

THE ROLE OF ORGANIZATIONAL CLIMATE IN MODERATING THE EFFECT OF SATISFACTION WITH SALARY AND SATISFACTION WITH SUPERVISORS ON WORK MOTIVATION (THE CONTRIBUTION TO THE JOB CREATION LAW)

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Abstract: This research aims to describe the effect of satisfaction with salary and satisfaction with supervisors on work motivation among employees with organizational climate as moderating variable. This study involved 399 employees of Universitas Sumatera Utara, Medan. Data were collected by using the scale of satisfaction with salary, scale of satisfaction with supervisors, scale of organizational climate and the scale of work motivation. A partial least square path modelling was used in this study with WarpPLS 7 application. The results showed that satisfaction with salary ($\beta=0.151$, $p=0.001$; $p<0.05$), satisfaction with supervisors ($\beta=0.126$, $p=0.005$; $p<0.05$) and organizational climate ($\beta=0.494$, $p=0.001$; $p<0.05$) directly could increase the work motivation of employees significantly, but organizational climate could not moderated the effect of satisfaction with salary ($\beta=0.020$, $p=0.348$; $p>0.05$) and satisfaction with supervisors ($\beta=0.073$, $p=0.072$; $p>0.05$) on work motivation. Implications of this study that management were expected to increase employees' work motivation through improving the factors which influence satisfaction with salary, satisfaction with supervisors and organizational climate.


Keywords: Work Motivation, Satisfaction with salary, Satisfaction with supervisors, Organizational Climate

1. INTRODUCTION

Employee motivation plays an important role in the progress of the company. The goals of a company will be achieved when employees in a company can make the best use of resources through motivation. With work motivation, employees will lead to the achievement of company or organizational goals [1] Work motivation is considered an important catalyst for organizational success, because it can increase the productivity and effectiveness of employee performance [2] The study of the factors that influence employee work motivation is of interest to experts in the field of organizational behavior such as Maslow, McGregor, Herzberg, Victor Vroom, McClelland, and others. Work motivation has been widely used as a variable in measuring employee performance [3]. One of the interesting factors studied in its influence on employee work motivation is organizational climate. Organizational climate can affect motivation, achievement, and job satisfaction. Employees expect rewards, satisfaction, based on their perception of the organizational climate [4]. Organizational climate affects the behavior of an employee, namely affecting his way of life, relationships with surrounding, preferred people, how his work activities, things he wants to achieve, and how to adjust to the organization [5], even according to Redding [5] the organizational climate is much more important in influencing one's behavior at work than the skills or techniques he has.

Organizational climate is important for explaining work motivation because it is related to employee job satisfaction. As said in Herzberg's "Two Factor" theory of motivation, that organizational climate is one of the factors associated with employee satisfaction or as one of the factors that make employees feel satisfied or dissatisfied [6]. Although it is clear that the organizational climate affects employee behavior at work, in reality the organizational climate often does not receive great attention in organizations or government bureaucracies.

The importance of fostering high work motivation in employees must have certain goals. One of them is achieving organizational goals and the satisfaction that employees get in the organization. According to Toe, et al [7] there is a fundamental correlation between employee motivation which leads to employee job satisfaction, resulting in a more qualified and committed workforce which



then leads to increased company performance and profitability. Affect theory by Edwin Locke [8] explains that job satisfaction comes from expectations formed by values. The more in accordance with expectations with reality, the more satisfaction you will get. Locke [9] further explains that a pleasant emotional state or a positive emotional state resulting from an assessment of one's work or work experience.

Job satisfaction or lack thereof depends on a productive and rewarding relationship between staff and management. Organizational success depends on employees enjoying their work and feeling valued for their efforts [10]. Low employee satisfaction can lead to low performance and can affect discipline, and result in high turnover. Conversely, high employee job satisfaction can have a positive impact on performance, behavior, and organization [11]. The causes of dissatisfaction are as diverse as the results received are low or perceived as insufficient, unsatisfactory working conditions, mismatched relationships both with coworkers and with superiors, and inappropriate employees [12]. Based on a survey conducted by the Society for Human Resource Management found that 60% of employees rated benefits as a very important contributor to job satisfaction [13]. However, Resources for employers [14] found that despite earning less, self-employed individuals reported greater job satisfaction, work-life balance, and lower stress levels, suggesting that factors beyond salary significantly contribute to overall job happiness.

2. LITERATURE REVIEW

Robbins [15] argues that motivation is the willingness to expend high levels of effort for organizational goals, which is conditioned by the ability of effort to meet individual needs. Santrock [16] explains that motivation is the process of money giving the spirit, direction and persistence of behavior. That is, motivated behavior is behavior that is full of energy, directed and lasting. In line with this opinion, Munandar [17] suggests that motivation is a process by which needs encourage a person to carry out a series of activities that lead to the achievement of certain goals. If the need has been met, a satisfaction will be achieved. A group of unsatisfied needs will cause tension, so it is necessary to carry out a series of activities to seek the achievement of specific goals that can satisfy a group of needs, so that tension is reduced.

Employee-related motivation remains one of the most enduring topics. Work motivation influences the skills individuals develop, the employees and careers individuals pursue, and the ways individuals allocate their resources (e.g., attention, effort, time, and human and social capital) to affect the direction, intensity, and persistence of activities during work. At the same time, work motivation is a very important topic for public policy makers and organizations concerned with developing work environments, human resource policies, and management practices that promote vocational adjustment, individual well-being, and organizational success [18].

Anoraga [19] explains the aspects of work motivation, namely:

a. Employee discipline.

Attitude, behavior or actions of employees to carry out work activities in accordance with certain patterns, decisions, regulations and norms that have been determined and agreed upon both in writing and verbally between employees and the company, and are willing to accept sanctions if they violate the rules, duties and authority given.

b. High imagination and combination power.

Creating work results from a combination of ideas or images, arranged more thoroughly, or own initiative, not imitated and is constructive so as to form a result or product that supports better work quality.

c. Self-confidence.

The feeling of confidence that employees have in their abilities, have independence, can think positively in facing the reality that occurs and take responsibility for the decisions taken so that they can solve their problems calmly.

d. Endurance to pressure.



An employee's reaction to an unpleasant emotional experience that is perceived as a threat or because there is an imbalance between the demands and the will, and the pressure is resolved in a way that is unique to each individual.

e. Responsibility in carrying out employees.

An awareness of the individual to carry out obligations or employees, accompanied by a sense of responsibility.

Organizational climate can be defined as a measurable property of the work environment that is perceived directly or indirectly by people who live and work in the organizational environment and is assumed to affect the motivation and behavior of organizational members [20]. Organizational climate according to Schneider [21], is a description of what happens to employees in an organization. Furthermore, Scheiner explains that this organizational climate is an employee's perception of organizational policies, practices, procedures, interactions and behaviors that support creativity, innovation, safety, or services in the organization. Therefore, organizational climate is a concept of employee attitudes and feelings towards the organization and can be understood as a manifestation of job satisfaction.

Organizational climate can make organizational performance different because it shows an indication of the full spirit of the employee's work environment. Therefore, organizational climate can be interpreted as a description of employee perceptions of organizational policies, practices, procedures, interactions and behaviors in the work environment both directly and indirectly that affect the behavior of organizational members.

The aspects that can identify the organizational climate according to Kolb & Rubin [22] are:

a. Conformity.

This is formed because of the same feeling among employees regarding the many rules, procedures and laws in running employees.

b. Responsibility.

Each member in the organization or employee has their own responsibility to realize company goals. Responsibility reflects the feeling of employees that they can be responsible for doing the work that is their job.

c. Standards.

Standards in an organization in the form of pressure from the organization on the quality of appearance and making the organization's products famous, making employees feel challenged to improve performance and the degree of pride that employees have in doing their work well.

d. Appreciation.

The feeling of employees feeling appreciated after completing their work well.

e. Organizational Clarity.

The feeling of employees that the company is well organized and has clear goals.

f. Support and Warmth.

Reflects employees' feelings about the trust and mutual support that prevails in the work group. Support refers to the supportive behavior of people in the organization. A climate with good support is believed to have low levels of interpersonal conflict. Support and friendship among all members of the organization are very important values to form good relationships in the work environment.

g. Leadership.

Employees accept the existing leadership in the company and all its decisions. They realize that the election of a leader must be based on his expertise.

Wages or salaries are the amount of compensation received by employees on a permanent or irregular basis and are a reward for the performance that has been given. Wages play a very important role for employees and also for the survival of the industry. Wages are a form of compensation, where employees receive compensation from the employer for the work or services that have been carried out to meet their needs. For some employees, the hope of earning money or wages is the only reason to work, although others think that money or wages are only one of the many needs that are met through work.



Suwarto [23] argues that wages are one of the most sensitive aspects in labor and industrial relations. Between 70-80% of cases that occur in labor and industrial relations contain wage issues and various related aspects, such as allowances, wage increases, wage structures, wage scales. According to Sumarsono [24], the problem that can arise in the field of wages is that employers and employees generally have different understandings and interests regarding wages.

For employers, wages can be seen as a burden or cost that must be paid to employees and taken into account in determining total costs. The greater the wages paid to employees, the smaller the proportion of profit for the employer. Everything spent by the employer in connection with employing someone is seen as a component of wages. On the other hand, employees and their families consider wages only as what they receive in the form of money (take-home pay) as income from using their energy to employers. The provision of wage compensation is the most complex task for industry, but it is also the most meaningful aspect for employees, because the amount of wages reflects the size of the value of their work among the employees themselves, their families and society.

Supervision is also an important source of satisfaction. Satisfaction with the supervisor's leadership style has a significant influence on employee job satisfaction. There are various types of supervisor leadership styles that affect job satisfaction, including performance-oriented supervisors and supervisors who prioritize employee participation. The leadership style of a boss who prioritizes the performance of his employees will often pay attention to his employees in order to create good working relationships. This form of attention can be in the form of checking regularly on employee performance and providing personal direction and advice to employees who have difficulty in carrying out their work. While the leadership style of a superior who prioritizes employee participation can be described as an open attitude given by a superior so that his employees can participate directly in discussing employee problems that affect company performance.

3. Methods

3.1 Survey Method and Participants

The method used by researchers in analyzing the data in this research is descriptive statistical analysis. According to Sugiyono [25] descriptive analysis is: "Statistics are used to analyze data by describing or illustrating the data that has been collected as it is without the intention of making general conclusions or generalizations. This research is a type of quantitative research conducted on the population of Universitas Sumatera Utara (USU) Education Personnel. Determination of the sample used as the subject in this study was taken by the Incidental Sampling method with a total of 399 research subjects. The subjects in this study were USU Education Personnel who had worked for at least 1 year.

3.2 Data Analysis Method

Partial least squared path modeling (PLS-PM) was used in this study [26] to forecast how exogenous variables will affect endogenous variables. There is a claim that the PLS strategy offers superior predictability over alternative techniques, especially in social science research [27], [28]. The path model was assessed in this work using WarpPLS 7.0 [29].

3.3 Research Model

Work motivation among employees is the research's endogenous variable. We suggested that there are three primary exogenous variables—satisfaction with salary (SSy), satisfaction with supervisors (SS), and organizational climate (OC)—that could have an impact on work motivation (WM). To prevent perceptual bias, we also use multiple group analysis in addition to path modelling. Figure 1 presents a summary of the research model.

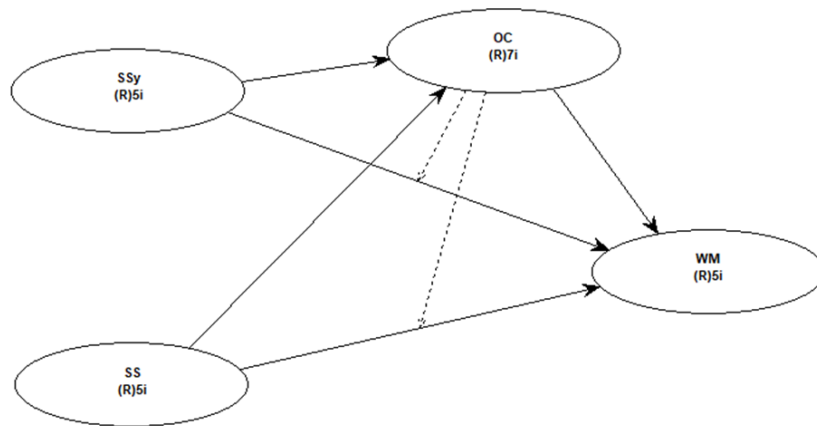


Figure 1. Research Model Framework

4. Results

In order to reach validity and reliability within measurement model this study used PLS Algorithm to calculate the loading factors for each construct, including their discriminant validity based on the value of average variance extracted (AVE). The cut-off value we used in this study was based on the p-value of loading factor. The value less than 0.05 accepted for the measurement model. Each construct should have AVE > 0.5 with composite reliability (CR) > 0.7 and Cronbach’s alpha (CA) > 0,7 [28]. The result of measurement model summarized in Table 1.

Table 1: Loading Factor and Cross Loading

Indicators	SSy	SS	WM	OC	Type	SE	P value
SSy1	0.822	-0.088	-0.023	0.054	Reflective	0.045	<0.001
SSy2	0.595	-0.208	0.036	0.106	Reflective	0.046	<0.001
SSy3	0.691	-0.025	-0.233	0.234	Reflective	0.046	<0.001
SSy4	0.637	0.086	0.103	-0.169	Reflective	0.046	<0.001
SSy5	0.603	0.263	0.154	-0.266	Reflective	0.046	<0.001
SS1	-0.043	0.816	-0.043	0.038	Reflective	0.045	<0.001
SS2	-0.048	0.836	-0.201	0.173	Reflective	0.045	<0.001
SS3	0.108	0.831	0.017	0.000	Reflective	0.045	<0.001
SS4	0.021	0.771	0.162	-0.147	Reflective	0.045	<0.001
SS5	-0.039	0.757	0.084	-0.083	Reflective	0.045	<0.001
WM1	-0.156	-0.011	0.731	-0.109	Reflective	0.045	<0.001
WM2	0.203	0.025	0.795	0.142	Reflective	0.045	<0.001
WM3	0.012	0.131	0.773	0.069	Reflective	0.045	<0.001
WM4	0.007	-0.072	0.804	0.043	Reflective	0.045	<0.001
WM5	-0.090	-0.079	0.693	-0.175	Reflective	0.046	<0.001
OC1	-0.154	0.147	0.095	0.813	Reflective	0.045	<0.001
OC2	-0.218	-0.235	0.496	0.571	Reflective	0.046	<0.001
OC3	0.021	-0.279	-0.011	0.728	Reflective	0.045	<0.001
OC4	0.174	0.087	-0.313	0.729	Reflective	0.045	<0.001
OC5	0.083	-0.031	-0.041	0.828	Reflective	0.045	<0.001
OC6	-0.003	-0.039	-0.157	0.781	Reflective	0.045	<0.001
OC7	0.050	0.256	0.040	0.822	Reflective	0.045	<0.001

Table 1 showed that all indicators were used in this study even though several indicators have loading factor less than 0.7, yet they have significant contribution to evaluate the model. Model

measurement were expanded to evaluate the internal consistency and convergent validity. The result showed in Table 2.

Table 2: Model Measurement

Variable	Composite Reliability	Cronbach's Alpha	Average Variance Extracted
SSy	0.805	0.795	0.555
SS	0.901	0.862	0.645
WM	0.872	0.817	0.578
OC	0.903	0.873	0.574

As previously stated, the internal consistency was assessed through CR and CA with cut-off value of 0.7. Table 2 showed that internal consistency requirement has been met. In addition, the convergent validity that measured with AVE also showed that all variable have value of more than 0.5, thus conclude the measurement model. The evaluation continued with inner model analysis.

In order to evaluate the inner model, we evaluate the Variance Inflation Factors (VIF) for each variables to ensure the model fit. The value of VIF for SSy, SS, WM and OC respectively is 1.264, 1.767, 1.668, and 2.198 which indicated that there is no collinearity problem in this study. We also evaluate the effect sizes of each relationship. The rule of thumb suggested value of 0.02, 0.15 and 0.35 as threshold for weak, moderate and strong effect. The effect size of Satisfaction with Salary on Work Motivation is 0.049 which indicate a weak relevance or small effect and also Satisfaction with Supervisors on work motivation (effect size = 0.058) while Organizational Climate has a moderate effect on Work Motivation (effect size = 0.306). The model estimate is shown in Figure 2.

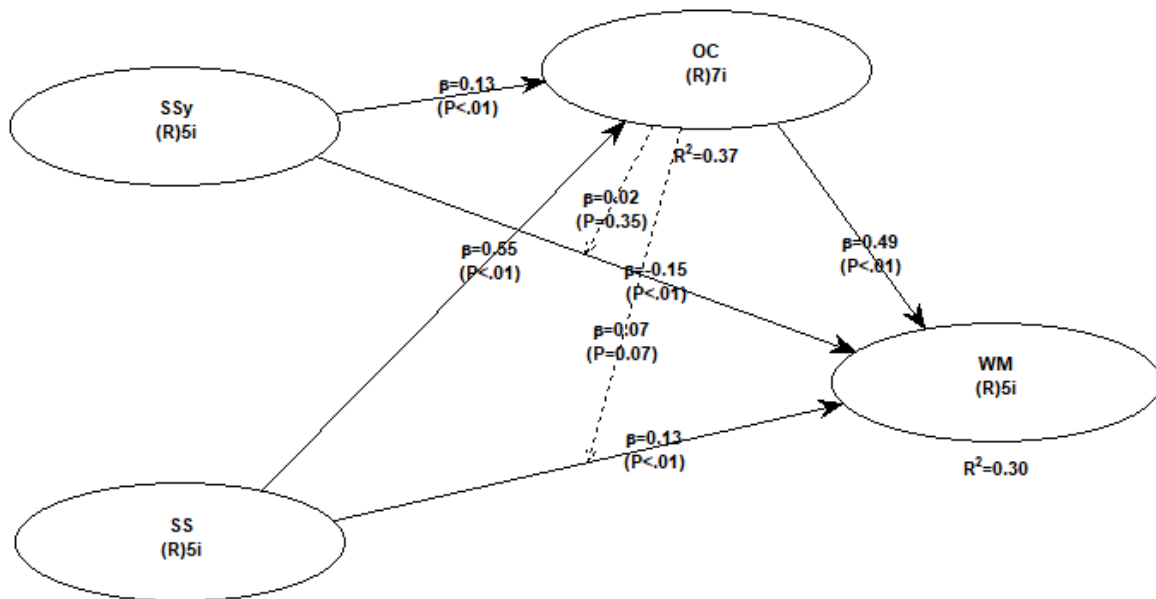


Figure 2: Inner Model Estimation

Figure 2 showed that satisfaction with salary (SSy), satisfaction with supervisor (SS) and organizational climate (OC) had significant effects to increase work motivation. Organizational climate had the largest effect on increasing work motivation. However, before we analyze to hypothesis testing, we also evaluate the model fit criteria which is shown in Table 3.

Table 3: Model Fit and Quality Indices

Model Fit	Quality Criteria	Result	Conclusion
Average path coefficient (APC)	-	0.220; $P < 0.001$	Good Fit
Average R-squared (ARS)	-	0.338; $P < 0.001$	Good Fit



Average adjusted R-squared (AARS)	-	0.332; P<0.001	Good Fit
Average block VIF (AVIF)	≤ 3.3	1.241	Good Fit
Average full collinearity VIF (AFVIF)	≤ 3.3	1.541	Good Fit
Tenenhaus GoF (GoF)	≥ 0.36	0.489	Good Fit
Simpson's paradox ratio (SPR)	≥ 0.7	0.771	Good Fit
R-squared contribution ratio (RSCR)	≥ 0.9	0.923	Good Fit
Statistical suppression ratio (SSR)	≥ 0.7	1.000	Good Fit
Nonlinear bivariate causality direction ratio (NLBCDR)	≥ 0.7	0.857	Good Fit

Table 3 suggested that based on ten criteria to evaluate model fit of our proposed structural model. All indices showed that the model achieved good fit, thus we promote the model for hypothesis testing.

Table 4: Path Coefficient Analysis

Path	Coefficient	P Values	Hypothesis
Satisfaction with Salary -> Work Motivation	0.151	P=0.001	Accepted
Satisfaction with Supervisors -> Work Motivation	0.126	P=0.005	Accepted
Organizational Climate -> Work Motivation	0.494	P<0.001	Accepted
Organizational Climate*Satisfaction with Salary -> Work Motivation	0.020	P=0.348	Rejected
Organizational Climate*Satisfaction with Supervisors -> Work Motivation	0.073	P=0.072	Rejected

Based on Table 4 above, Satisfaction with Salary, Satisfaction with Supervisors and Organizational Climate have a significant effects positively on Work Motivation, meanwhile Organizational Commitment could not moderated the effect of Satisfaction with Salary and Satisfaction with Supervisors on Work Motivation.

5. DISCUSSION

The findings of this study provide empirical support for the hypothesis that work motivation is positively and significantly influenced by satisfaction with salary, satisfaction with supervisor and organizational climate. Work motivation increases with the increase in employee satisfaction with salary and satisfaction with relationships with superiors as well as better perceptions of the organizational climate. In this case, the salary aspect is important, because the reward (salary) will be effective if it is linked to real performance [30]. An effective payroll strategy is expected to contribute to the maintenance of the survival of the work unit, the realization of the vision and mission and for the achievement of work objectives.

Specifically, Dessler [31] asserts that money is the main factor that drives a person's motivation to achieve. The results of this study indicate that the higher the wages received by employees, the higher the level of employee work motivation tends to be. This is in accordance with the opinion of Muljani [32], that associated with expectation theory, then the provision of compensation based on skills and presatsai will motivate employees, because in expectation theory it is said that an employee will be motivated to exert his efforts even better if the employee feels that his efforts will result in a good achievement assessment. A good assessment will be realized by awards from the industry such as bonuses, salary / wage increases or promotions, and the award can satisfy employees.

Satisfaction with a supervisor can contribute to work motivation as employees who feel recognized, supported, and valued tend to be more motivated to bring out the best in their work. Conversely, high work motivation can create an environment where satisfaction with the supervisor can grow as employees feel accomplished and valued.

The results also show that organizational climate has a strong enough influence in increasing employee work motivation (path coefficient = 0.494; $p < 0.001$) much stronger than the effect of satisfaction with salary (path coefficient = 0.151; $p = 0.001$) and satisfaction with superiors (path coefficient = 0.126; $p = 0.005$) on work motivation. It can be said that the role of satisfaction with salary and satisfaction with superiors on employee motivation is quite weak, even though the results of the study are statistically significant. Salary and supervisor factors are not the main things that can increase employee work motivation but organizational climate factors that contribute a lot to increasing employee work motivation. This means that employees place more emphasis on a comfortable working atmosphere, a pleasant work environment and the warmth that exists in the organization than on salary and relationships with superiors.

This is in accordance with the opinion of Pace & Faules [5] that the Organizational climate affects the behavior of a worker, namely influencing his way of life, to whom he relates, who he likes, how his work activities are, what he wants to achieve, and how he adjusts to the organization, even according to Redding [5] that the work climate is much more important in influencing a person's behavior at work than the skills or techniques he has. Organizational climate is important to explain work motivation because it is related to employee job satisfaction. As stated in Herzberg's "Two Factor" theory of motivation, that organizational climate (working conditions/climate) is one of the factors associated with employee satisfaction.


6. CONCLUSION

Based on the results of this study as described and discussed above, the following conclusions can be drawn:

1. Satisfaction with salary has a significant effect on employee work motivation. The more satisfied employees are with the salary earned, the more employee work motivation increases.
2. Satisfaction with superiors has a significant effect on employee work motivation. The more satisfied employees are with their superiors, the more employee work motivation increases.
3. Organizational climate has a significant effect on employee work motivation. The more conducive the organizational climate is perceived by employees, the more employee work motivation increases.
4. Organizational climate does not moderate the effect of satisfaction with salary on employee work motivation.
5. Organizational climate does not moderate the effect of satisfaction with superiors on employee work motivation.

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