

## The Impact of Extrinsic and Intrinsic Motivation towards Job Satisfaction in Finance Service Department of PT. XYZ

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### ABSTRACT

People are one of the resources that should be managed well by the company. There is no exception for PT. XYZ. As one of the leading FMCG companies in Indonesia and the top 10 global brand, PT XYZ surely has to manage the company well with the support of the employees. One of the ways to keep the performance in the optimum level is by maintaining the job satisfaction of the employees. In order to maintain the job satisfaction, the employees should keep motivated in doing the job. This research is conducted to analyze the impact of intrinsic and extrinsic motivation of employees in Finance Service department of PT. XYZ towards their job satisfaction. Data was gathered using census by distributing questionnaires to 103 employees in Finance Service department of PT. XYZ. The data then analyzed using Multiple Linear Regression analysis. From the research, it can be concluded that overall, the intrinsic and extrinsic motivation of the employees in Finance Service department of PT. XYZ simultaneously have significant impact on employees' job satisfaction.

**Keywords:** Intrinsic motivation, extrinsic motivation, job satisfaction, Herzberg two-factor theory

### ABSTRAK

*Sumber daya manusia adalah salah satu aset yang harus dikelola dengan baik oleh perusahaan. Tidak terkecuali untuk PT. XYZ. Sebagai salah 1 perusahaan FMCG terbaik di Indonesia dan pemegang 10 besar brand global, PT. XYZ tentunya harus mengelola perusahaannya dengan baik dengan dukungan dari karyawannya. Salah satu cara untuk menjaga performa perusahaan di tingkat optimum adalah dengan menjaga kepuasan kerja dari karyawannya. Untuk mempertahankan kepuasan kerja tersebut, karyawan harus terus termotivasi dalam melaksanakan pekerjaannya. Penelitian ini dilakukan dengan tujuan untuk mengetahui pengaruh motivasi intrinsik dan motivasi ekstrinsik dari karyawan di department Finance Service PT. XYZ terhadap kepuasan kerja karyawan. Metode pengumpulan data menggunakan metode sensus dengan mendistribusikan kuesioner kepada 103 karyawan di department Finance Service dari PT. XYZ. Data kemudian dianalisa dengan menggunakan Analisa Multiple Linear Regression. Berdasarkan hasil penelitian, dapat disimpulkan bahwa secara keseluruhan, motivasi intrinsik dan motivasi ekstrinsik dari karyawan di departemen Finance Service PT. XYZ mempunyai pengaruh yang signifikan terhadap kepuasan karyawan.*

**Kata Kunci:** Motivasi intrinsik, motivasi ekstrinsik, kepuasan kerja, teori two-factor Herzberg

### INTRODUCTION

Indonesia is considered as a country that has high level of consumption rate in cigarette. Due to this condition, the growth of the tobacco industry in Indonesia keeps increasing year by year. In 2010, food and beverage and tobacco industry give the biggest contribution to the manufacturing industry, which is 29.17% (Badan Pusat Statistik, 2011) shown in Figure 1. The tobacco (cigarette) industry contributes 68% from the overall tax revenues, one of the influential sources of the government revenue

(Dinas Perindustrian dan Perdagangan Jawa Timur, 2012).

That is why the tobacco companies are considered as important industry to be maintained and improved in order to support the Indonesia economics.

There is a saying 'a company is as good as its employees', which implies that to keep the performance well, the company has to manage the employees well. One of the ways to keep the performance in the optimum level is by maintaining

Contribution by Sector in Manufacturing Industry 2005 - 2010 (%)

Subsektor	2005	2006	2007	2008	2009	2010
(1)	(2)	(3)	(4)	(5)	(6)	(7)
3. INDUSTRI PENGOLAHAN	100,00	100,00	100,00	100,00	100,00	100,00
a. Industri M i g a s	18,21	18,72	17,06	17,77	14,21	13,18
1). Pengilangan Minyak Bumi	11,79	12,83	11,43	10,60	8,79	7,92
2). Gas Alam Cair	6,42	5,89	5,63	6,67	5,42	5,25
b. Industri bukan Migas	81,79	81,28	82,94	82,23	85,79	86,82
<b>F&amp;B and Tobacco</b>	<b>23,38</b>	<b>23,14</b>	<b>24,71</b>	<b>25,15</b>	<b>28,45</b>	<b>29,17</b>
2). Tekstil, Brg. Kim & Hasil Kaki	10,14	9,80	8,76	7,62	7,89	7,79
3). Brg. Kayu & Hasil hutan lainnya.	4,64	4,85	5,14	5,32	5,43	5,05
4). Kertas dan Barang cetakan	4,46	4,31	4,25	3,77	4,14	4,13
5). Pupuk, Kimia & Barang dari karet	10,02	10,23	10,87	11,20	11,02	11,08
6). Semen & Brg. Galian bukan logam	3,23	3,16	3,07	2,52	2,95	2,85
7). Logam Dasar Besi & Baja	2,42	2,25	2,14	2,12	1,81	1,69
8). Alat Angk., Mesin & Peralatannya	22,75	22,78	23,79	23,57	23,44	24,43
9). Barang lainnya	0,76	0,77	0,71	0,66	0,66	0,66

Figure 1. Indonesia's contribution by sector in manufacturing industry

Source: (Badan Pusat Statistik, 2011)

the job satisfaction of the employees itself. Job satisfaction can be defined as positive emotional response happen due to the appreciation from the job or work done (Locke & Lathan, 1990). Job satisfaction is a crucial factor that should be looked after since it will impact on the employees' commitment towards the organization. The employees will work harder to achieve the goals of the organization by having strong commitment and loyalty (Armstrong, 2006). On the other hand, the numerous studies have also shown that the unsatisfied employees will lead to increase in the employee turnover rate. Unhappy or dissatisfied employees tend to be less motivated and will not be faithful to a company (Beck, 1983), decrease in company productivity (Batt, 2002), and high turnover cost as the impact of resignation and recruitment (Personnel and Development, 2009).

Many previous studies (e.g: Wang Lin and friends in 2013) shows that work motivation can improve the employee's job satisfaction. Motivation is defined as the forces acting on an employee that initiate and direct behavior (Gibson, Ivancevich, Dolleney, & Konopaske, 1996). According to Herzberg (1959), there are several factors that influence the employees' satisfaction which are extrinsic motivation and intrinsic motivation. Extrinsic motivation is the motivation to acquire material or social rewards or to avoid punishment. While intrinsic motivation involves engaging in a behavior because it is personally rewarding; essentially, performing an activity for its own sake rather than the desire for some external reward (Cherry, n.d.).

Therefore, the writers intended to measure whether or not the intrinsic motivation possessed by each employee and extrinsic motivation offered offered by PT. XYZ has a significant impact to the employee satisfaction in finance service department.

## LITERATURE REVIEW

### Motivation

Luthans (1998) defines motivation as the process that stimulates one's acting or behaving affecting on the performance in achieving goal of an organization. Motivation can be influenced by various factors, such

as the work environment, the superiors, and also the personality of the employee itself. Pinder (1998) assert that the behavior in working can be triggered by both internal and external factors. Therefore, it is very important to know the process drives the behavior of the employee for the organization. Herzberg two-factor model or motivation-hygiene theory will be used in this research as the fundamental of work motivation concept. This theory states that there is a differentiation between factors that leads to job satisfaction and job dissatisfaction. Herzberg theory divided these factors into two big groups which are intrinsic and extrinsic to the job (Herzberg, 1959).

### Intrinsic to the Job

Intrinsic motivation Intrinsic to the job refers to the behaviors that appear within the individuals since it is driven by internal rewards. These intrinsic factors are also well known as the "satisfiers" or "motivators". It is considered as the factors that lead to give additional source for employee job satisfaction. These factors consist of recognition, achievement, advancement, work itself, responsibility, and personal growth.

### Extrinsic to the Job

Extrinsic to the job is defined as the factor that appears from outside the individuals that is associated with the working environment. These extrinsic factors are also well known as the "dissatisfaction avoidance" or "hygiene" factors. Herzberg (1959) Herzberg believes that hygiene factors cannot create satisfaction, but it can reduce motivation when they do not exist. It is because the employees have already expected that extrinsic motivation in the beginning. He also stressed that the feeling of satisfaction that appear resulting from the extrinsic factors is considered as short-term compared to the long-term satisfaction from the intrinsic factors. The extrinsic to the job factors consist of compensation, security, working condition, company policies, status, and interpersonal relationship. Although Herzberg theory states that only intrinsic factors can create employees job satisfaction, previous researches from Muslih (2012), Putra and Frianto (2013), and Moynihan and Pandey (2007) have found out that the extrinsic or hygiene factors also influenced employees job satisfaction. Thus, it can be concluded that intrinsic and extrinsic or hygiene factors might rise employees job satisfaction.

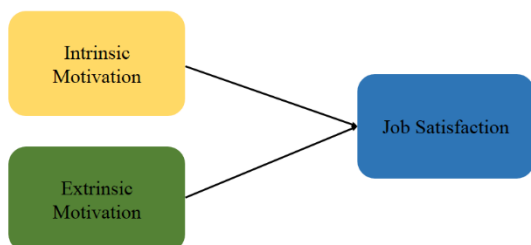
### Job Satisfaction

Spector (1997) defined job satisfaction can be defined as the extent to which people like (satisfied) or dislike (dissatisfied) their jobs. Another definition of job satisfaction given by Locke and Lathan (1976) is a positive emotional state got from appraisals of one's job or the experience of the job itself. While Luthan (1998) stated that job satisfaction consists of

three essential dimensions, which are an inferred emotional response that employee feels towards his job situation, often measured by the gap between the outcome and expectation, and the representative of employees' response to the most important characteristics of the job. Job Satisfaction is an important aspect in managing a company's human resources. A research done by Judge, Thoresen, Bono, and Patton (2001) found that there is a .30 correlation between job satisfaction and job performance. Job satisfaction is also correlated with desirable behaviors at work, other than productivity, such as less sabotage, stealing, purposely doing work badly, and other trouble-causing activities (Mangoine & Quinn, 1975). Another findings by Christen, Cryler and Soberman (2005) stated that job satisfaction leads to reduced turnover rate and less absenteeism. In this paper, writers will adapt global measurement of job satisfaction from Karim (2008) added with two more measures based on writers' definition on job satisfaction.

**Relationship between Concepts**

Kalleberg (1977) states that intrinsic motivation to the job plays a vital role on affecting the employee job satisfaction. Higher employees' intrinsic motivation may associate with higher employees' job satisfaction, and vice versa. As stated above, according to the Herzberg theory (1959), the intrinsic factors also motivate and give rise to the employee job satisfaction. The greater job satisfaction leads to lower the turnover rates and employee absenteeism (Toe, Murhadi, & Lin, (n.d.)). The relationship between intrinsic motivation and job satisfaction is also supported by the previous study by Jusni (2008) and Munizu (2006) that shows there is a positive and significant relationship between work motivation and job satisfaction. Stringer et al (2011) and Muslih (2012) also confronts that there is positive relationship between intrinsic motivation and job satisfaction. Thus, this indicates that intrinsic motivations may leads to job satisfaction as shown in figure 2.



**Figure 2. Relationships between Concepts**

As for the extrinsic motivation, Ritter and Anker (2002) clarifies that job security is considered as the one of the other important extrinsic factor that has direct relationship to job employee job satisfaction. Furthermore, compensation which includes salary,

fringe benefits also has direct impact to employees' job satisfaction. When an employee is paid lower compared to the other employees with the same position and job function, he will not be motivated and satisfied with his compensation (Rahman, 2007). In addition, the previous study also proves that extrinsic motivation has positive and significant relationship towards employees' job satisfaction, such as Jusni (2008) and Munizu (2006), Muslih (2012), Putra and Frianto (2013), and Moynihan and Pandey (2007). Thus, it can be concludes that extrinsic factors give rise to employees' job satisfaction.

Regarding the research outcome, these three hypotheses are developed:

H1: Intrinsic and extrinsic motivations of PT XYZ simultaneously have significant influence in employees' job satisfaction

H2: Intrinsic motivations of PT XYZ has significant influence in employees' job satisfaction

H3: Extrinsic motivations of PT XYZ has significant influence in employees' job satisfaction

**RESEARCH METHOD**

As the objectives of this research is to analyze whether extrinsic and intrinsic motivations of PT XYZ have positive influence in employees' job satisfaction, writers attempt to fulfil this research objectives by explaining about the theories of motivation that will be divided into two: extrinsic motivation and intrinsic motivation and job satisfaction; and conducting hypotheses testing. Therefore, this study can be classified as a causal-explanatory study, which explains the relationship between two or more variables and aims to explain why a phenomenon occurred using various theories and hypotheses.

The independent variables used in this research will be derived from work motivation, divided into two variables: intrinsic motivation and extrinsic motivation. The theory used to examine the independent variable, motivation, is Herzberg two-factor model or motivation-hygiene theory (Herzberg, 1959). The first independent variable is intrinsic motivation. The measurements for the intrinsic motivation variable consist of six indicators as follows: recognition, achievement, advancement, work itself, responsibility, and personal growth. The second independent variable is extrinsic motivation, which has six indicators asking about compensation, security, working condition, company policies, status, and interpersonal relations. Writers adapt the measurement for both intrinsic and extrinsic motivations based on the research done by Susanto (2013).

The dependent variable used in this research is job satisfaction, to be precise is employees' job satisfaction in Finance Service Department of PT. XYZ. The measurement of job satisfaction will be adopted from

the previous study by Karim (2008) that used global measurement of job satisfaction, combined with the writers' own measurement based on the definition of job satisfaction used in theoretical background. There will be five indicators measuring the job satisfaction, which are: Overall, I am satisfied with my current work, I am satisfied with the appraisal get from my work, I am satisfied with the company's ability to fulfill my important needs, In general, I don't like my job, In general I like working here.

In this research, writers accommodated the questions using six points of Likert scale where 1 represented 'very low' and 6 represented 'very high'. Six point Likert scale is chosen to eliminate mid-point which is 'neutral', which is hoped to decrease the social desirability bias that may arise from respondents' desire to "please the interviewer or appear helpful or not be seen to give what they perceive to be a socially unacceptable answer" (Garland, 1991). Second reason underlying the consideration of using six point Likert scale is because 6 (six) is the closest even number to the usual 5 points and raters are expected to take side on either positive or negative position. The selection of six as scale points can remove the existence of "don't know option" which usually results in inconclusive study (Market Directions, (n.d.)). Since Likert scale items are "created by calculating a composite score (sum or mean) from four or more type Likert-type items (Boone Jr. & Boone, 2012), therefore Likert scale data analyzed at the interval measurement scale.

Primary data for this research will be collected from questionnaires the writers distribute to Finance Service employees in PT. XYZ. The result of the questionnaires are then processed to analyze the impact of intrinsic and extrinsic motivation towards employees' job satisfaction in Finance Service division of PT. XYZ.

The population of this research is all of the employees of Finance Service division in PT. XYZ. In total, there are 117 permanent employees in the division. The data gathered using census to all 117 permanent employees in Finance Service Department of PT. XYZ. Writers distributed the questionnaire manually using hard copy to the employees in Finance Service Department of PT. XYZ.

The data gathered from questionnaires are then run through several SPSS tests to make sure the data gathered are accurate. The first tests done is to check the justification of the data using outlier test, validity test, and reliability test.

Outlier test is conducted to measure whether there is an item with extremely different value compared to the common observations data or not. The outlier test can be done by converting the data to the standardized score or z-score which has means value equals to 0 and standard deviation equals to 1. According to Hair (1998), for the sample above 80, the data is considered as outlier when the standardized score is in the range between 3 until 4. Validity

test is used to measure whether or not the questionnaire used in a research is valid (Ghozali, 2013). He continued, a questionnaire is valid if the questions stated in the questionnaire are able to express what is being measured in the questionnaire. One of the method to do the validity test, suggested by Ghozali (2013), is by doing correlation between score of the questions with a total score of the construct or variable. The r-value, or r-data of each variable's indicator, is compared to r-table for degree of freedom  $d(f) = n - 2$ , where n is number of sample. The indicator or variable can be said as valid when the r-data seen in Cronbach Alpha output under Correlated Item-total Correlation in SPSS Statistical Software is positive and is bigger than r-table. Reliability test tells about the extent to which a measurement procedure is accurate and precise (Cooper & Schindler, 2014). A questionnaire can be said as reliable if the respond given by a respondent on a question is consistent from time to time (Ghozali, 2013). This research uses one shot measure, by measuring the correlation between each questions' answer. One shot measure can be done with SPSS Statistical Software using Cronbach Alpha statistical test. A construct or variable is said to be reliable if the score for Cronbach Alpha  $> 0.70$  (Nunnally in Ghozali, 2013). The higher the Cronbach's Alpha (closer to 1), the better the reliability of that particular variable.

After all the data is justified, writers continue by conducting Blue Classic Assumption test using SPSS. There are four types of tests conducted. The first one is Normality test. Normality test aims to test whether or not residual in a regression model has a normal distribution (Ghozali, 2013). There is an assumption used in t-test and F-test where the residual value is normally distributed. Hence, if the assumption is violated then the statistics will be invalid. Autocorrelation test aims to analyze whether there is correlation between residuals in the linear regression model between one to another observations (Ghozali, 2013). Pallant (2005) suggested that "the residual terms in regression models should be uncorrelated for any of the two observations", so the error between observations should not be continual. In this research, autocorrelation will be tested using Durbin-Watson test. Heteroscedasticity test aims to analyze whether there is different variance of errors between one and another observations in a regression model (Ghozali, 2013). If the variance of errors or residuals from one observation to other observation is the same it is called homoscedasticity, and if it is different then it is called heteroscedasticity. A good regression model should have homoscedasticity instead of heteroscedasticity. In this research writers will use Park test to test the heteroscedasticity. Multicollinearity test aims to identify whether there is correlation between independent variables or not (Ghozali, 2013). When there is correlation between variables, the values of regression coefficients for the correlated variables may vary drastically. There are several methods to test multicollinearity, in this research writers will focus on using Tolerance and Variance Influence Factor (VIF) for each independent variable.

After all of the Blue Classic Assumption tests being passed, the next analysis conducted is the Multiple Linear

Regression. Multiple Linear Regression is a tool to examine how well a set of variables can predict a certain outcome (Pallant, 2005). Multiple linear regression analysis is used to find the explanatory relationship between dependent and independent variables. The analysis will be used to analyze how well intrinsic and extrinsic motivation can affect the employees' job satisfaction, as well as to understand which motivation is the best predictor of job satisfaction.

Ghozali (2013) suggested that the accuracy of multiple linear regression function in predicting the actual value be measured by its Goodness of Fit. Statistically, goodness of fit can be determined using its adjusted R2, F-Test, and t-Test.

F-test is done to determine whether all the independent variables included into the model have significant impact toward the dependent variable or not (Ghozali, 2013). t-test is done to test the significance of each independent variable individually. It shows the influence of each independent variable towards the dependent variable (Ghozali, 2013). Coefficient of determination (R2) is used to test the ability of the model in describing the real condition in the population (Ghozali, 2013). The value for R2 ranges between 0 and 1. The smaller the value means the weaker the influence of the independent variables towards the variance of dependent variables. On the other hand, high value of Adjusted R2 (or closer to 1) means the independent variables used are able to explain most of the variance in dependent variables. Hence, the closer the adjusted R2 to 1, the better the regression model is in predicting the dependent variable (Cooper & Schindler, Business Research Methods, 2014).

## RESULTS AND DISCUSSION

**Table 1. Demographics of the Sample**

Measure	Item	Percentage
Gender	Male	18%
	Female	82%
Age	20 – 29 years old	73.3%
	30 – 39 years old	18.4%
	40 – 49 years old	7.3%
	50 – 59 years old	1%
	≥ 60 years old	0%
Level of Education	S1	92%
	S2	8%
Position	Staff	63%
	Supervisor	27%
	Manager	10%
Year of Service	< 2 year	33%
	2 – 4 years	28.2%
	5 – 7 years	23.3%
	8 – 10 years	6.8%
	≥ 11 years	8.7%

After distributing the questionnaires, there are 103 questionnaires that are processed further. Table 1 showed the demographics of the sample used in this research. Majority of the sample are female (82%), aged 20-29 years

old (73.3%), bachelor degree graduates (92.2%), positioned as staff (63%), have been working for less than 2 years (33%). Then, prior to conducting multiple linear regression test, the data needs to pass the validity test, reliability test, outlier test, and blue classic assumption test.

**Table 2. Validity Statistics of Variables**

Variable	Indicators	Correlation
Intrinsic Motivation	Recognition	0.453
	Achievement	0.521
	Advancement	0.384
	Work Itself	0.426
	Responsibility	0.511
	Personal Growth	0.403
Extrinsic Motivation	Compensation	0.557
	Securities 1	0.561
	Securities 2	0.562
	Working Condition 1	0.558
	Working Condition 2	0.557
	Company Policies 1	0.574
	Company Policies 2	0.569
	Status	0.590
	Interpersonal Relations 1	0.607
	Interpersonal Relations 2	0.557
	Interpersonal Relations 3	0.563
Employees' Job Satisfaction	Overall Satisfaction with their Current Work	0.521
	Satisfaction with the Appraisal Get from their Work	0.485
	Satisfaction with the Company's Ability to Fulfill their Important Needs	0.446
	General Preference with their Job	0.522
	General Preference to Work in PT. XYZ	0.366

To pass the validity test, the r-value of the results need to be higher than the r-value from the table. The r-value from the table is based on the two-tailed r table with the significant level of 0.05 and degree of freedom 101, hence the r-value from the table is 0.1937. As all the indicators have corrected item-total correlations higher than 0.1937 (Table 2), the indicators are all valid.

**Table 3. Reliability Statistics of Variables**

Variable	Cronbach's Alpha
Intrinsic Motivation	0.717
Extrinsic Motivation	0.869
Employees' Job Satisfaction	0.711

To pass the reliability test, the Cronbach's Alpha needs to be higher than 0.70. As all the variables fulfill this criteria (Table 3), the indicators are considered reliable.

To pass the outlier test, the standardized score should not be in the range between 3 until 4. As all of the datas are not in the range between 3 until 4, the datas are considered as no outlier.

The blue classic assumption test needs to fulfill four tests. First, to pass the normality test, the Z value calculated using Zskewness and Zkurtosis formula needs to be lower

than Z value from SPSS table, which is 1.96. As the Z value calculated using Zskewness and Zkurtosis are 0.062 and 1.21 respectively, the data is normally distributed.

Second, to pass the autocorrelation test, the Durbin Watson value should be higher than the upper limit (du) and lower than the value of 4-du. The upper limit, based on the Durbin Watson table, is 1.718. Hence, the Durbin Watson value needs to be between 1.718 and 2.282. As the value is 1.761 (Table 4), the data passed the test.

**Table 4. Durbin Watson Test**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.761 <sup>a</sup>	.579	.570	.266	1.761

Third, to pass the heteroscedasticity test, the p-value of the Park Test need to have significance values higher than 0.05. Looking at Table 5, the beta coefficients have significance values that are much higher than 0.05, with the lowest is 0.386. Hence, the data passes this test.

**Table 5. Park Test**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.668	3.013		-.554	.581
Avg_Int	.041	.672	.007	.060	.952
Avg_Ext	-.511	.587	-.102	-.871	.386

Fourth, to pass the multicollinearity test, the tolerance level needs to be higher than 0.10 and the VIF needs to be lower than 10. As this criteria is fulfilled (Table 6), the data is free from multicollinearity.

**Table 6. Collinearity Statistics of the Variables**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Avg_Int	.717	1.395
Avg_Ext	.717	1.395

In conclusion, the data gathered has passed the reliability, validity, outlier and blue classic assumption test.

Hence, the multiple linear regression test can be conducted. Table 7 showed that the adjusted R-Squared of the regression model is 0.570, which means that 57.0% of the variance in the employees' job satisfaction variable can be explained by the independent variables: intrinsic and extrinsic motivation. Also, as the value is closer to 1 than 0, the relationship is considered strong.

**Table 7. Model Summary of Multiple Regression**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.761 <sup>a</sup>	.579	.570	.266

Then, the F-test and t-test are conducted to find out whether the intrinsic and extrinsic motivations simultaneously and individually influence employees' job satisfaction. To pass the F test, the P-value in the ANOVA table should be lower than this study's significance level ( $\alpha$ ), which is 0.05. Looking at the 0.000 value in Table 8, the data has passed the F-test, implying that intrinsic and extrinsic motivations simultaneously have a significant impact toward employees' job satisfaction. The result from the test conducted is appropriate with the previous research conducted by Suhartono (2015) which found that the work motivation factors explained by 14 variables: achievement, recognition, work itself, responsibility, advancement, personal growth, company's policy and administration, salary, interpersonal relationship, working condition, supervision, job security, personal life, and status simultaneously have significant influence on job satisfaction.

**Table 8. ANOVA Table**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	9.723	2	4.862	68.703	.000 <sup>a</sup>
Residual	7.076	100	.071		
Total	16.799	102			

Then, to pass the t-test, the significance value (P-value) of each independent variables need to be lower than 0.05 and the t-test statistic of each variables also need to be higher than +1.98 or lower than -1.98.

**Table 9. Coefficient Matrix of Independent Variables**

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
1 (Constant)	.745	.353	2.110	.037
Avg_Int	.522	.079	6.621	.000
Avg_Ext	.321	.069	4.666	.000

For the first independent variable, intrinsic motivation, table 9 shows that the significance t-value 0.00 is lower than the significance level 0.05 and the t-value 6.621 is higher than 1.98 synchronously. Therefore, it can be concluded that the intrinsic motivations of PT XYZ have significant influence in employees' job satisfaction. This result is also supported by Toe, Murhadi, Lin (n.d.), Kalleberg (1977), Herzberg (1959), and Stringer et al (2011) and Muslih (2012). Furthermore, based on the value stated under the intrinsic motivations' column unstandardized coefficient 0.522, meaning every 1 unit increase in intrinsic motivation will result to 0.522 increase in employees' job satisfaction, the other effect of changes resulted by the other independent variable is held constant. Knowing that relationship, PT. XYZ has done various intrinsic motivations to maximize the employees' job satisfaction through the chance of each division to be trusted as the Finance Service event committee and open for new ideas. As a result, it is expected that the value of all intrinsic motivations indicators

are close to 5, means the employees are quite satisfied with the intrinsic motivation given in the Finance Service Department of PT. XYZ.

Next, for the second independent variable, extrinsic motivation, table 9 indicates that the significance t-value 0.00 is lower than the significance level 0.05 and the t-value 4.666 is higher than 1.98 simultaneously. Hence, it can be concluded that the extrinsic motivations of PT XYZ have positive influence in employees' job satisfaction. This result is supported by the previous researchers Susanto (2013), Jusni (2008), Munizu (2006), Muslih (2012), Putra and Frianto (2013), Moynihan and Pandey (2007), and Ritter and Anker (2002). In addition, based on the value stated under the column unstandardized coefficient B 0.321, meaning every 1 unit increase in extrinsic motivation will result to 0.321 increase in employees' job satisfaction, the other effect of changes resulted by the other independent variable is held constant. Knowing this relationship, PT. XYZ has done various extrinsic motivations to maximize the employees' job satisfaction through the security given, like the employees that are still in the probation period, are also given security to work, like JAMSOSTEK and health insurance by PT. XYZ. The result is expected to occur that the value of all extrinsic motivations indicators are around 5, means the employees are quite satisfied with the extrinsic motivation given in the Finance Service Department of PT. XYZ.

Finally, after interpreting the results and deciding to accept or reject the hypotheses, researcher will compare the unstandardized coefficients to find out which variable has the most significant impact towards employees' job satisfaction. Hence, comparing the unstandardized coefficient of each independent variable in Table 9, the intrinsic motivation variable has the highest beta coefficient of 0.522 and followed by extrinsic motivation with 0.321. It means that changes in the intrinsic motivation variable will impact most to the changes in employees' job satisfaction, making it the most significant indicator. According to the researchers' observation, the result is because most of the employees in PT. XYZ are from the middle-high income family. It can be referred to the fact that many of the employees in PT. XYZ are graduated from the foreign country. Therefore, pay is not the primary need to fulfill their employees' job satisfaction and the extrinsic motivation has less significant impact compared to the intrinsic motivation.

## CONCLUSION

First test held after gathering the data is outlier test, validity test, and reliability test to see the justification of the data. The researchers justified the data in order to ensure that the data can be processed in the further analysis. The result shows that all of the variables are valid, reliable, and no outlier. Next step is analyzing the blue classic assumption test using four approaches: normality, autocorrelation, heterocedasticity, and multicollinearity test. As a result of those approaches, it indicates good data of the regression model that can be used to be proceed later since it is normally distributed, no autocorrelation, no heterocedasticity, and no multicollinearity.

The last analysis is using multiple linear regression model to achieve the research objectives stated in chapter 1. As a result for the first objective, based on the F-test conducted, it is shown that both intrinsic and extrinsic motivation simultaneously have significant influence toward employees' job satisfaction. Additionally, the t-test result shows that the significant values are below 0.05 for all of those two independent variable which are intrinsic and extrinsic motivation of PT. XYZ. Hence, it can be concluded that each of the independent variable, intrinsic and extrinsic motivations of PT XYZ, have positive influence in employees' job satisfaction, which achieve the second and third research objectives at the same time.

Furthermore, in general, based on the adjusted R squared valued from the multiple regression analysis, 57.0% of the variation in the intrinsic and extrinsic motivation can represent the variation in employees' job satisfaction of PT. XYZ. Thus, there are still 43% of the variance in the population which could not be explained using this model.

However, during the execution of this research, there are several limitations, which are limitation of scope and limitation of independent variables. This research does not cover all functions in PT. XYZ and only focuses on the Finance Service department. Therefore, there is possibility that the result of the research may not reflect the condition of employees' satisfaction in PT. XYZ as a whole. In addition, since the research is conducted in only one company, which is PT. XYZ, the result of this research cannot be used to generalize the condition of Indonesia employees' characteristics as a whole. This research also only measures two independent variables, which is intrinsic motivation and extrinsic motivation. Furthermore, according to the Adjusted R Square of the research, there are other 43% of factors beside intrinsic and extrinsic motivation that can influence the satisfaction of the employees. These 43% is not being covered in our research. Thus, other independent variables such as dispositional issue of one's personality or personal life can be added.

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