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APPENDICES

Questionnaire

Greetings Ladies and Gentlemen,

My name is Havidz Rizvi Al Attar, a final year International Business Management student at President University. I'm currently conducting research for my final thesis, which titled "The Effect of Work Motivation on Employee Performance Using the ERG Theory (Case Study: PT XYZ)".

Kindly fill out this online questionnaire as it really helps me in finishing my final project. There are 4 sections with different variable in this questionnaire, The first part is filled with questions about existence needs, the second part with questions about the relationship between needs, the third part with questions about growth needs, and the last part with questions about employee performances. This questionnaire is addressed to employees of PT XYZ who have worked for at least 1 year. The estimated time to fill this questionnaire are 5-10 minutes. All the information gathered in this questionnaire will be kept for this research only. I really appreciate your participation and willingness to support me in this research.

Sincerely,

Havidz Rizvi Al Attar

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Salam Tuan dan Nyonya,

Nama saya Havidz Rizvi Al Attar, mahasiswa Manajemen Bisnis Internasional tingkat akhir di President University. Saat ini saya sedang melakukan penelitian untuk tugas akhir saya yang berjudul "Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Menggunakan Teori ERG (Studi Kasus: PT XYZ)".

Silakan mengisi kuesioner online ini karena sangat membantu saya dalam menyelesaikan tugas akhir saya. Ada 4 bagian dengan variabel yang berbeda dalam kuesioner ini, bagian pertama diisi dengan pertanyaan tentang kebutuhan keberadaan, bagian kedua dengan pertanyaan tentang hubungan antara kebutuhan, bagian ketiga dengan pertanyaan tentang kebutuhan pertumbuhan, dan bagian terakhir dengan pertanyaan tentang kinerja karyawan. Kuesioner ini ditujukan kepada pegawai PT XYZ yang sudah bekerja minimal 1 tahun. Estimasi waktu untuk mengisi kuesioner ini adalah 5-10 menit. Semua informasi yang dikumpulkan dalam kuesioner ini akan disimpan untuk penelitian ini saja. Saya sangat menghargai partisipasi dan kesediaan Anda untuk mendukung saya dalam penelitian ini.

Hormat saya,
Havidz Rizvi Al Attar

Respondent Profile

Gender *

(Jenis Kelamin)

- Male (Laki-Laki)
- Female (Perempuan)

The amount of time worked *

(Jumlah waktu bekerja)

- 5 - 6 hours (5 - 6 jam)
- 6 - 8 hours (6 - 8 jam)
- 8 - 10 hours (8 - 10 jam)
- > 10 hours (>10 jam)

Existence Needs

(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

1. The salary that I get is in accordance with the conditions and initial agreement from the company.

(1. Gaji yang saya dapatkan sesuai dengan kondisi dan kesepakatan awal dari perusahaan.)

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

2. The salary that I receive can meet my daily needs.

(2. Gaji yang saya terima dapat memenuhi kebutuhan saya sehari-hari.)

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

3. I receive holiday allowances and other bonuses in accordance with the provisions of labor regulations.

(3. Saya menerima tunjangan hari raya dan bonus lainnya sesuai dengan ketentuan peraturan ketenagakerjaan.)

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

4. The bonus I received was very satisfying.

(4. Bonus yang saya terima sangat memuaskan.)

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

5. I receive health insurance during my work period.

(5. Saya menerima asuransi kesehatan selama masa kerja saya.)

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Relatedness Needs

(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

1. The cooperative relationship between the leadership and all employees is going well. *

(1. Hubungan kerjasama antara pimpinan dengan seluruh karyawan berjalan dengan baik.)

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

2. I enjoy working with other colleagues rather than working alone. *

(2. Saya senang bekerja dengan rekan kerja lain daripada bekerja sendiri.)

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

3. My supervisor always communicate to employees everything related to work in the company.

(3. Pengawas saya selalu mengkomunikasikan kepada karyawan segala sesuatu yang berhubungan dengan pekerjaan di perusahaan.)

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

4. I feel that employees in this company respect each other with colleagues. *

(4. Saya merasa karyawan di perusahaan ini saling menghargai dengan rekan kerja.)

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

5. My relationship with other employees is harmonious.

(5. Hubungan saya dengan karyawan lain harmonis.)

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Growth Needs

(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

1. My supervisor give us reward employees when we make achievements for the company. *

(1. Pengawas saya memberi penghargaan kepada karyawan ketika kita membuat prestasi untuk perusahaan.)

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

2. My supervisor provide opportunities to develop the skills and abilities of all employees. *

(2. Pengawas saya memberikan kesempatan untuk mengembangkan keterampilan dan kemampuan seluruh karyawan.)

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

3. I am satisfied with the work performance that I have achieved so far. *

(3. Saya puas dengan kinerja yang telah saya capai selama ini.)

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

...

4. My supervisor provides opportunities for workers to be creative at work. *

(4. Pengawasa saya memberikan kesempatan kepada pekerja untuk berkreasi dalam bekerja.)

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

5. The company provides an opportunity to participate in decision making. *

(5. Perusahaan memberikan kesempatan untuk berpartisipasi dalam pengambilan keputusan.)

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Employee Performance

(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

1. I work according to targets and complete work according to the quality standards set by the company.

(1. Saya bekerja sesuai target dan menyelesaikan pekerjaan sesuai standar kualitas yang ditetapkan perusahaan.)

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

2. I do the job skillfully and thoroughly according to the company's quantity.

(2. Saya melakukan pekerjaan dengan terampil dan teliti sesuai dengan kuantitas perusahaan.)

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

3. I work with focus even though there is no supervisor to supervise.

(3. Saya bekerja dengan fokus meskipun tidak ada pengawas yang mengawasi.)

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

4. I have a high sense of enthusiasm in carrying out work.

(4. Saya memiliki rasa semangat yang tinggi dalam melaksanakan pekerjaan.)

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

5. I can cooperate with fellow employees and superiors.

(5. Saya dapat bekerja sama dengan sesama karyawan dan atasan.)

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Primary Data

EXT1	EXT2	EXT3	EXT4	EXT5	RLT1	RLT2	RLT3	RLT4	RLT5
4	4	4	2	4	3	2	4	3	2
4	3	5	2	4	2	3	3	3	4
4	4	4	4	4	4	4	4	4	4
4	4	3	2	4	3	5	3	5	5
3	3	4	3	4	4	4	4	4	4
3	3	3	3	3	3	3	3	3	3
5	5	5	3	4	3	5	4	4	4
5	3	3	3	5	5	1	5	1	3
4	3	4	3	4	4	4	4	4	5
4	4	3	1	5	3	4	3	4	4
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4	4	4	3	5	3	5	4	4	4
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4	3	4	5	4	3	2	2	3	2
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5	5	5	5	5	5	5	5	5	4
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4	3	3	4	3	4	4	4	4	4
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4	4	3	1	5	4	4	4	4	4
4	1	1	1	1	4	2	3	4	4
3	3	3	4	2	3	3	4	4	4

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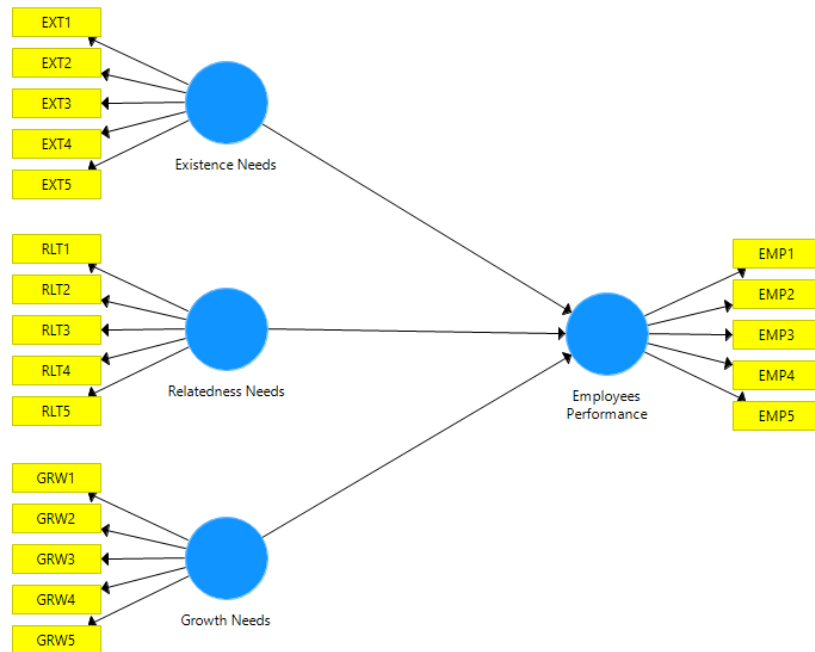
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Theoretical Framework



Result of Validity and Reliability

Factor Loading Test by Smart PLS

	Employees Performance	Existence Needs	Growth Needs	Relatedness Needs
EMP1	0.819			
EMP2	0.807			
EMP3	0.771			
EMP4	0.782			
EMP5	0.725			
EXT1		0.678		
EXT2		0.817		
EXT3		0.751		
EXT4		0.706		
EXT5		0.685		

GRW1				0.866
GRW2				0.871
GRW3				0.716
GRW4				0.822
GRW5				0.838
RLT1				0.750
RLT2				0.813
RLT3				0.812
RLT4				0.810
RLT5				0.825

Fornell-Lacker Criterion Test

☰ Fornell-Larcker Criteri... ☰ Cross Loadings ☰ Heterotrait-Monotrait R... ☰ Hetero				
	Employees Per...	Existence Needs	Growth Needs	Relatedness N...
Employees Perf...	0.782			
Existence Needs	0.492	0.729		
Growth Needs	0.600	0.561	0.825	
Relatedness Ne...	0.594	0.427	0.569	0.802

Cross Loading Test

	Fornell-Larcker Criteri...	Cross Loadings	Heterotrait-Monotrait R...	Heter
	Employees Per...	Existence Needs	Growth Needs	Relatedness N...
EMP1	0.819	0.385	0.495	0.515
EMP2	0.807	0.428	0.496	0.426
EMP3	0.771	0.292	0.310	0.367
EMP4	0.782	0.425	0.534	0.475
EMP5	0.725	0.363	0.462	0.509
EXT1	0.333	0.678	0.352	0.257
EXT2	0.475	0.817	0.520	0.385
EXT3	0.332	0.751	0.414	0.281
EXT4	0.310	0.706	0.418	0.339
EXT5	0.301	0.685	0.305	0.277
GRW1	0.480	0.465	0.866	0.499
GRW2	0.523	0.513	0.871	0.499
GRW3	0.492	0.381	0.716	0.376
GRW4	0.474	0.506	0.822	0.461
GRW5	0.499	0.444	0.838	0.504
RLT1	0.461	0.380	0.551	0.750
RLT2	0.431	0.322	0.377	0.813
RLT3	0.489	0.389	0.528	0.812
RLT4	0.507	0.284	0.436	0.810
RLT5	0.489	0.341	0.387	0.825

Average Variance Extracted (AVE) Test and Reliability Test

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average V
	Cronbach's Al...	rho_A	Composite Rel...	Average Varian...
Employees Perf...	0.841	0.846	0.887	0.611
Existence Needs	0.781	0.804	0.850	0.532
Growth Needs	0.881	0.882	0.914	0.680
Relatedness Ne...	0.861	0.863	0.900	0.644

R-Square Test

R Square

Matrix	R Square	R Square Adjusted
	R Square	R Square Adjusted
Employees Performance	0.475	0.464

Q-Square Test

Construct Crossvalidated Redundancy

Total	Case1	Case2	Case3	Case4	Case5
	SSO	SSE	Q ² (=1-SSE/SSO)		
Employees Perf...	795.000	577.878	0.273		
Existence Needs	795.000	795.000			
Growth Needs	795.000	795.000			
Relatedness Ne...	795.000	795.000			

Path Coefficient Test

Path Coefficients

	Mean, STDEV, T-Values, P-Val...	Confidence Intervals	Confidence Intervals Bias Co...	Samples	Copy to Clipboard:	Excel
	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (O/...	P Values	
Existence Needs -> Employees Performance	0.171	0.177	0.075	2.271	0.023	
Growth Needs -> Employees Performance	0.307	0.312	0.076	4.071	0.000	
Relatedness Needs -> Employees Performance	0.346	0.344	0.074	4.681	0.000	