,404 | 0,345 |
| | Supervision | 0,269 | 0,498 | 0,293 | 0,359 |
| | Cooperation | 0,342 | 0,348 | 0,279 | 0,481 |
| | Working condition | 0,324 | 0,367 | 0,345 | 0,512 |

Table 11:- The Result of Interdimensional Correlation Analysis

K. Discussion

The results of the analysis for the influence of work motivation variable on employee performance show that work motivation affects employee performance. It is evidenced by the t-count values of 2,887 which are higher than the t-table values of 1,995 with a significance of 0.005 or lower than the significance values of 0.05. It means H1 is accepted and Ho is rejected. It indicates that the work motivation variable has a positive and significant effect on employee performance.

The results analysis for the influence of organizational commitment variable on employee performance indicates that organizational commitment affects employee performance. It is evidenced by the t-count values of 2,425 which are higher than the t-table values of 1,995 with a significance of 0.018 or lower than the significance values of 0.05. It means H2 is accepted and Ho is rejected. It indicates that the organizational commitment variable has a positive and significant effect on employee performance.

The results analysis for the influence of job satisfaction variable on employee performance shows that job satisfaction has an effect on employee performance. It is evidenced by the t-count values of 3,806 which are higher than the t-table values of 1,995 with significance values of 0,000 or lower than the significance values of 0,05. It means that H3 is accepted and Ho is rejected. It indicates that the job satisfaction variable has a positive and significant effect on employee performance.

Based on the result of the analysis, the values of F-count were 34,187 and the values of F-table were 2.51, meaning that the F-count is higher than F-table. The result of p showed $0,000 < 0,05$, indicating that Ho is rejected and H4 is accepted. The data show that work motivation, organizational commitment, and job satisfaction have significant and positive effects on employee performance at the branch office of Jakarta Daan Mogot.

V. CONCLUSION AND SUGGESTION

A. Conclusions

- Work motivation partially has a positive and significant effect on employee performance. The highest correlation coefficient is obtained from the relationship between physiological and cooperation. The fulfillment of physiological aspects such as benefits and comfort in the workplace will improve employee performance in terms of cooperation with superiors and colleagues so the work will be completed on time.
- Organizational commitment partially has a positive and significant effect on employee performance. The highest correlation coefficient is obtained from the relationship between continuance commitment and cooperation.
- Job satisfaction partially has a positive and significant effect on employee performance. The highest correlation coefficient is obtained from the relationship between the dimensions of working conditions and cooperation. It indicates that comfortable working conditions make employees complete tasks on time.
- Based on the results of the study, it can be concluded that work motivation, organizational commitment, and job satisfaction simultaneously have a positive and significant effect on the employee performance of PT Bank Rakyat Indonesia, particularly in the branch office of Jakarta Daan Mogot.

B. Suggestions

- Work motivation has a positive and significant effect on employee performance. Based on the results of the correlation coefficient, the lowest result is between self-actualization and work quality. The company management should pay more attention to these aspects through providing training for contract employees in accordance with their positions to support and develop their ability and expertise.
- Organizational Commitment has a positive and significant effect on employee performance. Based on the results of the correlation coefficient, the lowest is

obtained from the relationship between affective commitment and work quality. The company should involve employees in decision making and provide benefits to employees based on their performance. It aims to increase the contract employees' pride to the company and comfort in working to improve their performance and desire to keep working in the company.

- Job satisfaction has a positive and significant effect on employee performance. Based on the results of the correlation coefficient, the lowest result is obtained from the relationship between promotional opportunities and work quality. The company should increase the satisfaction of contract employees by providing promotional opportunities to all employees in accordance with work performance and tenure fairly in order to optimally improve the work quality.

C. Further Studies

For further studies, it will be beneficial to identify the other determining variables of employee performance such as working environment, organization culture, and work stress, etc.

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