

# Herzberg's Two Factor Motivation Theory as Revealed by National Government Agencies in Tawi-Tawi

Edward R. Lee, Ed.D.

MSU-Tawi-Tawi, Philippines

## Abstract

*This study endeavored to inquire into the level of Herzberg's two factor motivation theory of Job Satisfaction of National Government Agency (NGA) personnel in the province of Tawi-Tawi. Hopefully, the result obtained in this study would help the National Government Agencies in Tawi-Tawi can contribute to the job satisfaction of the irrespective agencies. This study utilized a quantitative research survey method with the use of a questionnaire the orized and designed by Frederick Herzberg. The one hundred three (103) participants selected from the nine (9) out of the seventeen (17) line agencies of the National Government Agencies in Bongao, Tawi-Tawi. The retrieved questionnaire from the participants was processed with the guidance from the researcher's statistical consultant. The data is processed and analyzed through the Statistical Package for Social Sciences (SPSS) with the help of the researcher statistician. The appropriate statistical test was under taken on the basis of need.*

**Keywords:** Job Satisfaction Motivation, Theory, Working Conditions, Hygiene Factor

## I. Introduction

The main concern of the government is to enhance the quality and economic status of people within their territorial jurisdiction. Parallely, the National Government Agencies of Tawi-Tawi caters towards accomplishing the eradication of corruption and poverty alleviation through sustainable economy, peace and development. The government offers various reforms among administrators of the National Government Agencies particularly in Tawi-Tawi. It is the goal of the province to establish good governance, quality, quantity and equity among the Tawi-tawinians to ensure prosperous economy. As old dictum once said "where there is no corruption, there will be no poverty". Thus, most of the Tawi-Tawi National Government Agencies Department imposed corruption free agencies and were tasked to incorporate programs that address poverty alleviation in the entire province.

Originally, Tawi-tawi is part of Sulu province, however, it was legally proclaimed as distinct and separate province from Sulu in September 27, 1973 by virtue of presidential Decree No. 103 which marked a significant milestone of the province. From its separation Tawi-tawians instilled hope of becoming more actively involved in the different activities and development of the National Government. The province of Tawi-Tawi is a part of the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) is the poorest region in the Philippines today and it is characterized by a very low Human Development Index (HDI) low participation rate in basic education, (Ibon:2015). Now, the province offers a more excellent and efficient management in all government affairs particularly for the welfare of Tawi-tawinians and the development of the Tawi-tawi province in general.

People join organizations for a purpose and each of them has their own motives for doing so. And as human being their works are motivationally driven. Motivation may be intrinsic or extrinsic depending on the situation, desires, and needs of the worker. This may be given in various form such as incentive, rewards or promotion (Business Dictionary.com. 2016). Motivation encourage the workers to work efficiently and effectively, and they become more enthusiastic and committed to their job (Encarta, 2009).

According to Davis and Newstrom (1981) people work harder when their work is recognized, and personal credit for their efforts will be given. People in organizations are human beings who have varied motivation in their work environment. Each employee's motivational drives are influenced by the environment where they live and work which in return, they view their job and approaches in different manner (Davis; 1991). Maslow theorized that people search for satisfaction hierarchically. They have to first satisfy their physiological needs, safety needs, social needs, self-esteem needs, and self-actualization needs, the apex of the hierarchy of needs.

Likewise, job satisfaction in broader sense varies from people to people and it can be affected by various factors that will be reflected by the workers quality of work and quality of life. It is believed that job satisfaction will be better

understood once it is link with the workers general well-being, stress at work, control at work, home-work interface, and working conditions (ibid). Affect theory of Lock's Range in 1976 stressed out that satisfaction is determined by determining what one wants in a job and what one has in a job. Furthermore, the theory states that the satisfaction and dissatisfaction of the workers on their job can be seen on how much ones value his job. Once an employee is motivated, he become persistent to finish his task happily and effectively. According to Zhang and Bartol (2010), motivation intensify the desire of the workers to improve their performance. Cerasoli et al. (2014) with a meta-analysis study proves that motivation significantly influence the workers performance. Motivation is one of the driving forces that makes the employees performance excellent (Rogstadius et al., 2011) and entrepreneurial performance (Machmud and Sidharta, 2016). In order to make workers satisfied to their job, motivation should be regularly provided. This motivation will intensify the workers persistence in doing their job to achieve the goals of the company, agency, and any other institutions (Robbins and Judge, 2011). Giving motivation to the employees encourage them and make them feel importance and belongingness. Motivation affects person direction, intensity, and persistence of voluntary behavior (McShane and Von Gillow (2015).

Frederick Herzberg's Two Factor theory states that there are different factors that causes employees job satisfaction and dissatisfaction. This can be a factors-motivation and hygiene factors. Motivation may an inner force that drives individuals to attain personal and organizational goals (Saif et al., 2012). Motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions. According to Agashahi and Ismail (2011:12) as mentioned by Badubi (2017), to create opportunities for personal growth, enrichment and recognition among employees, the organizations should apply Herberg's theory of motivation.

The aspiration of the leader of any nations whether they are democratic, socialist or communist is to provide the greater welfare for the greatest number of their citizens. In this inception, motivation must be explored in order that they can maximize their contribution to reduce the poverty problem in the fabric society of Tawi-Tawi province. Specifically, it aimed to find out the level of job satisfaction of the National Government agencies personnel in the province of Tawi-Tawi asawholeand/or by agency if the rear significant differences in the irrespective level of job satisfaction as conceptualized by Herzberg. Furthermore, it also identifies the work environment of the employees that caused satisfaction and dissatisfaction of their job.

These government departments are administered by personnel who seefficiency and effectiveness are dependenton their motivation in performing their functions. At the local scene, provincial offices of the aforesaid departments, and the personnel must pursue their respective mandatese specially on improving the poverty alleviation of Tawi-Tawians. In a nutshell, the following questions served as guidelines in the conduct of the research. What is the level of Job Satisfaction of the National Government Agency personnel in terms of the following factors: 1, Salary; 2, Fringe Benefits; 3, Physical Working Conditions; 4, Working Relationship; 5, Development and Progress; 6, Adequacy of Communications; 7, Job Demands; 8, Technical Competence of Supervision; and 9, Job Security? Wearedrivenbyourrespectivemotivesandinthecaseofthepersonnelofthe three national government department in Tawi-Tawiwe acknowledge that they can contribute alottoalleviate the plight four poor province mates. This is the reason why the researcher wants to explore the motivation of the participants in this study with the title *Herzberg's Two Factor Motivation Theory as Revealed by National Government Agenciesin Tawi-Tawi*.

## II. Method

This study was conducted in the province of Tawi-Tawi, Philippines.

### Participants

The study was participated by nine (9) out of the seventeen (17) National Government Agencies of the province of Tawi-Tawi with a total of one hundred three (103) participants.

### Design

This study was conducted to examined the level of Job Satisfaction of the National Government Agency personnel in terms of the following factors: 1) Salary; 2) Fringe Benefits; 3) Physical Working Conditions; 4) Working Relationship; 5) Development and Progress; 6) Adequacy of Communications; 7) Job Demands; 8) Technical Competence of Supervision; and 9) Job Security. The enquiry coveredamong selected personnel of randomly selected National Government Agencies in the province of Tawi-Tawi. The study is quantitative in nature which employed the descriptive survey research design. Descriptive was used in describing the data gathered and quantitative analysis were employed.

### III. Materials

#### Research Instruments

The instrument that was used in this research is Herzberg's Job Satisfaction questionnaire. It is categorized in to nine(9) dimensions of job satisfaction and these are:(1) salary,(2)fringe benefits,(3)physical working conditions,(4)working relationships,(5) development and progress,(6)adequacy of communications,(7)job demands,(8)technical competence of supervision and (9)job security.

#### Procedures

The main source of data in this study was the National Government Agency Personnel's responses to Herzberg's job Satisfaction questionnaire. The data gathered thru the instrument used in this study was processed using Statistical Package for Social Science with the assistant from the statistical consultant. Appropriate statistical test was undertaken on the basis of need in accordance to the research statement of the problems. The data obtained from nine (9) out of the seventeen(17) National Government Agencies of the province of Tawi-Tawi with a total of one hundred three(103) participants were formed part of this study. The independent variables are aspects of job environment of participants, and the dependent variables is their level of job satisfaction while the National Government Agencies in Tawi-Tawi was considered as the intervening variables of the study.

### IV. Results

The data being presented here were drawn from the Job Satisfaction Questionnaire to determine if employees of some sector in the national government were satisfied with the privileges and amenities provided for by their job. There were nine(9) National Government Agencies located in Bongao, Tawi-Tawi, the seat of the provincial government that comprise the sample size of one hundred three 103 participants. These participants were sampled from the randomly selected National Government Agencies in Tawi-Tawi.

#### Descriptive Statistics

##### A. Salary

The participants contented that they were satisfied with the promptness of Salary administration.

Table 1 Satisfaction with Salary

Salary	Mean	Interpretation
I am of how I am and regarded for my work in agency	3.8873	Satisfied
I am of the agency's paying power capacity to pay as much as possible.	3.8732	Satisfied
I am of the way jobs are classified into salary grades.	3.6620	Satisfied
I am of the relationships between salaries and the risks or difficulty of jobs which employees have.	3.5775	Satisfied
I am with salary scale in comparison with salaries of others in other agencies.	3.6761	Satisfied
I am with the promptness of salary administration.	3.8873	Satisfied
I am with the administration of salary increases.	3.6338	Satisfied
Average Mean	3.7425	Satisfied

Legend: 4.21-5.00=Highly Satisfied (HS) 1.81-2.60=Dissatisfied (D)  
 3.41-4.20=Satisfied (S) 1.00-1.80=Highly Dissatisfied (HD)  
 2.61-3.40=Less Satisfied (LS)

Table 1 shows that in general, the participants in this study are satisfied with their salary with respect to their job assignment as manifested by an average mean of 3.7425.

### B. Fringe Benefits

This table shows the assessment of the participants in this study on their satisfaction with fringe benefits.

Table 2 Satisfaction with Fringe Benefits

Fringe Benefits	Mean	Interpretation
I am with employee's benefits program outside the salary, i.e.,		
13th month pay/bonus;	3.8169	Satisfied
Meal/travel allowances;	3.0845	Less Satisfied
Medical-dental services;	2.8732	Less Satisfied
Sick/vacation leaves/pay;	3.4225	Satisfied
Hospitalization;	3.0845	Less Satisfied
Sizeable retirement benefits;	3.1549	Less Satisfied
[others] free housing;	2.8873	Less Satisfied
PAG-IBIG;	3.4930	Satisfied
Clothing allowances;	3.6761	Satisfied
GSIS;	3.0423	Less Satisfied
Medicare	3.2817	Less Satisfied
I am with the policies related to administration of benefits.	3.4366	Satisfied
I am with the way in which the agency upgrade to policies pertaining to benefits	3.4366	Less Satisfied
I am with the agency administrators' willingness to give benefit over and above the provision of law.	3.4648	Satisfied
Average Mean	3.2918	Less Satisfied

Legend: 4.21-5.00=Highly Satisfied (HS) 1.81-2.60=Dissatisfied (D)  
 3.41-4.20=Satisfied (S) 1.00-1.80=Highly Dissatisfied (HD)  
 2.61-3.40=Less Satisfied (LS)

However, holistically personnel of the National Government Agencies in the Province of Tawi-Tawi are **less satisfied** with their Fringe Benefits as expressed by an average mean of 3.2918.

### C. Physical Working Conditions

The results show the feelings of the participants in this study on their satisfaction with this Physical Working Conditions. Notably, there are also items which the participants registered less satisfied, like agency's provision for safe, healthy conditions free health hazards.

Table 3 Satisfaction with Physical Working Conditions

Physical Working Conditions:	Mean	Interpretation
I am on agency's provision for safe, healthy conditions free from health hazards.	3.2977	Less Satisfied
I am on agency's provision for pleasant working conditions.	3.5634	Satisfied
I am on agency's provision for rest and recreation periods, tools, programs, places, etc.	3.6338	Satisfied
I am on agency's provision for security against such contingencies as sickness, accidents, and old age.	3.4930	Satisfied
Average Mean	3.4970	Satisfied

Legend: 4.21-5.00=Highly Satisfied (HS)      1.81-2.60=Dissatisfied (D)  
 3.41-4.20=Satisfied (S)      1.00-      (HD)  
 2.61-3.40=Less Satisfied (LS)

Based on the findings shown in Table 3, the employees on Tawi-tawi National Government Agencies generally **satisfied** with the agency's provision for rest and recreation periods, tools, programs, places as conveyed by an average mean of 3.4970.

#### D. Working Relationships

The findings show the outlook of the participants' in the study on their satisfaction with their Working Relationships.

Table 4 Satisfaction with Working Relationships

Working Relationships	Mean	Interpretation
I am with my relationships with other administrators, teachers and staff who work with me; I consider them real friends as well as real workers.	3.5423	Satisfied
I am with the spirit of teamwork in my relationship with other administrators, teachers and staff I work with.	3.9296	Satisfied
I am with the good qualification and abilities of their administrators, and staff I work with.	3.9577	Satisfied
I am of my agency supervisor as a good person.	3.9437	Satisfied
I am with the superior's fair treatment of all agency personnel, in having everyone abide by the same set of rules.	4.2817	Highly Satisfied
I am of my superior for helping me get ahead in the organization ladder; giving credit to what good is done.	3.9014	Satisfied
I am of my superior for being sympathetic and understanding of my problems.	3.8169	Satisfied
Average Mean	3.9105	Satisfied

Legend: 4.21-5.00=Highly Satisfied (HS)      1.81-2.60=Dissatisfied (D)  
 3.41-4.20=Satisfied (S)      1.00-1.80=Highly Dissatisfied (HD)  
 2.61-3.40=Less Satisfied (LS)

As portrayed in Table 4, employees were **satisfied** with the good qualification and abilities of their administrators. But they indicated that they were highly satisfied with their superior's fair treatment of all agency personnel satisfied, in having everyone abide by the same set of rules. Nonetheless, they were generally with their Working Relationships as upheld by an average mean of 3.9105.

#### **E. Development and Progress**

The result displays the outlook of the participants' in this study on their satisfaction with their Development and Progress.

Table 5 Satisfaction with Development and Progress

<b>Development and Progress (Opportunities for Growth and Advancement):</b>	<b>Mean</b>	<b>Interpretation</b>
I am with the training given me towards developing me for higher positions.	3.9678	Satisfied
I am on the chance and opportunities given in using the best of my knowledge and experience.	3.6056	Satisfied
I am on the chance and opportunities provided to develop my special skill or abilities or harness potentials.	3.7324	Satisfied
I am about the training given to me to help me develop the best I can do in my present job.	3.6479	Satisfied
Average Mean	3.7384	Satisfied

Legend: 4.21-5.00=Very Satisfied (HS) 1.81-2.60=Dissatisfied (D)  
 3.41-4.20=Satisfied (S) 1.00-1.80=Less Satisfied (LS)  
 2.61-3.40=Less Satisfied (LS)

On the aspect of employees' satisfaction with regards to development and progress on their job, they were generally satisfied as indicated in the average mean of 3.7384.

#### **F. Adequacy of Communication**

The results revealed the viewpoints of the participants in this study on their satisfaction with the Adequacy of Communication.

Table 6 Satisfaction with the Adequacy of Communication

<b>Satisfaction with Adequacy of Communication</b>	<b>Mean</b>	<b>Interpretation</b>
I am about the adequacy of information dissemination in the agency.	3.6796	Satisfied
I am on keeping me informed of how well I am doing or performance evaluation feedback given me by my immediate supervisor.	3.8028	Satisfied
I am about the provision of ways and means for me to avail of the information which is very important to me.	3.8310	Satisfied
I am of the way I am informed about the reason for changes in policies/regulations.	3.7324	Satisfied
I am of just what the agency policy is.	3.7324	Satisfied

Average Mean		Satisfied
--------------	--	-----------

Legend: 4.21-5.00=Highly Satisfied (HS) 1.81-2.60=Dissatisfied (D)  
 3.41-4.20=Satisfied (S) 1.00-1.80=Highly Dissatisfied (HD)  
 2.61-3.40=Less Satisfied (LS)

Table 6 shows that the employees were *satisfied* about the provision of ways and means for them to avail of the information which is very important to them. Altogether, the personnel of the National Government Agencies included in the study were largely satisfied with the *Adequacy of Communication* in their respective agencies as established by an average mean of 3.7500.

### H. Job Demands

The findings illustrated the views of the participants in this study on their Satisfaction with their Job demands.

Table 7 Satisfaction with Job Demands

Satisfaction with Job Demands	Mean	Interpretation
I am with the informal atmosphere prevailing in the organization thus creating a more enjoyable working situation.	3.3990	Less Satisfied
I am with the amount of work I have to do, not too much, not too little, just enough	3.8431	Satisfied
I am with the time consideration for getting my job well done, not too rush, not too slow.	4.8169	Highly Satisfied
I am with the working hours.	3.8766	Satisfied
I am with the freedom I get from conflicting demands from what other people make of me.	3.7956	Satisfied
I am with the authority given to do my own job.	3.9085	Satisfied
I am with the school's motivation for me to do the best work.	3.7962	Satisfied
I am with my workload.	4.7990	Highly Satisfied
Average Mean	4.1032	Satisfied

Legend: 4.21-5.00=Highly Satisfied (HS) 1.81-2.60=Dissatisfied (D)  
 3.41-4.20=Satisfied (S) 1.00-1.80=Highly Dissatisfied (HD)  
 2.61-3.40=Less Satisfied (LS)

Table 7 depicted that the employees were less satisfied with the informal atmosphere prevailing in the organization although creating a more enjoyable working situation but satisfied with the authority given to do my own job. While on two items the participants revealed that they are highly satisfied on time consideration for getting the job well done and item on the workload. However, as a whole the personnel of the National Government Agencies expressed that they were satisfied on their Job Demands as registered by an average mean of 4.1032.

### I. Technical Competence of Supervision

The table displays the view of the participants in this study on their satisfaction with their Technical competence of Supervision. They indicated that they were less satisfied with the informal atmosphere prevailing in the organization.



Table 8 Satisfaction with Technical Competence of Supervision

Satisfaction with Technical Competence of Supervision (Job Standards):	Mean	Interpretation
I am with the knowledge I got regarding what is expected of me in my job.	4.0013	Satisfied
I am my job standards.	3.9014	Satisfied
I am about my superior's knowledge and abilities of the job he supervised.	3.9296	Satisfied
I am with the development and training given to help me develop the best I am capable of doing in my present job.	3.9155	Satisfied
Average Mean	3.9369	Satisfied

Legend: 4.21-5.00=Highly Satisfied (HS)      1.81-2.60=Dissatisfied (D)  
 3.41-4.20=Satisfied (S)      1.00-1.80=Highly Dissatisfied (HD)  
 2.61-3.40=Less Satisfied (LS)

In general, the employees of the National Government Agencies in Tawi-Tawi province were satisfied with the Technical Competence of Supervision on an average mean of 3.9369.

### J. Job Security

The results shown on Table 9 below exhibit the views of the participants on their satisfaction with their Job Security.

Table 9 Satisfaction with Job Security

Satisfaction with Job Security:	Mean	Interpretation
I am with the assurance of having a steady job with protection against conditions that I can't control.	3.7887	Satisfied
I am with the assurance of holding my own job as long as I do good work.	3.9577	Satisfied
I am with the agency's recognition of long service and provision of decent benefits.	3.7746	Satisfied
I am with the agency's provision for a steadier work and safe future.	3.8592	Satisfied
Average Mean	3.8451	Satisfied

Legend: 4.21-5.00=Highly Satisfied (HS)      1.81-2.60=Dissatisfied (D)  
 3.41-4.20=Satisfied (S)      1.00-1.80=Highly Dissatisfied (HD)  
 2.61-3.40=Less Satisfied (LS)

Largely on Satisfaction with Job Security, the personnel of the National Government Agencies in the Province of Tawi-Tawi justified that generally they were satisfied on this facet of their job as conveyed by an average mean of 3.8451.



The aspects of job environment of the Tawi-Tawi National Government Agencies' employees work environment that caused satisfaction or dissatisfaction as conceptualized by Herzberg are as follows:

1. The participants are satisfied in their motivators particularly on challenging work, recognition, responsibility that give positive satisfaction, arising from intrinsic condition of the job itself, such as recognition, achievement, or personal growth.
2. The hygiene factors that the participants are satisfied with are the following: 1) status, 2) job security, 3) salary and fringe benefits. In the absence of these, they were dissatisfied with their job. However, as a group, the personnel of the National Government Agencies in Tawi-Tawi acknowledged that they were generally satisfied with their jobs however they revealed less satisfied with their fringe benefits.

## V. Discussion

This study hypothesized a satisfactory level of confidence; there is no significant difference in the level of job satisfaction of the personnel of the National Government Agencies in the province of Tawi-Tawi. For the purpose of this research, all the National Government Agencies in Tawi-Tawi were considered and included; however, only representative samples of these National Government Agencies successfully participated in this study. According to the statistical consultant, whether it was a population study or a scientifically selected sample, the result will be the same as a total population study.

Findings showed that there are significant differences between the mean responses of the participants from the National Government Agencies on the indicators provided for by the Herzberg model except for the two indicators which shows not significant namely; satisfaction with physical working conditions and satisfaction with development and progress. The significant differences between them meant that the participants are in disagreement in the responses of the particular indicator; while being not significant, meant that their responses were in agreement or the same. As stated by Kreitner and Kinicki (2014) workers' characteristics are related to their maximum physical and mental abilities. The capacity of individual to perform their job or tasks varies in accordance with their ability. Employee's motivation and skills are meaningless to the company if they do not have the ability to work. (Robbins and Judge, 2011).

Generally, all employees of the National Government Agencies in the province of Tawi-Tawi who participated in this study were satisfied in all dimensions of their job except on the personnel of the Department of Agrarian Reform who disclosed that the participants were less satisfied with their job. Research study of Rogstad et al. (2011) suggest that motivation plays a significant role on employees' job satisfaction and performance in terms of intensity, direction and perseverance. Shipton et al., (2006) mentioned that employees performed effectively on their job when they are satisfied. However, it is challenging to determine employees' job satisfaction considering that an employee can be satisfied with some aspect of their job and on the other hand, dissatisfied with other facets of their job.

Likewise, Pan (2015) believed that employees feel more satisfied and committed to their job when they are free to decide how to develop and organize their own work. There is a strong link between job variety, job autonomy and feedback to job satisfaction (Bhuiyan et al., 1996). Moreover, Lim (2008) stressed out that sense of belongingness and feeling of acceptance fosters job satisfaction. Social capital and worker support also affect job satisfaction (Flap and Völker 2001; Roxana, 2013). Rich et al. (2010) and Rousseau and Aubé (2010) stated in order to improve employee's performance, there is a need to increase employee engagement in working condition.

## VI. Conclusion

The National Government Agencies personnel of Tawi-Tawi province are satisfied with their job. However, in some aspect of their job environment, the participants revealed that they were less satisfied with their fringe benefits and highly satisfied with other aspects of job environment. Fine et al., (2010) pointed out that integrity and counterproductive work behaviors are influenced by different situational factors. Thus, support and motivation is necessary to produce good performance of employees.

## VII. Recommendations

On the light of the findings and conclusions of this study, the following measures are recommended:

1. The National Government Agencies administrators must exert collective efforts to enhance the fringe benefits of their personnel, where their personnel revealed that they were less satisfied.
2. The National Government Agencies administrator must adopt measures to assure their personnel that they work in a safe environment which is safe for everybody primarily with the agency's provision for safe, healthy conditions free from health hazards.
3. All National Government Agency administrators should come together and design a human relations development program to boost the level of their personnel's job satisfaction from satisfied to highly satisfied employees.

## References

- [1] Bhuiyan, S. N., Al-Shammari, E. S., & Jefri, O. A. (1996). Organizational commitment, job satisfaction and job characteristics: An empirical study of expatriates in Saudi Arabia. *International Journal of Commerce and Management*, 6(3/4), 57-80.
- [2] Badubi, R.M. (2017). Theories of Motivation and Their Application in Organizations: A Risk Analysis. *International Journal of Innovation and Economic Development* ISSN 1849-7020 (Print) ISSN 1849-7551 (Online). URL: <http://dx.doi.org/10.18775/ijied.1849-7551-7020.2015.33.2004>; DOI: 10.18775/ijied.1849-7551-7020.2015.33.2004
- [3] Cerasoli, C. P., Nicklin, J. M., and Ford, M. T. (2014). Intrinsic motivation and extrinsic incentives jointly predict performance: A 40-year meta-analysis. *Psychological bulletin*, Vol. 140, No. 4, pp. 1-29. CrossRef
- [4] Davis and Newstrom (1981), *Human Behavior at Work: Organizational Behavior*. New York: Grolier Book Co.,
- [5] Davis, Keith (1991), *Human Behavior at Work Organizational Behavior*. 9th Ed., New York: McGraw-Hills Book Co.,
- [6] Flap, H., & Völker, B. (2001). Goal specific social capital and job satisfaction: Effects of different types of networks on instrumental and social aspects of work. *Social networks*, 23(4), 297-320.
- [7] Fine, S., Horowitz, I., Weigler, H., and Basis, L. (2010). Is good character good enough? The effects of situational variables on the relationship between integrity and counterproductive work behaviors. *Human Resource Management Review*, Vol. 20, No. 1, pp. 73-84. CrossRef
- [8] Herzberg, F. (2009). *One more time: How do you motivate employees?* Cambridge, MA: Harvard Business School Press.
- [9] Herzberg, F. (1964), the Motivation-Hygiene Concept and Problems of Manpower. *Personnel Administration* 27 (January-February 1964): 3-7
- [10] Judge, T. A., Thoresen, C. J., Bono, J. E., and Patton, G. K. (2001). The job satisfaction–job performance relationship: A qualitative and quantitative review. *Psychological bulletin*, Vol. 127, No. 3, pp. 376-407. CrossRef
- [11] Kreitner, R., & Kinicki, A. (2014). *Perilaku Organisasi: Organizational Behavior*, Edisi Sembilan. Jakarta: Salemba Empat.
- [12] Lim, S. (2008). Job satisfaction of information technology workers in academic libraries. *Library & Information Science Research*, 30(2), 115-121.
- [13] Machmud, S., and Sidharta, I. (2016). Entrepreneurial Motivation and Business Performance of SMEs in the SUCI Clothing Center, Bandung, Indonesia. *DLSU Business & Economics Review*, Vol. 25, No. 2, pp. 63-78.
- [14] McShane, S. L., and Von Glinow, M. A. (2015). *Organizational Behavior: Emerging Knowledge, Global Reality*, Seventh Edition. Singapore: McGraw-Hill Education
- [15] Pan, F. C. (2015). Practical application of importance-performance analysis in determining critical job satisfaction factors of a tourist hotel. *Tourism Management*, 46, 84-91.
- [16] Rich, B. L., Lepine, J. A., and Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance.
- [17] *Academy of management journal*, Vol. 53, No. 3, pp. 617-635. CrossRef
- [18] Robbin, S. P., & Judge, T. A. (2011). *Organizational Behavior*, 12th ed. New Jersey: Pearson Education.
- [19] Rogstadius, J., Kostakos, V., Kittur, A., Smus, B., Laredo, J., and Vukovic, M. (2011). An assessment of intrinsic and extrinsic motivation on task performance in crowdsourcing markets. *ICWSM*, Vol. 11, pp. 17-21.
- [20] Rousseau, V., and Aubé, C. (2010). Social support at work and affective commitment to the organization: The moderating effect of job resource adequacy and ambient conditions. *The Journal of social psychology*, Vol. 150, No. 4, pp. 321-340. CrossRef
- [21] Roxana, A. C. (2013). Social Support as a Mediator Between Emotion Work and Job Satisfaction. *Procedia-Social and Behavioral Sciences*, 84, 601-606.

- [22] Saif, K.F., Nawaz, A., Jan, A. & Khan, M.I. (2012). Synthesizing the theories of jobsatisfaction across the cultural/attitudinal dimensions. *Interdisciplinary Journal of Contemporary Research in Business*, 3 (9): 1382-1396.
- [23] Shipton, H., West, M. A., Dawson, J., Birdi, K., & Patterson, M. (2006). HRM as a predictor of innovation. *Human Resource Management Journal*, 16(1), 3-27.
- [24] Zhang, X., and Bartol, K. M. (2010). Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement. *Academy of management journal*, Vol. 53, No. 1, pp. 107-128. CrossRef