

Original Paper

The Influence of Motivation on Performance with Work Satisfaction as Moderation Variables

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Received: July 10, 2020

Accepted: July 18, 2020

Online Published: August 31, 2020

doi:10.22158/jbtp.v8n3p113

URL: <http://dx.doi.org/10.22158/jbtp.v8n3p113>

Abstract

The phenomenon of job satisfaction, motivation and employee performance is one of the factors that determine the success of an organization to be strong and run well. The more aspects of the work that are in accordance with individual desires, the higher the level of satisfaction felt, and vice versa. PT. Dharma Guna Citra (Ceria) is a company engaged in general trading and general contracting. This study aims to determine the effect of motivation on employee performance, find out job satisfaction has an effect on employee performance and find out job satisfaction moderates the relationship between motivation and employee performance at PT. Dharma Guna Citra (Ceria). This study was analyzed using simple and multiple linear regression analysis and Moderated Regression Analysis (MRA). The data of this study were obtained from 86 employee respondent answers. The conclusion of this study supports the proposed hypothesis, namely: Motivation has a positive effect on employee performance, Job satisfaction has a positive effect on employee performance and Job satisfaction strengthens the influence between motivation and employee performance.

Keywords

motivation, performance, job satisfaction

1. Introduction

Organizations or companies that are successful in achieving their goals will try to make the best use of all the resources they have. One of these resources is human resources. Human resources are the most important assets of an organization or company in determining the success or failure of a company, because they are the ones who move and as the perpetrators of work activities and economic activities. Therefore, companies must be more pay attention to the human element as an employee compared to other management elements. The management elements consist of: man, money, method, machines, material, and market (Mangkunegara, 2011, p. 64).

The phenomenon of job satisfaction, motivation and organizational employee performance is one of the factors that determine the success of an organization to be strong and run well. Basically job satisfaction is an individual thing, each individual will have a different level of satisfaction in accordance with the existing value system values in him. That is due to differences in each individual, the more aspects in the work that are in accordance with the wishes of the individual, the higher the level of satisfaction felt, and vice versa.

The objects in this study are the employees in the Office and Factory of PT. Dharma Guna Citra, which in their management produces mineral water in Ceria Citra branded packaging. The selection of PT. Dharma Guna Citra (Ceria Citra) is because centre of all business and production activities and is a work unit that has the highest number of employees than other work units in the PT. Dharma Guna Citra (Ceria) seeks to develop organizational culture through the process of production and sales and basic values, values, norms, attitudes and work behaviour. This is intended to strengthen the character of the organization as a public servant in the field of food production, improvement of policies, application of modern management, increased supervision, performance evaluation, and enforcement of discipline for management elements.

The role and influence of motivation and job satisfaction in implementing professional public services, the author has an interest in further research related to job satisfaction and employee motivation in running a professional business at PT. Dharma Guna Citra Ceria In the context of the analysis of the performance of public agencies, the authors chose to observe the variables of employee satisfaction and motivation with the hope that performance improvements can be made after knowing motivation and satisfaction. There are three basic problems in performance, namely the low performance achieved by employees, the unprofessional performance of employees in providing services, and organizational values that are still not formulated and become guidelines in the implementation of performance.

Research on job satisfaction and motivation on performance shows that a positive and significant effect on performance (Sofyan, 2013). Some indicators used in previous studies such as job satisfaction, indicators are salary, comfort for work, respect for work results, meaningfulness of tasks, feedback back to the task itself. Indicators of motivation such as achievement, recognition, responsibility and promotion of position. While for the performance variables used indicators are quality, quantity of work, time to complete work, attendance, independence and work commitment. These indicators are also seen in PT. Dharma Guna Citra.Ceria such as performance allowances as rewards, rewards to employees, a comfortable environment or workspace, opportunities for achievement and promotion.

However, little research has been done on how motivation as a moderating variable between employees and job satisfaction on employee performance. Motivation as a moderating variable with other variables (commitment, compensation and job satisfaction and performance) has also been studied by previous researchers (Aditya & Wirakusuma, 2014).

Motivation is not a moderating variable between the relationship of compensation and employee performance (Democrat, 2011), while motivation as a moderating variable in the effect of commitment on job satisfaction is not supported in Trisnaningsih's (2004) research. Motivation as a moderating variable in the effect of professional commitment and job satisfaction is also not supported (Aditya & Wirakusuma, 2014). Although, from several studies not supported by motivation as a moderating variable, this study will reconfirm the moderating test of the motivational variable.

Based on the description above, this study was conducted to retest with other variables by empirically proving the effect of employee job satisfaction on employee performance with motivation as a moderating variable at PT. Dharma Guna Citra (Cheers) with the title, "The Effect of Motivation on Performance with Job Satisfaction as Moderation Variables at PT. Dharma Guna Citra (CERIA)".

2. Method

This research is a quantitative descriptive study, data obtained from research samples are analyzed in accordance with the statistical methods used and then interpreted. According to Sugiyono (2013), descriptive research is research conducted to find out the value of an independent variable, either one variable or more (independent) without making comparisons, or connecting with other variables. Quantitative research, is research by obtaining data in the form of numbers or qualitative data that is being framed (Sugiyono, 2013). The data collection technique used was a questionnaire/questionnaire in the form of questions given to respondents to be filled in accordance with the real situation.

The type of data used as a basis for testing hypotheses is primary data obtained from employees of PT. Dharma Guna Citra (Ceria) as a respondent with the main instrument in the form of a questionnaire (questionnaire). As supporting data, obtained through interviews with educated staff. Secondary data in this study include biodata of employees of PT. Dharma Guna Citra (Ceria) in the database archive. The population of the study were all employees of PT. Dharma Guna Citra (Ceria), totaling 86 employees. According to the title of this study, there are 3 (three) variables studied, namely the independent variable, motivation (X). The moderating variable is job satisfaction (Z). The dependent variable is performance (Y). Following is the operational definition table in this study:

Table 1. Operational Definitions of Research Variables

Variabel	Definisi	Indikator	Skala
Motivation (X)	Willingness to do high-level business to achieve organizational goals conditioned by the ability of the business to satisfy the needs of a number of individuals. <i>(Oliver Neumann, 2016)</i>	a. Extrinsic Motivation b. Intrinsic Motivation	Likert
	The quality and quantity of work results achieved by employees, in carrying out their tasks in accordance with the responsibilities given to him. <i>(John Ofori Damoah Alex Ntsiful, 2016)</i>	a. Quantity from the result b. Quality from the result c. Timeliness of results	Liker t
Performance (Y)	Job satisfaction is a general attitude towards one's work as the difference between the amount of reward received by workers and the amount of reward that is believed to be received. <i>Robbins (2015).</i>	a. Challenging work b. Working conditions c. Salary or wages d. Job suitability e. Colleagues	Likert

Data obtained from the results of a questionnaire for each variable, namely the level of motivation (X), Job Satisfaction as a moderating variable (Z), and Performance (Y) used Likert Scale, where alternative answers to respondents were given a score of 1 to 5, then the values of the respondents' answers are summed based on the weight value. Then the total score criterion uses the expectation/ideal score interval with the following interval formula:

$$I = \frac{NT - NR}{K}$$

Explanation:

I=Interval Total Score

NT=Highest Total Expectation Score

NR=The lowest total score of expectation score

K=Number of Alternative Answers

Then respondent's answer per indicator with the following formula:

$$I = \frac{\text{Skor Maksimal} \times \text{Skor Minimal}}{K}$$

Testing the data in this study was conducted with a normality test, a validity test and a reliability test. Validity Test is a procedure to ascertain whether the questionnaire to be used to measure research variables is valid or not. Questionnaires are said to be valid if they can present or measure what they want to measure (research variables). In other words, validity is a measure that shows the validity of a predetermined instrument. To measure this validity in this research the product moment correlation formula is used and the calculation is done with the help of SPSS 16.0. Validity Test is carried out on 86 employees as a sample.

Reliability is to measure the extent to which the measuring instrument used can be trusted in this study, meaning that if the measuring instrument is tested many times the results remain. The Reliability Test uses the Chronbach Alpha formula that was conducted on 30 people as a sample. The calculation also uses SPSS assistance. 17.0. Test criteria, if alpha chronbach > 0.60 then the measurement is reliable, but conversely if alpha chronbach < 0.60 then the measurement is not reliable. Data analysis can also be defined as an activity carried out to change the result data from research into new information that can be used in making conclusions.

3. Result

Respondents in this study were 86 people. Questionnaires that were distributed and returned were in accordance with the total population. The characteristics of the respondents examined were divided based on age and education are as follows:

Table 2. Frequency Distribution Based on Age

No	Age/Year	Frequency	Percentage (%)
1	19-25	20	23.25%
2	26-35	41	47.67%
3	36-45	18	20.93%
4	> 46	7	8,14%
	Total	86	100%

Table 3. Distribution of Respondents Frequency Based on Education

No	Education	Toyal	%
1	S2	2	2.32%
2	S1	13	15.17%
3	Academy	7	8.14%
4	SLTA	64	74.42%
	Total	86	100%

Reporting Research Results

Table 4. Validity Test Results

Variabel	Question No.	Sig	Alpha	r _{hitung}	r _{tebel}	Conclusion
	1	0.000	0.05	0,473	0,213	Valid
	2	0.000	0.05	0,422	0,213	Valid
	3	0.000	0.05	0,473	0,213	Valid
	4	0.000	0.05	0,373	0,213	Valid
	5	0.000	0.05	0,498	0,213	Valid
Motivation	6	0.000	0.05	0,467	0,213	Valid
(X)	7	0.000	0.05	0,517	0,213	Valid
	8	0.000	0.05	0,474	0,213	Valid
	9	0.000	0.05	0,373	0,213	Valid
	10	0.000	0.05	0,321	0,213	Valid
	11	0.000	0.05	0,473	0,213	Valid
	12	0.000	0.05	0,517	0,213	Valid
Job	1	0.000	0.05	30	0,213	Valid
Satisfaction	2	0.000	0.05	0,422	0,213	Valid
(Z)	3	0.000	0.05	0,413	0,213	Valid

	4	0.000	0.05	0,284	0,213	Valid
	5	0.000	0.05	0,426	0,213	Valid
	6	0.000	0.05	0,287	0,213	Valid
	7	0.000	0.05	0,261	0,213	Valid
	8	0.000	0.05	0,379	0,213	Valid
	9	0.000	0.05	0,535	0,213	Valid
	10	0.000	0.05	0,427	0,213	Valid
	11	0.000	0.05	0,430	0,213	Valid
	12	0.000	0.05	0,413	0,213	Valid
	1	0.000	0.05	0,447	0,213	Valid
	2	0.000	0.05	0,542	0,213	Valid
	3	0.000	0.05	0,341	0,213	Valid
	4	0.000	0.05	0,259	0,213	Valid
	5	0.000	0.05	0,391	0,213	Valid
Performance	6	0.000	0.05	0,268	0,213	Valid
(Y)	7	0.000	0.05	0,493	0,213	Valid
	8	0.000	0.05	0,370	0,213	Valid
	9	0.000	0.05	0,446	0,213	Valid
	10	0.000	0.05	0,586	0,213	Valid
	11	0.000	0.05	0,447	0,213	Valid
	12	0.000	0.05	0,542	0,213	Valid

The statistical test results obtained as many as 86 respondents who were given 12 statements in 2 indicators about Motivation (X) have $r_{hit} > r_{tab}$ with a significant level of $0.05 = 0.213$ so that all items of statement about Motivation (X) are declared valid. The statistical test results obtained as many as 86 respondents who were given 12 statements in 5 indicators about Job Satisfaction as a Moderating variable (Z) had $r_{hit} > r_{tab}$ with a significant level of $0.05 = 0.213$ so that all items about Job Satisfaction as a Moderation variable (Z) were declared valid. The statistical test results obtained as many as 86

respondents who were given 12 statements in 3 indicators about Performance (Y) have $r_{hit} > r_{tab}$ with a significant level of $0.05 = 0.213$ so that all items about Performance (Y) are declared valid.

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	N of Items
Motivation (X)	.678	12
Job Satisfaction (Z)	.747	12
Performance (Y)	.760	12

The reliability test results in the table above show that the Alpha coefficient value of the Motivation variable (X) that was examined carefully showed a Cronbach Alpha result of 0.678 greater than 0.60. Thus it can be concluded that the measuring instruments used in this study are reliable. The reliability test results in the table above show that the Alpha coefficient value of the Job Satisfaction variable as a Moderation variable (Z) that was examined carefully showed a Cronbach Alpha result of 0.747 greater than 0.60. Thus it can be concluded that the measuring instruments used in this study are reliable. The reliability test results in the table above show that the Alpha coefficient value of the Performance variable (Y) that was examined closely showed Cronbach Alpha results of 0.760 greater than 0.60. Thus it can be concluded that the measuring instruments used in this study are reliable.

Table 6. Results of Statistic Descriptive Data

	N	Minimum	Maximum	Mean	Std. Deviation
Kinerja (Y)	86	33	60	44.95	4.563
Motivasi (X)	86	30	53	43.23	4.177
Kepuasan Kerja (Z)	86	31	51	43.19	4.513
Valid N (listwise)	86				

Descriptive results based on Table 6 above the respondent data variable Performance (Y), Work Motivation (X) and Job Satisfaction (Z) as moderating variables at the Employees of PT. Dharma Guna Citra (Ceria), described that:

- Performance (Y) there are 86 respondents who filled out the questionnaire, the results obtained a minimum value=33 and a Maximum value=60, for an average (mean) of 44.95, Std. Deviation 4,563.
- Motivation (X) there are 86 respondents who filled out the questionnaire, the results obtained a minimum value=30 and a Maximum value of 53, for an average (mean) of 43.23. Std. Deviation 4,177.
- Performance (Z) as a moderating variable there are 86 respondents who filled out the questionnaire, the results obtained a minimum value=31 and a Maximum value=51, for an average (mean) of 43.19. Std. Deviation 4,513.

The answer is based on calculations, it can be seen that the Variable Motivation (X) with the highest indicator Intrinsic Motivation in statement number 9 with a real score of 322 maximum score of 430 with a percentage of achievement 74.88% with high criteria, while the lowest indicator Intrinsic Motivation in statement number 8 with real score 289 maximum score of 430 with a percentage of achievements 67.20% with quite low criteria. Performance Variable (Y) with the highest indicator of Timeliness in statement number 10 with a real score of 340 a maximum score of 430 with a percentage of achievements 79.06% with high criteria, while the lowest indicator Work Quantity on statement number 4 with a real score 311 a maximum score of 430 with a percentage of achievements 72.32 % with high criteria. Job satisfaction variable (Z) as a moderating variable with the highest indicator of Working Conditions in statement number 3 with a real score of 327 a maximum score of 430 with a percentage of achievement of 76.04% with high criteria, while the lowest indicator of Job Conformity in statement number 7 with a real score 273 a maximum score of 430 with a percentage of achievements 63.48% with quite low criteria.

Table 7. Hypothesis Test Result

Relation	t	Significant
$X \rightarrow Y$	2.635	0.027
$Y \rightarrow Z$	4.302	0.000
$X \rightarrow Z \rightarrow Y$	F = 6.112	0.001

Partial test results obtained motivation (X) on employee performance (Y) shows the value of $t > t_{table}$ ($2.635 > 1.988$), meaning that motivation (X) has a positive effect on employee performance (Y). $Sig < 0.05$ ($0.027 < 0.05$), meaning that motivation (X) has a significant effect on performance. Thus it can be said that H1 is supported, Ho is not supported and hypothesis testing is proven.

Partial test results of job satisfaction (Z) on employee performance (Y) shows the value of $t_{count} > t_{table}$ ($4.302 > 1.988$), meaning that job satisfaction (Z) has a positive effect on employee performance (Y). $Sig < 0.05$ ($0.000 < 0.05$), meaning that job satisfaction (Z) has a significant effect on employee performance (Y). Thus it can be said that H2 is supported, Ho is not supported and hypothesis testing is proven.

Simultaneous test results of job satisfaction (Z) moderate the relationship between motivation (X) and performance (Y) of employees of PT. Dharma Guna Citra (Cheers) shows the value of $F_{count} > F_{table}$ ($6.112 > 3.960$) is positively related. $Nillai Sig < 0.05$ ($0.001 < 0.05$), meaning that job satisfaction (Z) moderates the relationship between motivation (X) and performance (Y) of employees of PT. Dharma Guna Citra (Ceria) has a significant effect. Thus it can be said that H3 is supported, Ho is not supported and hypothesis testing is proven that job satisfaction (Z) moderates the relationship between motivation (X) and performance (Y) of employees of PT. Dharma Guna Citra (Cheers).

4. Discussion

Based on the results obtained, it explains that motivation (X) has a positive effect on employee performance (Y) at PT. Dharma Guna Citra (Cheers). This shows that the higher the work motivation felt by employees, the employee's performance will increase or vice versa, the lower the work motivation, the lower the employee's performance.

Motivation is one of the "drivers" of employees to work hard and produce good performance for PT. Dharma To Use Imagery (Cheerful). With the motivation of an employee can make them work well and prime. Similar to what is described in the Indonesian Dictionary of Indonesian Motivation (KBBI) motivation is "the impulse that arises in a person, conscious or unwilling to take action for a particular purpose, or efforts that may cause a person or group of persons to act something because they want to achieve their goals or to find satisfaction in their actions".

Of course to get good motivation a company management must think about what the needs of their employees are, as we know that one whose motivation is to work is to meet their needs. With motivation to meet those needs, someone works well in the hope of getting a salary or payment for the hard work they have done.

Based on the calculation results it can be explained that job satisfaction (Z) as a moderating variable has a positive effect on employee performance (Y) at PT. Dharma Guna Citra (Cheers). This shows that the higher job satisfaction (Z) felt by employees, the employee's performance will increase or vice versa, the lower the job satisfaction, the lower the employee's performance.

Employee performance is inseparable from their satisfaction at work. Satisfaction is rarely evidenced by the attitude of employees towards their work, how their views on things done. Job satisfaction arises after the attitude of liking work becomes a worker's routine. This was stated Hasibuan (2011) defines that job satisfaction is a pleasant emotional attitude and loves his job. This attitude is reflected by the work morale of employees who have a good level of satisfaction will also contribute well in improving the performance and quality of human resources in the company. There are many factors that affect employee satisfaction in a company.

An example of an employee if they have job satisfaction will be seen from how the employee behaves, works and disciplines. A clear example if employees do not have job satisfaction they will eat they are heavy in carrying out the task and lack of discipline in coming to work and will prolong their rest time that often complains about their activities at work. On the other hand, for those who have job satisfaction, they often work happily and work sincerely without being instructed by their superiors and will make the best possible work according to them, even though sometimes breaks and work time are delayed.

Motivation has a positive effect on employee performance with job satisfaction as a moderating variable. Motivation is a reason for someone to do something as well as employees in their hotel work and serve with different goals and motivations. For this reason, motivation is an important thing that needs to be considered both from the hotel management, manager of the employees themselves.

Job satisfaction also needs to be considered in improving employee performance. Employees who have satisfaction at work will tend to work with sincerity without calculating what he has done for the hotel. They usually do things without waiting for orders from above, if they feel that something is good they do it and what if there is something wrong with their work they will immediately improve their performance. Usually employees who already have job satisfaction are synonymous with loyalty and discipline at work. This is consistent with the statement from Fathoni (2006) which says that the attitude of job satisfaction is reflected by work morale, discipline and work performance.

5. Conclusion

Based on the results of the description of the results of the research and discussion above it can be concluded that:

- 1) Motivation has a positive effect on the performance of employees of PT. Dharma Guna Citra (Cheers), this shows that the higher the work motivation felt by employees, the employee's performance will increase or vice versa, the lower the work motivation, the lower the employee's performance.
- 2) Job satisfaction has a positive effect on the performance of employees of PT. Dharma Guna Citra (Cerita), this shows that the higher job satisfaction as a moderating variable, the employee's performance will increase or vice versa, the lower the job satisfaction as a moderating variable, the lower the employee's performance.
- 3) Job satisfaction strengthens the positive relationship between motivation and performance (Y) of PT. Dharma Guna Citra (Cheers), this shows that job satisfaction can motivate the performance of employees of PT. Dharma Guna Citra (Cheers).

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