



**THE ANALYSIS OF FACTORS INFLUENCING
EMPLOYEE MOTIVATION TOWARD
EMPLOYEE PERFORMANCE
(Study Case of MP Indonesia)**

By

Nur Adicty Mandarini

014200900119

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ABSTRACT

Mubadala Petroleum is a young and ambitious international, upstream oil and gas exploration and production company. Established as a wholly-owned subsidiary of Mubadala Development Company in 2012, incorporating and building on the success of Mubadala's Oil & Gas business unit. To compete with other competitors. Companies must have a competitive advantage by using all resources effectively and efficiently. Company should maintain the quality human resources by providing motivation at work and considering the motivation factors that influence the employee which are intrinsic and extrinsic motivation.

The objectives of this research are identify factors influencing employee motivation intrinsically and extrinsically of non-managerial permanent employee of Mubadala Petroleum Indonesia and analyze the relationship between intrinsic and extrinsic motivation toward employee performance. This research is focus in intrinsic and extrinsic motivation of permanent employee non-managerial level of Mubadala Petroleum Indonesia in Jakarta Office In doing a research, the researcher used Quantitative Method to analyze and solve problems

Data Analysis and processing in this research done by using Rank Spearman Correlation and Table Z using Microsoft Excel 2007 and Statistica's Produce and Service Solution software Version 16.

Based on the statistical test, the factors that influencing the employee motivation are Interpersonal Relation with peers and superior), Work Activities and Achievement. The result of this research showed that Motivation has positive value but not significant effect into the Employee Performance with Spearman correlation coefficient of 0.16 which is placed in "low correlation" and Z test score is 1.152, which is lower than 1.96 ($\alpha = 0.05$) from the z score in the table.

Keywords: Intrinsic Motivation, Extrinsic Motivation, Employee Performance.

THESIS ADVISER RECOMMENDATION LETTER

This thesis entitled “**THE ANALYSIS OF FACTORS INFLUENCING EMPLOYEE MOTIVATION TOWARD EMPLOYEE PERFORMANCE (STUDY CASE OF MP INDONESIA)**” prepared and submitted by Nur Adicty Mandarini in partial fulfillment of the requirements for the degree of Bachelor in the Faculty of Economics has been reviewed and found to have satisfied the requirements for a thesis fit to be examined. I therefore recommend this thesis for Oral Defense.

Cikarang, Indonesia, January, 28 2013

Acknowledged by,

Recommended by,

Irfan Habsjah, MBA, CCA
Head of Management Study Program

Ir. Erny Hutabarat, MBA
Thesis Adviser

DECLARATION OF ORIGINALITY

I declare that this thesis, entitled **“THE ANALYSIS OF FACTORS INFLUENCINGEMPLOYEE MOTIVATION EMPLOYEE PERFORMANCE (STUDY CASE OF MP INDONESIA)”** is, to the best of my knowledge and belief, an original piece of work that has not been submitted, either in whole or in part, to another university to obtain a degree.

Cikarang, Indonesia, January 28th 2013

Nur Adicty Mandarini

PANEL OF EXAMINERS APPROVAL SHEET

The Panel of Examiners declare that the thesis entitled **”“THE ANALYSIS OF FACTORS INFLUENCING EMPLOYEE MOTIVATION EMPLOYEE PERFORMANCE (STUDY CASE OF MP INDONESIA)”** that was submitted by Nur Adicty Mandarini majoring in Management from the Faculty of Economics was assessed and approved to have passed the Oral Examinations on March, 5 2013

Dra. Genoveva, MM
Chair – Panel of Examiners

Drs. Agus B. Adidi, MA, CCA
Examiners I

Ir. Erny Hutabarat, MBA
Examiners II

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CHAPTER I

INTRODUCTION

1.1. Background

The empowerment of natural resources should come from productive human resources in accordance the organization need a multitasking manpower; loyal employee, employee dedication, creative idea and highly motivated employee to achieve the goal or avoid low productivity and high employee turnover.

Motivation is an essential thing in the organization. A lot of companies try to find the way to motivate the employee to boost the employee's performance. It is commonly agreed that employee motivation can be separated in intrinsic and extrinsic motivation (Thomas, 2009)

For achieving prosperity, organizations design different strategies to compete with the competitors and for increasing the performance of the organizations. A very few organizations believe that the human personnel and employees of any organization are its main assets which can lead them to success or if not focused well, to decline. Unless and until, the employees of any organization are satisfied with it, are motivated for the tasks fulfillment and goals (Manzoor, 2012)

Oil and Gas sector become one of popular sector in Indonesia, based on the research about "Indonesia Dream Companies 2010" more than 1590 respondents, with the amount of 2.58 percent margin of error and 95 percent confidence level. The survey was conducted in October-November 2010 in Jakarta, Bogor, Depok, Tangerang, and BekasiBy Warta Ekonomi Magazine (Retrieved from economy.okezone.com). The result of that survey, Oil and Gas Sector has three positions in the list of Indonesian Dream Company 2010, it means we can get more star employee than other sectors. Based on that survey, as one of Oil and Gas Company in Indonesia, Mubadala Petroleum Indonesia becomes one of destination of Indonesian workers.

Retaining best employee is one of follow-up action that should be done by the employers because companies grow and prosper and need loyal long-term employees that we can count on. This is why it is important that employers train their supervisors, managers' and employees themselves to learn to motivate each other. Supervisors must know their employees; they must ask and research what is important to their employees, what they want to accomplish, and what their goals are. This will help supervisors know how to motivate employees and how (Larry Memmot, 2002. Cited from Juliani, 2007).

Table 1.3 below shows the number of employee of Mubadala Petroleum from 2009 – 2012. In 2009 the number of employee of Mubadala Petroleum was 82, in 2010 was 54, in 2011 was 95 and in 2012 (December 2012) is 139, from the data below show the decreasing and increasing number of employee significantly.

Table 1.1 Numbers of Employee Mubadala Petroleum Indonesia

| Numbers of Employee | |
|----------------------------|-----|
| 2009 | 82 |
| 2010 | 54 |
| 2011 | 95 |
| 2012 | 113 |

(Source: HRIS Mubadala Petroleum, Retrieved on December 11, 2012)

Based on research by Tower Watson about Work Asia, the list of reason to join and leave the companies is supported by how they motivated.

Table 1.2 Top Reasons for Joining and Leaving Current Organization

| RANK | Reasons for Joining Current Organization | Top Reasons for Leaving an Organization |
|-------------|---|--|
| 1 | Base pay | Base pay |
| 2 | Career development opportunities | Stress Levels |
| 3 | Employer reputation | Career development opportunities |
| 4 | Nature of work | Work Life Balance |
| 5 | Incentive Pay Opportunity | Incentive Pay Opportunity |

Source: 2008/2009 Tower Watson Work Asia, Retrieved at towerwatson.com

Table 1.2 show several reason for join and leave the organization. Based on that survey about the behavior of Asian worker stated intrinsic and extrinsic motivation is the parts of reason to join and leave the company.

To compete with other competitors. Companies must have a competitive advantage by using all resources effectively and efficiently. Company should maintain the quality human resources by providing motivation at work and considering the motivation factors that influence the employee which are intrinsic and extrinsic motivation therefore company should do the survey continuously.

The aim of this research is to provide useful information about factors influencing Intrinsic and extrinsic Motivation toward employee performance in Mubadala Petroleum Indonesia because this research never done before by the company.

1.2. Company Profile

1.2.1 History of the Organization

Mubadala Petroleum is a young and ambitious international, upstream oil and gas exploration and production company. Established as a wholly-owned subsidiary

of Mubadala Development Company in 2012, incorporating and building on the success of Mubadala's Oil & Gas business unit.

Mubadala Petroleum participate in a number of major projects including the world class Dolphin Energy project, which is central to meeting the energy needs of the United Arab Emirates; enhanced oil recovery projects in Oman and Bahrain; and high impact exploration in Kazakhstan, Tanzania and Southeast Asia.

Mubadala Petroleum Indonesia Parent Company is Mubadala Development Company. A catalyst for the economic development of the Emirate of Abu Dhabi, the company's commercial strategy is built on the management of long-term, capital intensive investments that deliver not only strong financial returns but tangible social benefits for the people of Abu Dhabi. The company's sole shareholder is the Government of the Emirate of Abu Dhabi(www.mubadalapetroleum.com)

1.2.3 Vision and Mission

Vision

Through our people, partnerships and performance, and in the communities in which we operate, our focus is to be the leading Eastern Hemisphere upstream oil and gas business.

Values

We believe in Purpose, Passion & Performance.

Purpose

1. We have a clear vision and shared purpose
2. We are driven by big ideas
3. We plan carefully
4. We believe in creative thinking

Passion

1. We inspire others with our thirst for excellence
2. We care intensely about the success of Mubadala Petroleum
3. We celebrate wins

1.2.4 Core Organization Activities

Mubadala Petroleum Indonesia is an oil and gas company that doing the exploration and production by it self. There are some steps of organization activities; The first step is acquisition of lisencc blocks, second is Exploration, third is appraisal, fourth is development and production and the rest is refining, transport and sales.



Figure 1.1 – Core Organization Activities

Source: New Employee Orientation Program Presentation Slide

Mubadala Petroleum Indonesia is supervise by SKMIGAS (Interim Working Unit for Upstream Oil and Gas Business Activities) and should report the business activities to SKMIGAS for cost recovery activities and Head Quarter in Singapore for non-cost recovery activities (South East Asia Regional HQ)

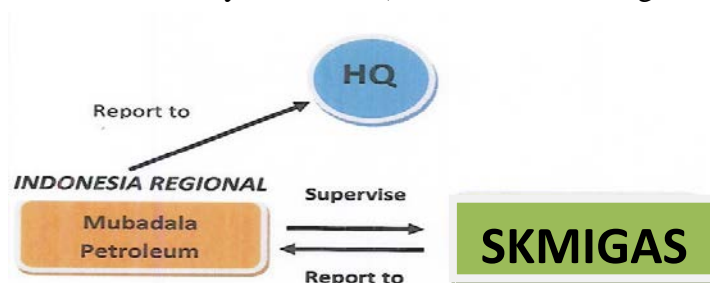


Figure 1.2 – Report and supervise process of Mubadala Petroleum Indonesia

Source: Mubadala Petroleum Indonesia, 2012

1.2.5 Mubadala Petroleum Indonesia

Mubadala Petroleum Indonesia is a part of Mubadala Petroleum South East Asia Region which has a headquarter in Singapore.

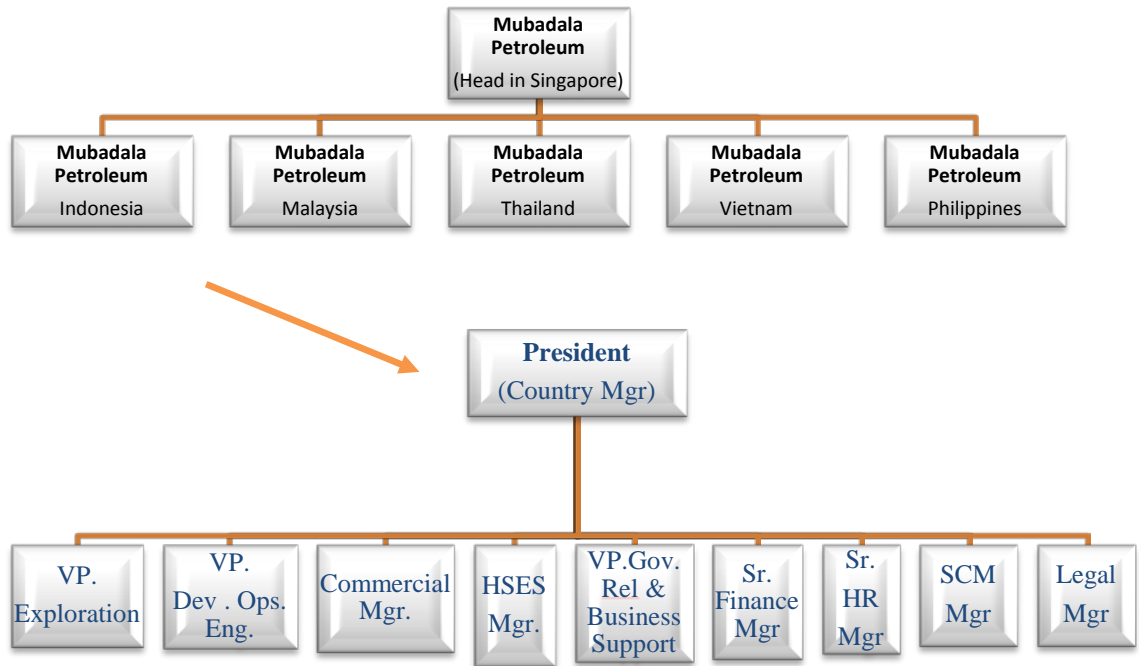


Figure 1.3 Organization Chart

Source: Mubadala Petroleum Indonesia, 2012

Indonesia Development & Exploration Present in Indonesia since 2003, currently focus our activities on the development of the Ruby gas field. Mubadala Petroleum is also the operator of the Kerapu PSC and is exploring further growth opportunities in high-impact offshore areas. Figure 1.4 show the Operation Map of Indonesia.



Figure 1.4 Mubadala Petroleum Indonesia Operation Map

Source: www.mubadalapetroleum.com

1.3. Statement of Problem

From this study, the researcher will find out the factors that influencing employee motivation and find the relationship between motivation and performance, the researcher will discover problem that is formulated as questions below.

- a. What are the factors influencing employee motivation of permanent employee non-managerial level of Mubadala Petroleum Indonesia
- b. Is there any correlation between intrinsic motivation and extrinsic motivation toward employee performance?

1.4 Hypothesis

Based on the statement of problem the hypothesis of this research are;

H_0 : There is no significant correlation between motivation and employee performance

H_1 : There is significant correlation between motivation and employee performance

1.5 Research Objectives

- a. Identify factors influencing employee motivation intrinsically and extrinsically in non-managerial level permanent employee of Mubadala Petroleum Indonesia
- b. Analyze the correlation between intrinsic and extrinsic motivation toward employee performance

1.6 Significant of Study

This research is very beneficial for people, and the researcher hopes that this research can help the reader to improve and understand the factors that influence employee motivation of Mubadala Petroleum Indonesia.

- a. The company
This research can be an input and consideration of the importance of employee motivation (intrinsic and extrinsic factors) for the improvement of employee performance.
- b. The university
This research can be a documentation record for the next generation. Therefore, this research can be a source for the students to understand the factors that influence employee motivation intrinsically and extrinsically.
- c. The researcher
This research helps the researcher to understand the factors that influence employee motivation intrinsically and extrinsically.

1.7 Theoretical Framework

Based on the problem and the use of alternative solution that researcher will use to conduct this research, researcher arranged the theoretical framework to analyze the factors influencing employee motivation of Mubadala Petroleum Indonesia adapted from Herzberg theory about motivation. In analyzing the motivation factors, researcher will use. Possibility for growth or advancement (X1), Achievement (X2), Recognition (X3), Work Activities (X4), Responsibility (X5),

Salary (X6), Interpersonal relation with peers and superiors (X7), Positive working condition (X8), Administration and Company Policy (X9) .These elements will be assessed to the employee performance of Mubadala Petroleum Indonesia (Y).

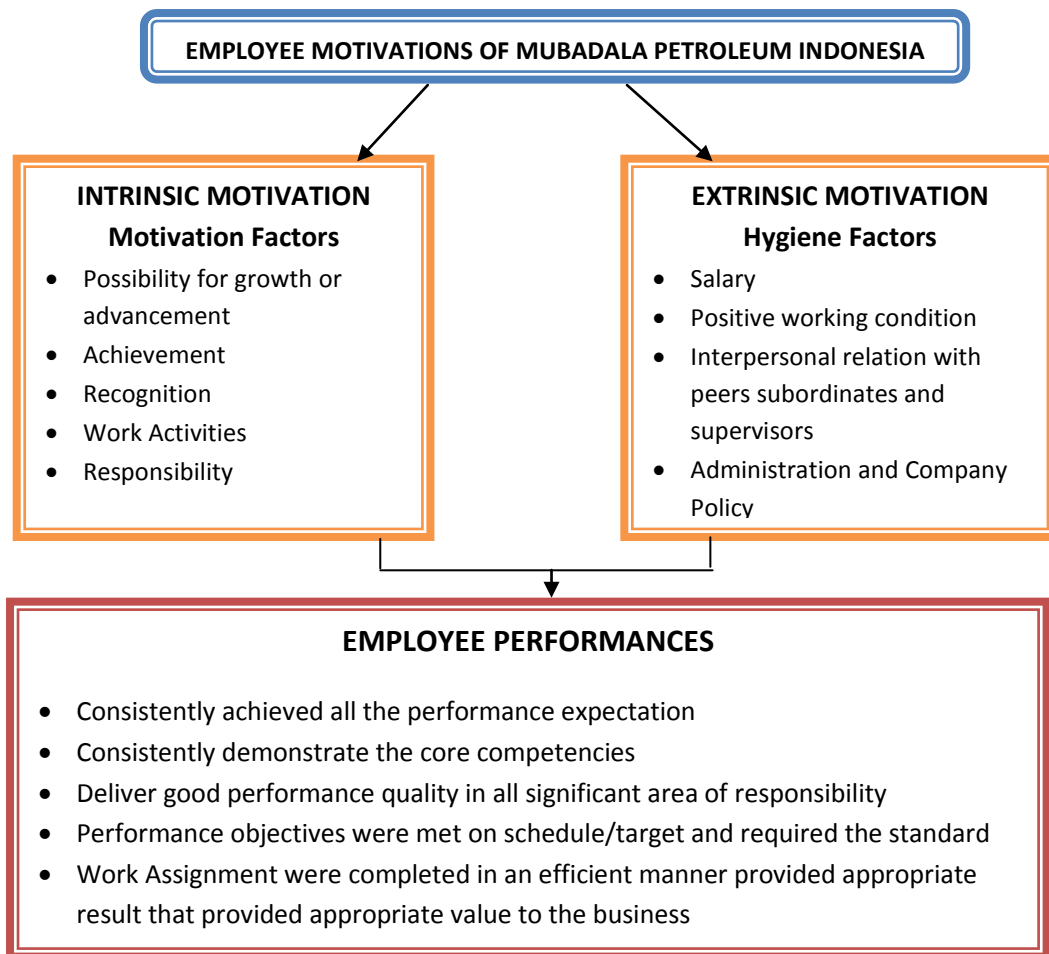


Figure 1.6 Theoretical Framework

Source: Herzberg (1985) cited from Bisen & Priya (2010) & Mubadala Petroleum Performance Management Document (2012)

1.8 Scope and Limitation of Study

This research is focus in intrinsic and extrinsic motivation of permanent employee non managerial level of Mubadala Petroleum Indonesia in Jakarta Office.

1.9 Definitions of Terms

1. Influence

The power to affect the way someone or something develops, behaves, or thinks, without using direct force or orders (Longman, Dictionary of Contemporary English, 2009)

2. Employee

An employee is an individual who was hired by an employer with an agreement to do a specific job and paid by employer for specified and unspecified time. (retrieved from, Company Policy of Mubadala Petroleum Indonesia 2011 - 2014)

3. Motivation

Motivation is the set of process that arouse, direct, and maintain human behaviour toward attaining some goal (*Jerald Greenber, Robert A. Baron, Beviour in Organizations, 2008*)

4. Non Managerial Level

Staff and Non Staff employee level 01 - 15

(retrieved from, *Company Policy of Mubadala Petroleum Indonesia 2011 - 2014*)

5. Intrinsic Motivation

Intrinsic motivation is concerned with the feeling of having accomplished something worthwhile, or the satisfaction one gets after doing one's work well. Praise, responsibility, recognition, esteem, competition, participation and power are the examples of intrinsic motivation. (*Bisen&Priya, 2010*)

6. Extrinsic Motivation

Extrinsic motivation is concerned with external motivators which workers enjoy; pay performance, status, fringe benefits, retirement plan, health insurance etc. These motivators are associated with the financial rewards. (*Bisen&Priya, 2010*).

CHAPTER II

LITERATURE REVIEW

2.1 Human Resource Management

An organization consists of people with formally assigned roles who work together to achieve the organization's goals. A manager is the person responsible for accomplishing the organization's goals, and who does so by managing the efforts of the organization's people.

Most expert agree that managing involves five function: planning, organizing, staffing, leading, and controlling. In total, these functions represents the management process. Some of the specific activities involved in each function include:

- a. Planning: Establishing goals and standards; developing rules and procedures, developing plans and forecasting.
- b. Organizing: Giving each subordinate a specific task; establishing departments; delegating authority to subordinates; establishing channels of authority and communication; coordinating subordinate's work.
- c. Staffing: Determining what type of people you should hire; recruiting prospective employees; selecting employees; training and developing employees; setting performance standard; evaluating performance; counseling employees; compensating employees;
- d. Leading: Getting others to get job done; maintaining morale; motivating subordinates.
- e. Controlling: Setting standards such us as sales quotas, quality standards. Or production levels; checking to see how actual performance compares with these standards; taking corrective action, as needed.

Human resource management is the process, policies and practice involved in carrying out the “people” or human resource aspects of a management concepts including acquiring, training, appraising, training, appraising, and compensating employees, and of attending to their labor relations, health and safety and fairness concerns.

The concepts and techniques to perform the “people” or personnel aspects of management job. These include:

- a. Conducting Job Analysis (determining the nature of each employee’s job)
- b. Planning labor needs and recruiting job candidates
- c. Selecting job candidates
- d. Orientating and training new employees
- e. Providing incentives and benefits
- f. Appraising performance
- g. Communicating (interviewing, counseling, disciplining)
- h. Training and developing managers
- i. Building employee commitment

(Garry Dessler, 2011)

2.2. Definitions of Motivation

The word motivation comes from motive, which is derived from the Latin ‘movere’, meaning to move. Motivation is what moves a person to action; to motivate means you provide a motive to do something. It is useful to think of motivation specifically in terms of the capacity to cope with challenges, setbacks and obstacles. Recently motivation has been seen as a key aspect of emotional intelligence covering the marshalling of feelings of enthusiasm, confidence and persistence. Motivation can be explained in terms of past experiences, present activities or future goals. There is no consensus about the nature of motivation, or about the best way to analyze it. There is no one convincing theory but there are

many models that try to aid our thinking about motivation (Alan McLean, 2006 cited from Juliani 2007)

According to Hasibuan,1999 (Retrived from Lia, 2006), the purpose of motivation are as follows:

1. Encourage employee morale
2. Improve employee morale and job satisfaction.
3. Increase employee productivity.
4. Maintaining loyalty and stability.
5. Improving discipline and decreasing the levels of absence.
6. Improving the effectiveness of recruitment
7. Creating an atmosphere and a good working relationship.
8. Enhance creativity and employee participation.
9. Increasing the level of employee welfare.
10. Enhance the sense of responsibility towards.
11. Improving the efficiency of the use of tools and raw materials

2.2.1 Definition of Intrinsic and Extrinsic Motivation

Motivation refers to the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action. (Daft and Marcic, 2004 cited from Dongho, 2006)

Motivation is encouragement to employees to be willing to work to achieve company goals; there are two kinds of motivation; (VikamBisen&Priya, 2010)
(a) Intrinsic Motivation, concerned with the feeling of having accomplished (b) Extrinsic Motivation, concerned with external factors

a. Intrinsic Motivation

Intrinsic motivation refers to motivation that is driven by an interest or enjoyment in the task itself, and exists within the individual rather than relying on any external pressure. Intrinsic motivation is based on taking pleasure in an activity

rather than working towards an external reward. Intrinsic motivation has been studied since the early 1970s.

Intrinsic motivation takes place when individuals feel that their work is important, interesting and challenging and provides them with a reasonable degree of autonomy (freedom to act), opportunities to achieve and advance, and scope to use and develop their skills and abilities. Deci and Ryan (1975) suggested that intrinsic motivation is based on the needs to be competent and self-determining.

The most widely known model of intrinsic motivation was originally developed by Edward Deci, a psychologist at the University of Rochester. In Deci's model, task activities are intrinsically rewarding when people experience a sense of self-determination (choice) and of competence. Deci's model adds the rewards that come from the task purposes, namely meaningfulness and progress. This is a key improvement in taking the model to work tasks involving more serious purposes.

The second model of intrinsic motivation was developed by Hackman, now at Harvard University and Greg Oldham of the University of Illinois. It has been used widely in organizational settings, where it has largely replaced Frederick Herzberg's theory of motivation and hygiene factors. The Hackman and Oldham Model is often called "Job Characteristics" model because it describes the effect of five dimensions of job design: skill variety, task identity, task significance, autonomy and feedback. (Kenneth W. Thomas, 2009)

Intrinsic motivation depends on the way in which work or jobs are designed. Three characteristics have been distinguished by (Lawler, 1969 cited from Kenneth W. Thomas, 2009) as being required in jobs if they are to be intrinsically motivating;

1. Feedback: Individuals must receive meaningful feedback about their performance, preferably by evaluating their own performance and defining the feedback. This implies that they should ideally work on a complete product/process/service, or a significant part of it that can be seen as a whole.

2. Use of abilities: the job must be perceived by individuals as requiring them to use abilities they value in order to perform the job effectively.
3. Self Control (autonomy): individuals must feel that they have a high degree of self-control over setting their own goals and over defining the paths to these goals.

Extrinsic Motivation

Extrinsic motivation comes from outside of the individual. Common extrinsic motivations are rewards like money and grades, and threat of punishment. Extrinsic motivation refers to the performance of an activity in order to attain an outcome.

Extrinsic motivation arises when something is done to or for people to motivate them. Extrinsic motivation includes pay, praise and promotion (*Kenneth W. Thomas, 2009*)

There are three main ways that you can provide extrinsic motivation to an employee. The first one is the promise of rewards. And, it doesn't have to be always about money, either. Some employees hunger for praise and appreciation too. The other two ways are offering growth possibility and recognition. Both are great ways to ignite an employee towards better work. (Victor Ghebre, 2009)

2.2 Motivation Theory

2.2.1 Maslow's Need Hierarchy Theory

Maslow's hierarchy of needs is a theory in psychology, proposed by Abraham Maslow, a professor at Brandeis University and a practicing psychologist, in his 1943 paper A Theory of Human Motivation, which he subsequently extended to include his observations of humans' innate curiosity. He identified a set of needs that he prioritized into a hierarchy based on two conclusions: (Jerald Greenberg & Robert Baron, 2008)

1. Human needs are either of an attraction/desire nature or an of avoidance nature.

2. Because humans are “wanting” beings, when one desire is satisfied, another desire will take its place.

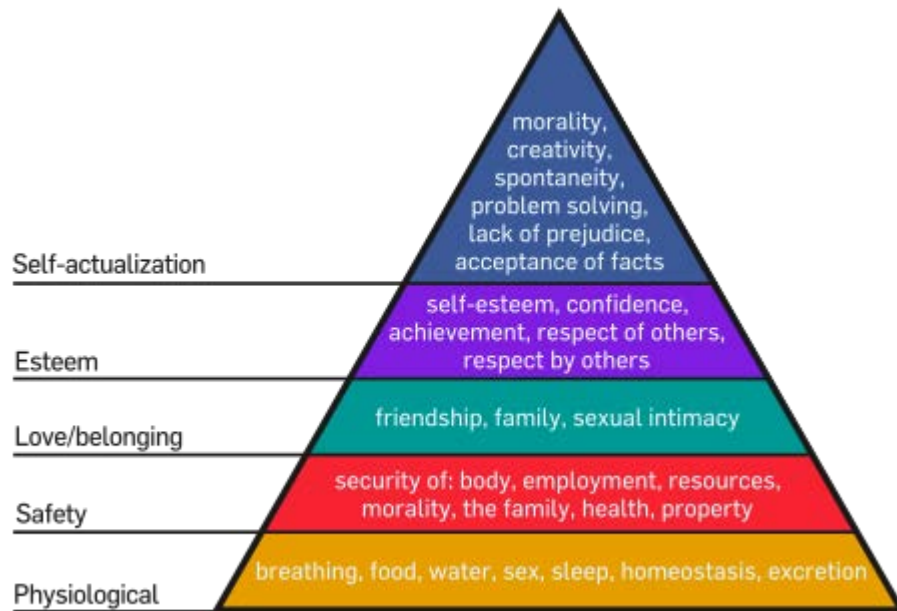


Figure 2.1 Maslow Need Hierarchy

Source: <http://zentocoach.wordpress.com/2012/07/11/executive-coaching-maslows-need-hierarchy/>

The five levels of needs are the following:

1. **Physiological:** These are basic physical comfort or bodily needs: food, sex, drink and sleep. In the workplace, these needs translate into a safe, ergonomically designed work environment with appropriate base salary compensation.
2. **Security/safety:** People want to feel safe, secure, and free from fear. People need stability, structure, and order. In the workplace, job security and fringe benefits, along with an environment free of violence, fills these needs.
3. **Belongingness and love:** This is a need for friends, family and intimacy – for social acceptance and affection from one’s peers. In the workplace, this need is satisfied by participation in work groups with good relationships among co-workers and between workers and managers.

4. **Esteem:** People want the esteem of others and they want to be regarded as useful, competent, and important. People also desire self-esteem and need a good self image. In the workplace, increased responsibility, high status and recognition for contributions satisfy these needs.
5. **Self-actualizations:** This highest motivation level involves people striving to actualize their full potential, to become more of what they are capable of being. They seek to attain self-fulfillment. In the workplace, people satisfy this need by being creative, receiving training, or accepting challenging assignments.

Focusing on the needs or retaining for growth and challenge as well as rewards and recognition is important to the quality of work life. Managers can affect the physical, social, and psychological environment in the workplace, and they have a responsibility to help employees fulfill their needs.

2.2.2 ERG Theory

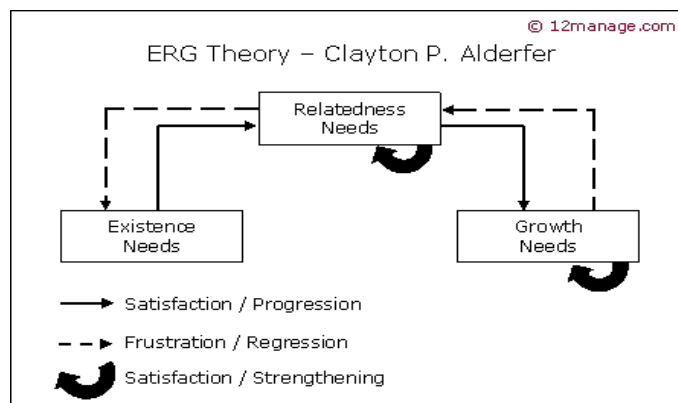


Figure 2.2 ERG Theory

Source: http://www.12manage.com/methods_alderfer_erg_theory.html

Clayton Alderfer expanded on Maslow's hierarchical theory. He proposed three need categories and suggested that movement between the need levels is not necessarily straightforward. Failure to meet a higher order need could cause an individual to regress to a lower-order need. These ERG theory categories are: (Bisen&Priya, 2010)

1. Existence needs: Needs for physical well-being
2. Relatedness needs: Needs for satisfactory relationships with others
3. Growth needs: The development of human potential and the desire for personal growth and increased competence

2.2.3 Motivation – Hygiene Theory

Frederick Herzberg, a professor of psychology at case at case Western Reserve University, studied the attitudes of workers toward their jobs. Herzberg proposed that an individual will be moved to action based on the desire to avoid deprivation .However, this motivation does not provide positive satisfaction because it does not provide a sense of growth. Herzberg’s research found that positive job attitudes were associated with a feeling of psychological growth. He thought that people work for two reasons: for financial reasons to avoid physical deprivation and for achievement because of the happiness and meaning it provides. Herzberg also identified the concept of job enrichment, whereby the responsibilities of a job are changed to provide greater growth and challenge (1985). His motivation-hygiene theory includes two types of factors: (Bisen&Priya 2010)

1. Motivation is based on the positive satisfaction that psychological growth provides. The presence of factors such as responsibility, achievement, recognition, and possibility for growth or advancement, work activities, and responsibility. The absence of these factors will not necessarily demotivate or cause dissatisfaction.
2. Hygiene is based on an individual’s desire to avoid deprivation and the resulting physical and emotional discomfort. Hygiene factors include; positive working conditions; interpersonal relations with peers, subordinates, and superiors, salary, administration and company policy These factors do not motivate, nor will their presence cause job satisfaction. Their absence, however, will cause dissatisfaction.

Although salary is considered a hygiene factor, it plays an indirect part in motivation as measure of growth and advancement or as a symbol of recognition of achievement.

2.2.4 Acquired Needs Theory

David McClelland developed the acquired needs theory because he felt that different needs are acquired throughout an individual's lifetime. He proposed three needs:

1. Need for achievement: The desire to accomplish something difficult, attain a high standard of success, master complex tasks and surpass others.
2. Need for affiliation: The desire to form close personal relationships, avoid conflicts, and establish warm friendship.
3. Need for power: The desire to influence or control others, be responsible for others and have authority over others.

McClelland found through his research that early life experiences determine whether people acquire these needs. The need to achieve as an adult is influenced by the reinforcement of behavior received as a child when a child is encouraged to do things independently. If a child is reinforced for warm, human relationships, then the need for affiliation as an adult develops. If a child gains satisfaction from controlling others, then the need for power will be evident as an adult (Bisen & Priya, 2010)

2.2.5 Elton Mayo's Hawthorne effect

The work of Elton Mayo is famously known as the 'Hawthorne effect'. It was a series of studies on the productivity of workers in the American Western Electric Company in Chicago. He made some illumination experiments, introduced breaks in between the work performance and also introduced refreshments during the pauses. On the basis of this he drew the conclusions that motivation was a very complicated subject. It was not only about pay, but work condition and moral as well as including psychological and social factors too. Although this research has been criticized, the main conclusions drawn were:

1. People are motivated by more than pay and conditions
2. The need for recognition and a sense of belonging are very important
3. Attitudes towards work are strongly influenced by the group

(retrieved from <http://businessstudiesmotivation.weebly.com/elton-mayos-hawthorne-effect-theory.html>)

2.3 Performance

Definition of Performance

The Oxford English Dictionary defines performance as: “The accomplishment, execution, carrying out, working out of anything ordered or undertaken. This refers to outputs/outcomes (accomplishment) but also states that performance is about doing the work as well as about the result achieved. (Kenneth W. Thomas, 2009)

Performance is indeed often regarded as simply the outcomes achieved: a record of a personal accomplishment. (Kane, 1996 cited from Kenneth W. Thomas, 2009) argue that performance is something that the person leaves behind and that exist apart from the purposes.

A more comprehensive view of performance is achieved if it is defined as embracing both behavior and outcomes. Performance means both behavior and results. Behavior emanate from the performer and transform performance from abstraction to action not just the instrument for results, behaviours are also outcomes in their own right, the product of mental and physical effort applied to task and can be judge apart from results. (Schwartz, Tony, 2010)

(Campbell et al, 1993 cited from Kenneth W. Thomas, 2009)) stated the components of performance are;

1. Job-specifics task proficiency
2. Non-job-specifics proficiency (eg organizational citizenship behaviour)
3. Written and oral communication proficiency
4. Demonstration and effort
5. Maintenance of personal disciplines
6. Facilitation of peer and team performance

7. Supervision/leadership
8. Management/administration

The conclusion of this concepts is managing the performance of teams and individuals a number of factors have to be considered. Including both inputs (behaviour) and outputs (results).

Mubadala Petroleum Indonesia defined performance as Consistently achieved all the performance expectation, consistently demonstrate the core competencies, deliver good performance quality in all significant area of responsibility, performance objectives were met on schedule/target and required the standard, work Assignment were completed in an efficient manner provided appropriate result that provided appropriate value to the business. (Mubadala Petroleum, 2012).

CHAPTER III

RESEARCH METHODOLOGY

3.1. Research Design

In doing a research, the researcher used Quantitative Method to analyze and solve problems. The quantitative research is a scientific approach to managerial decision making. The quantitative analysis approach consists of defining a problem, developing a model, acquiring input data, developing a solution, testing solution, analyzing results, and implementing results (Sanusi, Anwar 2011). In this study, the researcher used quantitative approach to solve problems. The reasons why the researcher used quantitative research is from others research have already done before, they used quantitative analysis to analyze problem and using quantitative method for the researcher it is more controllable.

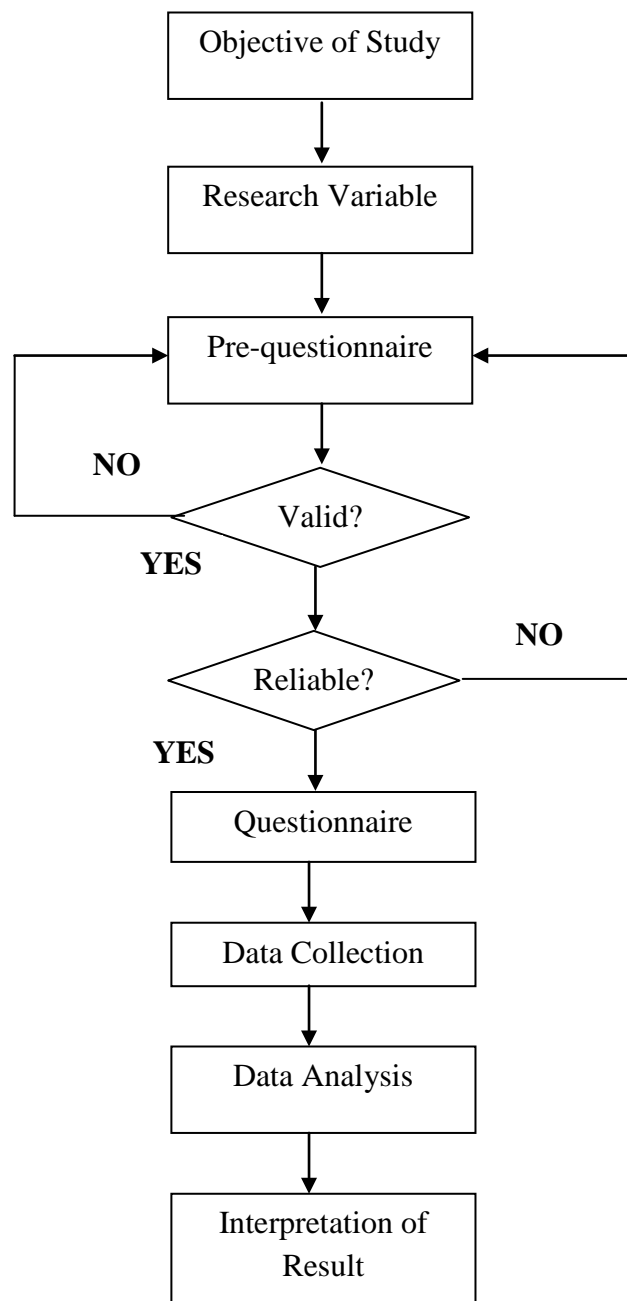
For analysis, the researcher used descriptive analysis. The descriptive analysis provides simple summaries about the sample and about the observations that have been made. These summaries may either form the basis of the initial description of the data as part of a more extensive statistical analysis, or they may be sufficient in and of themselves for a particular investigation. (Mann, Prem S. (1995) *Introductory Statistics*, 2nd Edition, Wiley). For hypothesis test researcher use Rank Spearman Correlation and Z test to find out the correlation of X variable and Y variable. For collecting data, the researcher used questionnaire with Likert scale as the primary data. Primary data is data that the researcher got directly from the sources.

3.2 Research Framework

The research of this study was started with identifying the instrument that contributes in employee motivation, the research continued by identifying basic theory applied in the topic. After that questionnaire was constructed based on the theory that will be used which is the Herzberg's Hygiene Theory. Since the

questionnaire was self constructed, a pre test must be conducted in order to test the validity and reliability of the questionnaire. For the pre-test, 45 statements were prepared and spread to 30 respondents. After that the raw data gathered and input into Microsoft Excel 2007 as the software the manage the data from questionnaire and SPSS V.16 was used to process the data and to find the correlation between variables X and Y.To make it easier to picture the flow of the research, the research framework can be seen in figure 3.1 below;

Figure 3.1 Research Framework



3.3 Location and Time Research

The research is conducted in Mubadala Petroleum Indonesia, located in Pondok Indah Office Tower II suite 801-900, Jalan Sultan Iskandar Muda Kav V-TA Jakarta Selatan, Indonesia. The research started from October 2012 until December 2012

3.4 Research Instruments

There were 2 instruments that the researcher used to conduct the research. The first instrument was a data collection that was done by researcher by reading literature review and spreading questionnaire. Data analysis by Microsoft Excel 2007 and SPSS V.16 as the instrument to obtain result of this research.

Data Collection

Before doing survey, the researcher collected and read literature review and some journals to expand the researcher's knowledge of problem. After learning a lot during the literature review, in order to get the primary resources, the researcher used questionnaire to conduct this research. Questionnaire is essentially a structured technique for collecting primary data. It is generally a series of written questions for which the respondents has to provide the answers (Bell, 1999 cited in Beiske 2002). Researcher used structured questionnaire. Structured questionnaire is based predominantly on closed questions which produce data that can be analyzed quantitatively.

The researcher made questionnaire that was developed and adapted from Herzberg Motivation Theory and previous research as a references with multiple choices of 5 Likert Scale where:

Table 3.1 Likert Scale

| | | |
|---|-----|----------------------------|
| 5 | SA | Strongly Agree |
| 4 | A | Agree |
| 3 | NAD | Neither Agree Nor Disagree |
| 2 | D | Disagree |
| 1 | DS | Strongly Disagree |

Source: Sanusi, Anwar 2011

3.5 Population

Population is the generalization of the object/subject that has certain characteristics and quantity specified by researchers to study and drawn the conclusion. (Sugiyono,2010).Researcher decides to use sample population because the population size is less than 100 respondent. The population in this research is permanent employee non managerial level of Mubadala Petroleum Indonesia. Jakarta office based. The total population is 90, 30 samples will be use as a pre-test sample.

Table 3.2 Employee of Mubadala Petroleum Indonesia

| Level | Total |
|-----------------------------|-------|
| Managerial Level | 23 |
| Non Managerial Level | 90 |
| Total | 113 |

Source: HRIS Mubadala Petroleum Indonesia, Retrieved on December 2012

3.6 Type of Data

3.6.1 Primary Data

Primary data is the data which is obtained directly from the source of the data, observed, and noted for the first time by the researcher (Sugiyono, 2010). Primary data in this research was obtained by distributing the list of questions in form of questionnaire to the middle level permanent employee of Mubadala Petroleum Indonesia.

3.6.2 Secondary Data

Secondary data is the data that is obtained indirectly from the source of data in form of the references from previous research, and other reading related with this research (Sugiyono, 2010). Secondary data in this research was obtained from the previous research related with the topic in this research, Human Resource department, books, journal, and other reading related with this research from the internet.

3.7 Data Collection Method

3.7.1 Questionnaire

In conducting the research, researcher use survey method in collecting data. Survey techniques are based on the use of structure questionnaires given to a sample population. A questionnaire is formulated written set of questions to which respondents record their answers, usually within rather closely define alternatives. Questionnaire is an efficient data collecting technique if the researcher knows exactly what is required and how to measure the variables of interest (Sekaran and Bougie, 2009). Questionnaire can be in form of question whether close or open ended questions that can be delivered directly to the respondents or by using mail. Questionnaire is used for a big number of respondents (Sugiyono, 2007).

The survey method has several advantages, the researcher can collect the data from all collected responses within a short period of time. Any doubt that the respondents might have on question can be clarified on the spot. The researcher also has the opportunity to introduce the research topic and motivate the respondents to give their frank answer. In administering the questionnaire to the large number of respondent at the same time is less expensive and less time consuming than interviewing the respondents (Sekaran and Bougie, 2009).

3.7.2 Literature Study

Literature study is the method of data collection obtained from books and other literature related to the research materials. Literature study that is used in this study is the use of data as the basic theory obtained and studied in the literature on the Motivation and employee performance

3.7.3 Data Measurement

In quantitative research, the researcher will use instrument in order to collect the data. Instrument of the research will be used to measure the researched variables. Likert scale is used to measure the variable value to be shown in form of number, so it can be analyzed accurately, efficiently, and more communicative (Sugiyono, 2010).

1. Likert Scale

Likert scale is designed to examine how strongly subjects agree or disagree based on the response of respondent with the statements on a five-point scale (Sanusi, Anwar 2011)

2. Pre Testing

Before completing the questionnaire, pre testing was conducted on the entire questions listed in the questionnaire. Pre testing is the use of a questionnaire on a trial basis in a small sample of all the respondent to determine how well the questionnaire works and to find the validity of the questionnaire (Sanusi, Anwar 2011). The pre testing will be conducted on

30 respondents within the permanent employee non managerial level of Mubadala Petroleum Indonesia.

3.8 Analysis Method

3.8.1 Analysis of Variable

In order to know the data about the Factors influencing employee motivation of Mubadala Petroleum Indonesia, researcher spread the questionnaire into 60 respondents, which are the permanent employee non managerial level to be used as sample in this research. Descriptive analysis was used to get the general description about the respondents' opinion related with the variables that were used in this research, by using analysis of likert score by variable descriptive overview to describe the items respondent's questions. There are nine elements of Motivation that adapted from Herzberg Hygiene Motivation that is used in this research as the independent variables, Possibility for growth or advancement (X1), Achievement (X2), Recognition (X3), Work Activities (X4), Responsibility (X5), Salary (X6), Interpersonal relation with peers subordinates and superiors (X7), Positive working condition (X8), Administration and Company Policy (X9) .and employee performance of Mubadala Petroleum Indonesia as the dependent variable (Y).

The scoring technique used in this study is the minimum score of 1 and the maximum score of 5, then the index value calculation respondents' answers to the following formula:

$$value\ index = \{(\%F1 \times 1) + (\%F2 \times 2) + (\%F3 \times 3) + (\%F4 \times 4) + (\%F5 \times 5)\} \div 5$$

Where:

F1 is the frequency of respondents who answered 1 of the score used in the questionnaire.

F2 is the frequency of respondents who answered 2 of the score used in the questionnaire.

F3 is the frequency of respondents who answered 3 of the score used in the questionnaire.

F4 is the frequency of respondents who answered 4 of the score used in the questionnaire.

F5 is the frequency of respondents who answered 5 of the score used in the questionnaire.

The total value of the index is 100 using criteria 3 boxes (Three-box method), then the range of 100 (10-100) will produce a range of 30 to be used as the basis for interpretation of the value of the index.

Table 3.3 Three-box method

| | |
|----------------|--------|
| 10.00 to 40.00 | Low |
| 40.01 to 70.00 | Medium |
| 70.01 to 100 | High |

Source: Ferdinand (2006)

3.8.2 Hypothesis Analysis

Analysis method of the data to test the hypothesis in this research is Rank Spearman with significance of error is 5%. This analysis method is chosen since Rank Spearman can determine how much the correlation of two or more independent variable into dependent variable.

3.9 Validity and Reliability Test

In doing the research, it is important to make sure the instrument that is developed by researcher to measure a particular concept is indeed accurately measuring the variable, means, researcher is accurately measuring the concept that he/she wants to measure (Sekaran and Bougie, 2009). The instrument that is used by researcher has to be valid and reliable. So the instrument can measure what it has to be measured accurately.

3.9.1 Validity Test

Valid means the instrument that is used can measure the particular concept it is indeed to measure (Sekaran and Bougie, 2009). Validity is concerned with whether we measure the right concept with the instrument being used in the research. Measuring the validity of the instrument is important, since the research can be continued if the instrument is valid. Instrument is valid if it has internal fulfill the internal and external validity requirements.

Instrument is said has internal validity if the criteria that exist in the instrument theoretically can reflect what it is measured. Instrument is said has external validity if the result of the study can be generalized into other sample or population for the other research (Sugiyono, 2010).

To test the validity of this research, researcher will measure the correlation between the score from the item score of the questionnaire with the total score of the construct or variable. The test will be used to determine the significance of the item score in the questionnaire with the total score of the variable by comparing the value of r count with r table for the degree of freedom = $n-k$ In this research is $30-2$, or df 28, Since the samples that will be used in pre testing is 30. The researcher used SPSS version 16.0 to check validity of the instrument. The result of the calculation by using Statistical Program for Society Science (SPSS) calculation then will be compared to the product moment correlation (r) from r table. Since the validity test will be done in 30 samples, from r table, with significance or alpha is 0.05, it is shown the value is 0.361. If the r count from each item of questions in the questionnaire is positive and greater than r table, the variable is valid. If the r count is negative and smaller than r table, than the variable is not valid.

3.9.2 Reliability Test

Reliability of a measure indicates the extent to which it is without bias, and hence ensures consistent measurement across time and across the various items in the instrument. In other words, the reliability of a measure is an indication of the

stability and consistency with which the instrument measures the concept and helps to assess the goodness of a measure (Sekaran and Bogie, 2009).

Cronbach Coefficient Alpha will be used to test the reliability of the data in this research. Cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. The closer Cronbach's alpha is to 1, the higher the internal consistency reliability (Sekaran and Bougie, 2009).

In order to get the value of the Cronbach's alpha, researcher will use SPSS version 16.0 program. A variable or construct is said to be reliable if the value of its cronbach's alpha is more than 0.6 (Sanusi,Anwar, 2011).

3.10 Testing Hypothesis

3.10.1 Spearman Coefficient Correlation

The Spearman Rank Order Correlation coefficient, r_s , is a non-parametric measure of the strength and direction of association that exists between two variables measured on at least an ordinal scale. It is denoted by the symbol r_s . Spearman rank correlation is a non-parametric test that is used to measure the degree of association between two variables. It was developed by Spearman, thus it is called the Spearman rank correlation. Spearman rank correlation test does not assume any assumptions about the distribution (www.statistic.laerd.com)

Table 3.4 Interpretation for Correlation Coefficient

| Coefficient | Correlation |
|-------------|------------------------------|
| 0.00 | There is no correlation |
| 0.01 – 0.09 | Less significant correlation |
| 0.10 – 0.29 | Low correlation |
| 0.30 – 0.49 | Moderate correlation |
| 0.50 – 0.69 | High correlation |
| 0.70 – 0.89 | Very high correlation |
| > 0.90 | Perfect correlation |

Sources: <http://setabasri01.blogspot.com>

There are two methods to calculate Spearman's rank-order correlation depending on whether: (1) your data does not have tied ranks or (2) your data has tied ranks. The formula for when there are no tied ranks is:

$$\rho = 1 - \frac{6 \sum d_i^2}{n(n^2 - 1)}$$

where d_i = difference in paired ranks and n = number of cases. The formula to use when there are tied ranks is:

$$\rho = \frac{\sum_i (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum_i (x_i - \bar{x})^2 \sum_i (y_i - \bar{y})^2}}$$

where i = paired score.

3.10.2 Z Test

According to Setiawan (2005) z test is a significant testing that implement if amount of correspondent more than 30 (> 30), in this research, the formula of z test that will be used is for spearman correlation

$$z = rs\sqrt{n - 1}$$

Where,

rs= Spearman correlation coefficient

n= Population sample

Accepted Criteria,

- Motivation toward employee performance?
- H_0 : Accepted if Z count $<$ Z table at $\alpha = 0.05$
 H_1 : Accepted if Z count $>$ Z table at $\alpha = 0.05$

CHAPTER IV

ANALYSIS OF DATA AND INTERPRETATION OF RESULT

4.1. Descriptive Analysis of Respondent Characteristics

The characteristic of the respondents in this research are permanent employee non managerial level of Mubadala Petroleum Jakarta office based. In this discussion, characteristic of respondents will be displayed in form of table that is described in percentage. From 60 respondents that give their opinion from the statements in the questionnaire, it can be seen there are differences in the characteristic between one respondent with the other respondents. These differences include respondents' gender, age and working period.

4.1.1. The Characteristic of Respondent based on Gender

The characteristic of respondent based on the gender can be seen in the Table below:

Table 4.1. Characteristic respondents based on gender

| Gender | Frequency | Percentage |
|--------------|-----------|-------------|
| Male | 29 | 48% |
| Female | 31 | 52% |
| Total | 60 | 100% |

Source: Primary Data, Processed 2012

Table 4.1 show the composition of gender where it is shown from the total respondent, that is 60 people. Male composition is 29 people (48%) and Female is 31 people (52%) based on employee data of Mubadala Petroleum Indonesia retrieved on December 2012.

4.1.2 The Characteristic of Respondent based on Age

The characteristic of respondent based on the gender can be seen in the Table below:

Table 4.2. Characteristic respondents based on age

| Age | Frequency | Percentage |
|--------------|-----------|-------------|
| <30 | 17 | 28% |
| 31 – 40 | 29 | 48% |
| 41 – 50 | 11 | 18% |
| > 50 | 3 | 5% |
| Total | 60 | 100% |

Source: Primary Data, Processed 2012

Table 4.2 show the composition of age of respondents, where it is shown from the total respondent that is 60 people. Mostly respondent are in 31-40 (48%), under 30 is 17 (28%), 41-50 is 11 people (18%) and the rest is above 50 is 3 (5%) ages.

4.1.3 The Characteristic of Respondent based on working period

The characteristic of respondent based on the working period can be seen in the Table below:

Table 4.3. Characteristic respondents based on working period

| Working Period | Frequency | Percentage |
|----------------|-----------|-------------|
| 0 – 2 | 11 | 18% |
| >2 – 4 | 23 | 38% |
| >4 – 6 | 12 | 20% |
| >6 | 14 | 23% |
| Total | 60 | 100% |

Source: Primary Data, Processed 2012

Table 4.3. Show the composition of respondents' working period, mostly respondents has 2-4 years working period 23 (38%), above 6 years is 9 (28%), 4 – 6 years is 12 (20%) and the rest 0-2 years is 11 (18%)

4.2. Validity and Reliability Test

Validity and reliability test is made by research tool that is Questionnaire. The Questionnaire that specially designed for validity and reliability test is spread to 30 people.

4.2.1. Validity Test

Validity test is the extent to which a sample of questions measuring device capable of measuring what it is to be measured. The validity test is made using SPSS (Statistical Production and Service Solution) V.16 with the level of significant 5% to 0,3610 sample is 30-. A measuring instrument used in questionnaire validity testing is the result number of correlation between the questions scores and overall respondent questions score against the information in the questionnaire.

1. Possibility for growth or advancement

To test whether the correlation is significant or not, the test results can be compared with r count r table with at least a 95% significance level. From the data table r with a significance level of 95% and $N = 30$ is equal to 0.3610

The correlation between Xvariables with its total score, by using Pearson Correlation Product Moment. The statement will be valid if the correlation score is more than 0.3610. From the calculation result by using SPSS V.16 all values are above 0.3610. Thus, all items in table are considered valid question and no number is invalid.

Table 4.4 Validity of X1

| | | X11 | X12 | X13 | X14 | X1 |
|-----|---------------------|--------|--------|--------|--------|--------|
| X11 | Pearson Correlation | 1 | .412* | .548** | .354 | .734** |
| | Sig. (2-tailed) | | .024 | .002 | .055 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 |
| X12 | Pearson Correlation | .412* | 1 | .371* | .487** | .682** |
| | Sig. (2-tailed) | .024 | | .043 | .006 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 |
| X13 | Pearson Correlation | .548** | .371* | 1 | .654** | .866** |
| | Sig. (2-tailed) | .002 | .043 | | .000 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 |
| X14 | Pearson Correlation | .354 | .487** | .654** | 1 | .814** |
| | Sig. (2-tailed) | .055 | .006 | .000 | | .000 |
| | N | 30 | 30 | 30 | 30 | 30 |
| X1 | Pearson Correlation | .734** | .682** | .866** | .814** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 30 | 30 | 30 | 30 | 30 |

*. Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data, Processed 2012

2. Achievement

The correlation between X2 variables with its total score, by using Pearson Correlation Product Moment. The statement will be valid if the correlation score is more than 0.3610. From the calculation result by using SPSS V.16 all values are above 0.3610. Thus, all items are considered valid question and no number is invalid.

Table 4.5 Validity of X2

Correlations

| | | X21 | X22 | X23 | X24 | X2 |
|-----|---------------------|--------|--------|--------|-------|--------|
| X21 | Pearson Correlation | 1 | .573** | .777** | .035 | .829** |
| | Sig. (2-tailed) | | .001 | .000 | .856 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 |
| X22 | Pearson Correlation | .573** | 1 | .687** | .064 | .781** |
| | Sig. (2-tailed) | .001 | | .000 | .736 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 |
| X23 | Pearson Correlation | .777** | .687** | 1 | .185 | .912** |
| | Sig. (2-tailed) | .000 | .000 | | .329 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 |
| X24 | Pearson Correlation | .035 | .064 | .185 | 1 | .415* |
| | Sig. (2-tailed) | .856 | .736 | .329 | | .022 |
| | N | 30 | 30 | 30 | 30 | 30 |
| X2 | Pearson Correlation | .829** | .781** | .912** | .415* | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .022 | |
| | N | 30 | 30 | 30 | 30 | 30 |

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data, Processed 2012

3. Recognition

The correlation between X3 variables with its total score, by using Pearson Correlation Product Moment. The statement will be valid if the correlation score is more than 0.3610. From the calculation result by using SPSS V.16 all values are above 0.3610. Thus, all items are considered valid question and no number is invalid.

Table 4.6 Validity of X3

Correlations

| | | X31 | X32 | X33 | X34 | X3 |
|-----|---------------------|--------|--------|--------|--------|--------|
| X31 | Pearson Correlation | 1 | .703** | .490** | .564** | .817** |
| | Sig. (2-tailed) | | .000 | .006 | .001 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 |
| X32 | Pearson Correlation | .703** | 1 | .712** | .691** | .909** |
| | Sig. (2-tailed) | .000 | | .000 | .000 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 |
| X33 | Pearson Correlation | .490** | .712** | 1 | .724** | .845** |
| | Sig. (2-tailed) | .006 | .000 | | .000 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 |
| X34 | Pearson Correlation | .564** | .691** | .724** | 1 | .859** |
| | Sig. (2-tailed) | .001 | .000 | .000 | | .000 |
| | N | 30 | 30 | 30 | 30 | 30 |
| X3 | Pearson Correlation | .817** | .909** | .845** | .859** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 30 | 30 | 30 | 30 | 30 |

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data, Processed 2012

4. Work Activities

The correlation between X4 variables with its total score, by using Pearson Correlation Product Moment. The statement will be valid if the correlation score is more than 0.3610. From the calculation result by using SPSS V.16 all values are above 0.3610. Thus, all items are considered valid question and no number is invalid.

Table 4.7 Validity of X4

Correlations

| | | VAR00001 | VAR00002 | VAR00003 | VAR00004 | X4 |
|----|---------------------|----------|----------|----------|----------|--------|
| 1 | Pearson Correlation | 1 | .293 | .274 | .489** | .766** |
| | Sig. (2-tailed) | | .116 | .142 | .006 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 |
| 2 | Pearson Correlation | .293 | 1 | .185 | .065 | .638** |
| | Sig. (2-tailed) | .116 | | .327 | .731 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 |
| 3 | Pearson Correlation | .274 | .185 | 1 | .140 | .614** |
| | Sig. (2-tailed) | .142 | .327 | | .462 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 |
| 4 | Pearson Correlation | .489** | .065 | .140 | 1 | .602** |
| | Sig. (2-tailed) | .006 | .731 | .462 | | .000 |
| | N | 30 | 30 | 30 | 30 | 30 |
| X4 | Pearson Correlation | .766** | .638** | .614** | .602** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 30 | 30 | 30 | 30 | 30 |

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data, Processed 2012

5. Responsibility

The correlation between X5 variables with its total score, by using Pearson Correlation Product Moment. The statement will be valid if the correlation score is more than 0.3610. From the calculation result by using SPSS V.16 all values are above 0.3610. Thus, all items are considered valid question and no number is invalid.

Table 4.8 Validity of X5

Correlations

| | | X51 | X52 | X53 | X54 | X5 |
|-----|---------------------|--------|--------|--------|--------|--------|
| X51 | Pearson Correlation | 1 | .914** | .914** | .160 | .909** |
| | Sig. (2-tailed) | | .000 | .000 | .398 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 |
| X52 | Pearson Correlation | .914** | 1 | .902** | .175 | .908** |
| | Sig. (2-tailed) | .000 | | .000 | .354 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 |
| X53 | Pearson Correlation | .914** | .902** | 1 | .263 | .937** |
| | Sig. (2-tailed) | .000 | .000 | | .160 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 |
| X54 | Pearson Correlation | .160 | .175 | .263 | 1 | .509** |
| | Sig. (2-tailed) | .398 | .354 | .160 | | .004 |
| | N | 30 | 30 | 30 | 30 | 30 |
| X5 | Pearson Correlation | .909** | .908** | .937** | .509** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .004 | |
| | N | 30 | 30 | 30 | 30 | 30 |

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data, Processed 2012

6. Salary

The correlation between X6 variables with its total score, by using Pearson Correlation Product Moment. The statement will be valid if the correlation score is more than 0.3610. From the calculation result by using SPSS V.16 all values are above 0.3610. Thus, all items are considered valid question and no number is invalid.

Table 4.9 Validity of X6

Correlations

| | | X61 | X62 | X63 | X64 | X65 | X6 |
|-----|---------------------|--------|--------|--------|--------|--------|--------|
| X61 | Pearson Correlation | 1 | .233 | .631** | .633** | .682** | .805** |
| | Sig. (2-tailed) | | .215 | .000 | .000 | .000 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |
| X62 | Pearson Correlation | .233 | 1 | .343 | .411* | .411* | .568** |
| | Sig. (2-tailed) | .215 | | .064 | .024 | .024 | .001 |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |
| X63 | Pearson Correlation | .631** | .343 | 1 | .689** | .826** | .882** |
| | Sig. (2-tailed) | .000 | .064 | | .000 | .000 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |
| X64 | Pearson Correlation | .633** | .411* | .689** | 1 | .714** | .853** |
| | Sig. (2-tailed) | .000 | .024 | .000 | | .000 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |
| X65 | Pearson Correlation | .682** | .411* | .826** | .714** | 1 | .906** |
| | Sig. (2-tailed) | .000 | .024 | .000 | .000 | | .000 |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |
| X6 | Pearson Correlation | .805** | .568** | .882** | .853** | .906** | 1 |
| | Sig. (2-tailed) | .000 | .001 | .000 | .000 | .000 | |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data, Processed 2012

7. Interpersonal Relation with Peers Subordinates and Supervisors

The correlation between X7 variables with its total score, by using Pearson Correlation Product Moment. The statement will be valid if the correlation score is more than 0.3610. From the calculation result by using SPSS V.16 all values are above 0.3610. Thus, all items are considered valid question and no number is invalid.

Table 4.10 Validity of X7

Correlations

| | VAR00001 | VAR00002 | VAR00003 | VAR00004 | VAR00005 | VAR00006 |
|------------------------------|----------|----------|----------|----------|----------|----------|
| VAR00001 Pearson Correlation | 1 | .440* | .142 | .280 | .102 | .618** |
| Sig. (2-tailed) | | .012 | .438 | .121 | .577 | .000 |
| N | 32 | 32 | 32 | 32 | 32 | 32 |
| VAR00002 Pearson Correlation | .440* | 1 | .150 | .218 | .093 | .608** |
| Sig. (2-tailed) | .012 | | .412 | .230 | .612 | .000 |
| N | 32 | 32 | 32 | 32 | 32 | 32 |
| VAR00003 Pearson Correlation | .142 | .150 | 1 | .280 | .254 | .545** |
| Sig. (2-tailed) | .438 | .412 | | .120 | .161 | .001 |
| N | 32 | 32 | 32 | 32 | 32 | 32 |
| VAR00004 Pearson Correlation | .280 | .218 | .280 | 1 | .701** | .782** |
| Sig. (2-tailed) | .121 | .230 | .120 | | .000 | .000 |
| N | 32 | 32 | 32 | 32 | 32 | 32 |
| VAR00005 Pearson Correlation | .102 | .093 | .254 | .701** | 1 | .657** |
| Sig. (2-tailed) | .577 | .612 | .161 | .000 | | .000 |
| N | 32 | 32 | 32 | 32 | 32 | 32 |
| VAR00006 Pearson Correlation | .618** | .608** | .545** | .782** | .657** | 1 |
| Sig. (2-tailed) | .000 | .000 | .001 | .000 | .000 | |
| N | 32 | 32 | 32 | 32 | 32 | 32 |

*. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data, Processed 2012

8. Positive Working Condition

The correlation between X8 variables with its total score, by using Pearson Correlation Product Moment. The statement will be valid if the correlation score is more than 0.3610. From the calculation result by using SPSS V.16 all values are above 0.3610. Thus, all items are considered valid question and no number is invalid.

Table 4.11 Validity of X8

Correlations

| | | X81 | X82 | X83 | X84 | X85 | X8 |
|-----|---------------------|--------|--------|--------|--------|--------|--------|
| X81 | Pearson Correlation | 1 | .762** | .389* | .491** | .528** | .804** |
| | Sig. (2-tailed) | | .000 | .033 | .006 | .003 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |
| X82 | Pearson Correlation | .762** | 1 | .303 | .410* | .605** | .769** |
| | Sig. (2-tailed) | .000 | | .104 | .025 | .000 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |
| X83 | Pearson Correlation | .389* | .303 | 1 | .756** | .558** | .738** |
| | Sig. (2-tailed) | .033 | .104 | | .000 | .001 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |
| X84 | Pearson Correlation | .491** | .410* | .756** | 1 | .692** | .829** |
| | Sig. (2-tailed) | .006 | .025 | .000 | | .000 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |
| X85 | Pearson Correlation | .528** | .605** | .558** | .692** | 1 | .855** |
| | Sig. (2-tailed) | .003 | .000 | .001 | .000 | | .000 |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |
| X8 | Pearson Correlation | .804** | .769** | .738** | .829** | .855** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data, Processed 2012

9. Administration and Company Policy

The correlation between X9 variables with its total score, by using Pearson Correlation Product Moment. The statement will be valid if the correlation score is more than 0.3610. From the calculation result by using SPSS V.16, we can see the first statement in X9 variable, which is “Personnel administration and procedure is easy and simple.” is less than 0.3610, which mean that statement is not valid then it should be eliminated in the further test.

Table 4.12 Validity of X9

| | | Correlations | | | | | |
|-----|---------------------|--------------|--------|--------|--------|--------|--------|
| | | X91 | X92 | X93 | X94 | X95 | X9 |
| X91 | Pearson Correlation | 1 | .296 | .152 | .131 | .043 | .359 |
| | Sig. (2-tailed) | | .112 | .432 | .489 | .821 | .051 |
| | N | 30 | 30 | 29 | 30 | 30 | 30 |
| X92 | Pearson Correlation | .296 | 1 | .620** | .555** | .455* | .731** |
| | Sig. (2-tailed) | .112 | | .000 | .001 | .012 | .000 |
| | N | 30 | 30 | 29 | 30 | 30 | 30 |
| X93 | Pearson Correlation | .152 | .620** | 1 | .488** | .410* | .735** |
| | Sig. (2-tailed) | .432 | .000 | | .007 | .027 | .000 |
| | N | 29 | 29 | 29 | 29 | 29 | 29 |
| X94 | Pearson Correlation | .131 | .555** | .488** | 1 | .757** | .831** |
| | Sig. (2-tailed) | .489 | .001 | .007 | | .000 | .000 |
| | N | 30 | 30 | 29 | 30 | 30 | 30 |
| X95 | Pearson Correlation | .043 | .455* | .410* | .757** | 1 | .759** |
| | Sig. (2-tailed) | .821 | .012 | .027 | .000 | | .000 |
| | N | 30 | 30 | 29 | 30 | 30 | 30 |
| X9 | Pearson Correlation | .359 | .731** | .735** | .831** | .759** | 1 |
| | Sig. (2-tailed) | .051 | .000 | .000 | .000 | .000 | |
| | N | 30 | 30 | 29 | 30 | 30 | 30 |

Source: Primary Data, Processed 2012

10. Performance

The correlation between Y variables with its total score, by using Pearson Correlation Product Moment. The statement will be valid if the correlation score is more than 0.3610. From the calculation result by using SPSS V.16 all values are above 0.3610. Thus, all items are considered valid question and no number is invalid.

Table 4.13 Validity of Y

Correlations

| | | Y1 | Y2 | Y3 | Y4 | Y5 | Y |
|----|---------------------|--------|-------|--------|--------|--------|--------|
| Y1 | Pearson Correlation | 1 | .115 | .510** | .268 | .375* | .728** |
| | Sig. (2-tailed) | | .545 | .004 | .153 | .041 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |
| Y2 | Pearson Correlation | .115 | 1 | -.163 | .190 | .180 | .448* |
| | Sig. (2-tailed) | .545 | | .389 | .315 | .342 | .013 |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |
| Y3 | Pearson Correlation | .510** | -.163 | 1 | .644** | .422* | .673** |
| | Sig. (2-tailed) | .004 | .389 | | .000 | .020 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |
| Y4 | Pearson Correlation | .268 | .190 | .644** | 1 | .747** | .772** |
| | Sig. (2-tailed) | .153 | .315 | .000 | | .000 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |
| Y5 | Pearson Correlation | .375* | .180 | .422* | .747** | 1 | .752** |
| | Sig. (2-tailed) | .041 | .342 | .020 | .000 | | .000 |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |
| Y | Pearson Correlation | .728** | .448* | .673** | .772** | .752** | 1 |
| | Sig. (2-tailed) | .000 | .013 | .000 | .000 | .000 | |
| | N | 30 | 30 | 30 | 30 | 30 | 30 |

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data, Processed 2012

Table 4.14 Validity Test

| Variabel | Item/Code | R count | R table | Description |
|---|-----------|---------|---------|-------------|
| Possibility for growth or advancement | X1.1 | 0.734 | 0.361 | VALID |
| | X1.2 | 0.682 | 0.361 | VALID |
| | X1.3 | 0.866 | 0.361 | VALID |
| | X1.4 | 0.814 | 0.361 | VALID |
| Achievement | X2.1 | 0.829 | 0.361 | VALID |
| | X2.2 | 0.781 | 0.361 | VALID |
| | X2.3 | 0.912 | 0.361 | VALID |
| | X2.4 | 0.415 | 0.361 | VALID |
| Recognition | X3.1 | 0.817 | 0.361 | VALID |
| | X3.2 | 0.909 | 0.361 | VALID |
| | X3.3 | 0.845 | 0.361 | VALID |
| | X3.4 | 0.895 | 0.361 | VALID |
| Work Activities | X4.1 | 0.766 | 0.361 | VALID |
| | X4.2 | 0.638 | 0.361 | VALID |
| | X4.3 | 0.614 | 0.361 | VALID |
| | X4.4 | 0.602 | 0.361 | VALID |
| Responsibility | X5.1 | 0.909 | 0.361 | VALID |
| | X5.2 | 0.908 | 0.361 | VALID |
| | X5.3 | 0.937 | 0.361 | VALID |
| | X5.4 | 0.509 | 0.361 | VALID |
| Salary | X6.1 | 0.805 | 0.361 | VALID |
| | X6.2 | 0.568 | 0.361 | VALID |
| | X6.3 | 0.882 | 0.361 | VALID |
| | X6.4 | 0.853 | 0.361 | VALID |
| | X6.5 | 0.906 | 0.361 | VALID |
| Interpersonal Relation with peers and superiors | X7.1 | 0.618 | 0.361 | VALID |
| | X7.2 | 0.608 | 0.361 | VALID |
| | X7.3 | 0.545 | 0.361 | VALID |
| | X7.4 | 0.782 | 0.361 | VALID |
| | X7.5 | 0.657 | 0.361 | VALID |
| Positive Working Condition | X8.1 | 0.804 | 0.361 | VALID |
| | X8.2 | 0.769 | 0.361 | VALID |
| | X8.3 | 0.738 | 0.361 | VALID |
| | X8.4 | 0.829 | 0.361 | VALID |
| | X8.5 | 0.855 | 0.361 | VALID |

| | | | | |
|-----------------------------------|------|-------|-------|-----------|
| Administration and Company Policy | X9.1 | 0.359 | 0.361 | NOT VALID |
| | X9.2 | 0.731 | 0.361 | VALID |
| | X9.3 | 0.735 | 0.361 | VALID |
| | X9.4 | 0,831 | 0.361 | VALID |
| | X9.5 | 0.759 | 0.361 | VALID |
| Performance | Y1 | 0.728 | 0.361 | VALID |
| | Y2 | 0.448 | 0.361 | VALID |
| | Y3 | 0.673 | 0.361 | VALID |
| | Y4 | 0.772 | 0.361 | VALID |
| | Y5 | 0.752 | 0.361 | VALID |

Source: Primary Data, Proceed by SPSS v.16

From table 4.14 above, since r count of X9_1 is $0.359 < r$ table 0.361 , then the question about Administration and Company Policy in first line has not valid result. The question is “Personnel administration and procedure is easy and simple”. It means there is no correlation and that point cannot be continued. Meanwhile the rest of the questions are valid. It means that there is correlation between the questions with what the researcher wants to measure and the research can be continued with the rest of valid data.

4.2.2 Reliability Test

Reliability is a term used to indicate the extent to which a relatively consistent measurements when the measurements were repeated two or more times.

Level of reliability with *Cronbach's Alpha* method (α) measured by *alpha* scale 0 to 1. If the scales are grouped into classes with the same range, then look at the size and level of reliable steadiness based *alpha* values can be interpreted as following table:

Table 4.15. Reliability Scale

| Reliability Scale | |
|-------------------|-------------------|
| 0.00 - 0.20 | Not Reliable |
| 0.20 - 0.40 | Less Reliable |
| 0.40 - 0.60 | Moderate Reliable |
| 0.60 - 0.80 | Reliable |
| 0.80 - 1.00 | Very Reliable |

Source:Arikunto (2010) as cited in<http://shahibul1628.wordpress.com/2012/04/09/reliabilitas-instrumen/>, (2012).

Table 4.16 Reliability Test

| Variable | Items | N | Cronbach Alpha | Reliability |
|--|-------|----|----------------|---------------|
| Possibility for growth or advancement | 4 | 30 | 0.779 | Reliable |
| Achievement | 4 | 30 | 0.727 | Reliable |
| Recognition | 4 | 30 | 0.878 | Very Reliable |
| Work Activities | 4 | 30 | 0.753 | Reliable |
| Responsibility | 4 | 30 | 0,823 | Very Reliable |
| Remuneration | 5 | 30 | 0.864 | Very Reliable |
| Interpersonal relation with peers subordinates and supervisors | 5 | 30 | 0.647 | Reliable |
| Positive working condition | 5 | 30 | 0.855 | Very Reliable |
| Administration and Company Policy | 5 | 30 | 0.782 | Reliable |
| Performance | 5 | 30 | 0.657 | Reliable |

Source: Primary Data, Processed 2012

From table 4.16 all the Cronbach Alpha for all variables are higher than 0,6, means that all of the variables are reliable.

4.3 Descriptive Analysis of Variable

4.3.1 Analysis of Respondents Answer Index

In order to know the data about the Factors influencing employee motivation of Mubadala Petroleum Indonesia, researcher spread the questionnaire into 60 respondents, which are the permanent employee non managerial level to be used as sample in this research. Descriptive analysis was used to get the general description about the respondents' opinion related with the variables that were used in this research, by using analysis of likert score by variable descriptive overview to describe the items respondent's questions. There are nine elements of Motivation that adapted from Herzberg Hygiene Motivation Theory that is used in this research as the independent variables, Possibility for growth or advancement (X1,) Achievement (X2), Recognition (X3), Work Activities (X4), Responsibility (X5), Salary (X6), Interpersonal relation with peers and superiors (X7), Positive working condition (X8), Administration and Company Policy (X9) .and employee performance of Mubadala Petroleum Indonesia as the dependent variable (Y).

The scoring technique used in this study is the minimum score of 1 and the maximum score of 5, then the index value calculation respondents' answers to the following formula:

$$\begin{aligned} \text{index value} = \{ & (\%F1 \times 1) + (\%F2 \times 2) + (\%F3 \times 3) + (\%F4 \times 4) \\ & + (\%F5 \times 5) \} \div 5 \end{aligned}$$

Where:

F1 is the frequency of respondents who answered 1 of the score used in the questionnaire.

F2 is the frequency of respondents who answered 2 of the score used in the questionnaire.

F3 is the frequency of respondents who answered 3 of the score used in the questionnaire.

F4 is the frequency of respondents who answered 4 of the score used in the questionnaire.

F5 is the frequency of respondents who answered 5 of the score used in the questionnaire.

The total value of the index is 100 using criteria 3 boxes (Three-box method), then the range of 100 (10-100) will produce a range of 30 to be used as the basis for interpretation of the value of the index.

Table 4.17. Three-box method

| | |
|----------------|--------|
| 10.00 to 40.00 | Low |
| 40.01 to 70.00 | Medium |
| 70.01 to 100 | High |

Source: Ferdinand (2006)

By using this basis, the index can be determined by the respondents' perceptions of the variables used in this study.

a. Respondent Answer about Possibility for growth or advancement

Table 4.18 Respondent Answer about Possibility for growth or advancement

| No | Indicator | Score | | | | | Total | Index |
|----|--|-------|----|----|----|----|--------------|--------------|
| | | SD | D | N | A | SA | | |
| | | 1 | 2 | 3 | 4 | 5 | | |
| 1 | Chance is Given for employee to improve Knowledge through education & Training | 1 | 10 | 17 | 25 | 7 | 345 | 69 |
| 2 | Freedom is Given for employee to determine individual work methods | 0 | 9 | 23 | 22 | 6 | 338,3 333 | 67,66 667 |
| 3 | Company shows attention to Career development of each employee | 1 | 9 | 23 | 19 | 8 | 340 | 68 |

| | | | | | | | | |
|----------------|--|---|----|----|----|---|----------|----------|
| 4 | Employee Given Chance to earn Experience & knowledge from other Departements (Ex : Job Rotation, Job Enhancements) | 1 | 11 | 21 | 20 | 7 | 335 | 67 |
| Total | | | | | | | 1358,333 | 271,667 |
| Average | | | | | | | 339,5833 | 67,91667 |

Source: Primary Data, Processed 2012

Respondent responses from the questions about Possibility for growth or advancement show the medium value index with score 67,91. Chance is given for employee to improve Knowledge through education & Training has the highest value with score 69. This gives an indication that Mubadala Petroleum Indonesia the company has provided an opportunity to employees to enhance their knowledge through education and training

Lowest value is Employee Given Chance to earn experience and knowledge from other Departments (eg. Job Rotation, Job Enhancements) 67 score. This indicate that Mubadala Petroleum Indonesia give a chance to employee to earn experience and knowledge from other department in medium level, in fact this program has just been run by the company.

b. Respondent Answer about Achievement

Table 4.19 Respondent Answer about Achievement

| No | Indicator | Score | | | | | Total | Index |
|----|--|-------|----|----|----|----|----------|----------|
| | | SD | D | N | A | SA | | |
| | | 1 | 2 | 3 | 4 | 5 | | |
| 1 | My Work Quality & Quantity is in accordance with specified time and SOP | 1 | 6 | 19 | 27 | 7 | 355 | 71 |
| 2 | My job performance is always assessed properly (eg through the work assessment) | 0 | 12 | 12 | 26 | 10 | 356,667 | 71,33333 |
| 3 | There are an award for outstanding employees. | 0 | 3 | 22 | 23 | 12 | 373,3333 | 74,66667 |

| | | | | | | | | |
|----------------|---|---|---|---|----|----|---------------|--------------|
| 4 | I always try to improve my job performance through the implementation of my job | 0 | 8 | 9 | 31 | 12 | 378,3 333 | 75,66 667 |
| Total | | | | | | | 1463,3 333 | 292,6 667 |
| Average | | | | | | | 365,8 333 | 73,16 667 |

Source: Primary Data, Processed 2012

Respondent responses from the questions about achievement shows the high value index with 73,16 index score. Always try to improve their job performance through the implementation of their job shows the high value index with 75,66 index score. This can be interpreted that the perception of employee about always try to improve their job performance through the implementation of their job is in high level. Improving the job performance is not only beneficial for the company but also for the employees of itself

Lowest value is the employee perception about their job quality and quantity is in accordance with specified time and SOP, with 71 index score but still in high level. Means, the employee is confident to state that their job quality and quantity is in accordance with the specified time and SOP.

c. Respondent Answer about Recognition

Table 4.20 Respondent Answer about Recognition

| No | Indicator | Score | | | | | Total | Index |
|----|--|-------|----|----|----|----|--------------|--------------|
| | | SD | D | N | A | SA | | |
| | | 1 | 2 | 3 | 4 | 5 | | |
| 1 | Compliment is given by Supervisor , if i did good work | 2 | 10 | 20 | 26 | 2 | 326,6 667 | 65,33 333 |
| 2 | Employee Suggestion's/idea are always considered | 0 | 8 | 26 | 16 | 10 | 346,6 667 | 69,33 333 |
| 3 | I've given chance to express my suggestions and complaints | 0 | 8 | 12 | 32 | 8 | 366,6 667 | 73,33 333 |

| | | | | | | | | |
|----------------|---|---|---|----|----|---|--------------|--------------|
| 4 | My contribution is recognized by supervisor | 1 | 8 | 13 | 29 | 9 | 361,6 667 | 72,33 333 |
| Total | | | | | | | 1401, 667 | 280,3 333 |
| Average | | | | | | | 350,4 167 | 70,08 333 |

Source: Primary Data, Processed 2012

Respondent responses from the questions about Recognition shows the medium level index score with 70,08 Index score. Given chance to express their suggestion and complaints shows the high value index with 73,33 index score. It can be interpreted that their supervisor or manager gives them a chance to express their suggestion and complaints.

Lowest value is the employee perception about compliment is given by supervisor, if they did good work with 65,33 index score. Employees are very happy if they were praised for what they have been working on and automatically will encourage them to work better

d. Respondent Answer about Work Activities

Table 4.21 Respondent Answer about Work Activities

| No | Indicator | Score | | | | | Total | Index |
|----------------|--|-------|----|----|----|----|--------------|--------------|
| | | SD | D | N | A | SA | | |
| | | 1 | 2 | 3 | 4 | 5 | | |
| 1 | Working good makes me feel useful to the company | 2 | 1 | 20 | 22 | 15 | 378,3 333 | 75,66 667 |
| 2 | My jobs is matching with my skills | 1 | 12 | 18 | 19 | 10 | 341,6 667 | 68,33 333 |
| 3 | I can handle high workload (eg end of year) | 2 | 1 | 21 | 24 | 12 | 371,6 667 | 74,33 333 |
| 4 | I want higher challenge in the jobs i am doing. | 0 | 5 | 18 | 25 | 12 | 373,3 333 | 74,66 667 |
| Total | | | | | | | 1465 | 293 |
| Average | | | | | | | 366,2 5 | 73,25 |

Source: Primary Data, Processed 2012

Respondent responses from the questions about work activities shows the high level with 73,25 index score. Working good makes me feel useful to the company has the highest value with 75,66 index score. It can be interpreted that employees will find it useful if they are appreciated because of the contribution they give to company.

Lowest value is the employee perception about their job is matching with their skill with 68,33 index value. In general employees has no problem with their work

e. Respondent Answer about Responsibility

Table 4.21 Respondent Answer about Responsibility

| No | Indicator | Score | | | | | Total | Index |
|----|--|-------|---|----|----|----|--------------|--------------|
| | | SD | D | N | A | SA | | |
| | | 1 | 2 | 3 | 4 | 5 | | |
| 1 | I always finish the job properly. | 3 | 6 | 15 | 24 | 12 | 360 | 72 |
| 2 | I take full responsibility for the work I have done. | 1 | 7 | 22 | 15 | 15 | 360 | 72 |
| 3 | I have a sense of responsibility and discipline toward work. | 0 | 6 | 19 | 25 | 10 | 365 | 73 |
| 4 | Job authority or distribution from supervisor has done optimally | 1 | 7 | 16 | 29 | 7 | 356,6 667 | 71,33 333 |
| | Total | | | | | | 1441, 667 | 288,3 333 |
| | Average | | | | | | 360,4 167 | 72,08 333 |

Source: Primary Data, Processed 2012

Respondent responses from the questions about Responsibility shows the high value index with score 72.08. Employee perception about their responsibility and discipline toward work has the highest value with 73 index score. This gives an indication that employee has a sense of responsible for what they did.

Lowest value is job authority or distribution from supervisor has done optimally with 71,33 index score but still in high value. This indicates that job authority or distribution from supervisor has been running well.

f. Respondent Answer about Salary

Table 2.22 Respondent Answer about Salary

| No | Indicator | Score | | | | | Total | Index |
|----------------|--|-------|----|----|----|----|--------------|--------------|
| | | SD | D | N | A | SA | | |
| | | 1 | 2 | 3 | 4 | 5 | | |
| 1 | I am satisfied with my salary and remuneration that i received compared with the responsibilities I had. | 2 | 14 | 18 | 22 | 4 | 320 | 64 |
| 2 | Allowances & facilities provided by the company are worth and help me. (health, insurance, pension) | 2 | 5 | 19 | 24 | 10 | 358,3 333 | 71,66 667 |
| 3 | My salary determined based on the position that I have, years of service and my performance. | 1 | 14 | 23 | 18 | 5 | 325 | 65 |
| 4 | Types and amount of the allowances is determined and run optimally by company | 1 | 8 | 20 | 27 | 4 | 341,6 667 | 68,33 333 |
| 5 | Salaries, allowances and bonuses given by the company have been competitive. | 2 | 11 | 13 | 29 | 5 | 340 | 68 |
| Total | | | | | | | 1685 | 337 |
| Average | | | | | | | 337 | 67,4 |

Source: Primary Data, Processed 2012

Respondent responses from the questions about salary show the medium value index. Allowances and facilities provided by the company are worth and help me. (Health, insurance, pension) has the highest value with 71,66. Mubadala Petroleum has a program to provided employees demands on health, insurance or pension collaborated with Service Company that provided service such as DPLK

(Dana Pensiun Lembaga Keuangan) Manulife for pension program and Intergra for health and insurance program. Lowest value is the employee perception about their salary is determined based on the position, years of service and performance 65 index score. Basically the nature of human beings have never satisfy with and want to keep getting better

g. Respondent Answer about Interpersonal Relation with Peers and Superiors

Table 2.23 Respondent Answer about Interpersonal Relation with Peers and Superiors

| No | Indicator | Score | | | | | Total | Index |
|----------------|--|-------|---|----|----|----|--------------|--------------|
| | | SD | D | N | A | SA | | |
| | | 1 | 2 | 3 | 4 | 5 | | |
| 1 | I experience good working relationship with my supervisor/boss | 3 | 6 | 18 | 28 | 5 | 343,3 333 | 68,66 667 |
| 2 | Supervisor Corrected me when i did something wrong | 0 | 5 | 24 | 23 | 8 | 356,6 667 | 71,33 333 |
| 3 | I experience good working relationship with colleagues | 0 | 4 | 22 | 23 | 11 | 356,6 667 | 71,33 333 |
| 4 | Supervisor always giving advice & solution to its Employee | 0 | 2 | 18 | 31 | 9 | 378,3 333 | 75,66 667 |
| 5 | I feel glad to work for my supervisor | 1 | 1 | 18 | 31 | 9 | 410 | 82 |
| Total | | | | | | | 1845 | 369 |
| Average | | | | | | | 369 | 73,8 |

Source: Primary Data, Processed 2012

Respondent responses from the questions about interpersonal relation with peers and superiors shows the high value index with score 73,8 Employee opinion about supervisor always giving advice and solution to employee has the highest value with 75,66 index value. This gives an indication that supervisor already well performing his duties

Lowest value is good working relationship with my supervisor/boss, with 68,66 index score but still in high value. Means, the employee and supervisors need effective two-way communication to achieve the goals.

h. Respondent Answer about Positive Working Condition

Table 2.24 Respondent Answer about Positive Working Condition

| No | Indicator | Score | | | | | Total | Index |
|----------------|---|-------|---|----|----|----|--------------|--------------|
| | | SD | D | N | A | SA | | |
| | | 1 | 2 | 3 | 4 | 5 | | |
| 1 | Working environment in this company is nice | 1 | 9 | 20 | 21 | 9 | 346,6 667 | 69,33 333 |
| 2 | Working environment in this company is comfortable | 2 | 4 | 14 | 30 | 10 | 370 | 74 |
| 3 | Security and safety concerned, therefore I feel safe at work. | 2 | 5 | 19 | 27 | 7 | 353,3 333 | 70,66 667 |
| 4 | Health facilities, places of worship and other facilities are available good. | 2 | 4 | 15 | 30 | 9 | 366,6 667 | 73,33 333 |
| 5 | This company is a good place to work | 2 | 3 | 17 | 31 | 7 | 363,3 333 | 72,66 667 |
| Total | | | | | | | 1800 | 360 |
| Average | | | | | | | 360 | 72 |

Source: Primary Data, Processed 2012

Respondent responses from the questions about positive working conditions show the high value index with score 72. Health facilities, places of worship and other facilities are available good has the highest value with 73,33. Mubadala Petroleum Indonesia has doctor room as office health facility supported by professional doctor and comfortable worship place for Muslims.

Lowest value is the employee opinion about working environment in Mubadala Petroleum Indonesia is nice with 69,33 index value. Generally, employees has no problem with working condition in Mubadala Petroleum Indonesia. The company also satisfy the employees by providing good facility to make them comfortable at office.

i. Respondent Answer about Administration and Company Policy

4.25 Respondent Answer about Administration and Company Policy

| No | Indicator | Score | | | | | Total | Index |
|----------------|---|-------|---|----|----|----|--------------|--------------|
| | | SD | D | N | A | SA | | |
| | | 1 | 2 | 3 | 4 | 5 | | |
| 1 | The implementation of company policy is run optimally. | 0 | 7 | 19 | 23 | 11 | 363,3 333 | 72,66 667 |
| 2 | I am glad with the Company's Value – ,The company's methods in running the business | 1 | 3 | 18 | 27 | 11 | 373,3 333 | 74,66 667 |
| 3 | The company already has policies and procedures adequately | 1 | 8 | 14 | 27 | 10 | 361,6 667 | 72,33 333 |
| 4 | There is sufficient concern for employees with special needs (pregnant employee, illness, etc.) | 5 | 6 | 11 | 26 | 12 | 356,6 667 | 71,33 333 |
| Total | | | | | | | 1455 | 291 |
| Average | | | | | | | 363,7 5 | 72,75 |

Source: Primary Data, Processed 2012

Respondent responses from the questions about administration and company policy show the high value index with score 72,75. I am glad with the Company's Value – The company's methods in running the business has the highest value with score 74,66. Company's value, in Mubadala Petroleum Indonesia called Core Behaviours is an essential things and become a guideline for employees in completing the job.

Lowest value is the employee opinion about sufficient concern for employees with special needs (pregnant employee, illness, etc.) with 71,33 index score but still in high value index. As stated in company policy chapter XI about health care insurance, Mubadala Petroleum Indonesia provided the health insurance for the employee with special needs such as pregnant or illness.

j. Respondent Answer about Performance

Table 4.26 Respondent Answer about Performance

| No | Indicator | Score | | | | | Total | Index |
|----------------|--|-------|---|----|----|----|--------------|--------------|
| | | SD | D | N | A | SA | | |
| | | 1 | 2 | 3 | 4 | 5 | | |
| 1 | I consistently achieve the expected performance, and sometimes tend to exceed the expectations | 0 | 0 | 13 | 35 | 12 | 398,3 333 | 79,66 667 |
| 2 | I consistently demonstrate the company's Core Behaviour on every job I do. | 0 | 2 | 12 | 35 | 11 | 391,6 667 | 78,33 333 |
| 3 | I have a good quality performance in all areas of my responsibility | 0 | 0 | 10 | 39 | 11 | 401,6 667 | 80,33 333 |
| 4 | My performance is meet the targets, standards and schedule. | 0 | 0 | 8 | 35 | 17 | 415 | 83 |
| 5 | My job completed efficiently and produce results in line with business value. | 0 | 0 | 9 | 36 | 15 | 410 | 82 |
| Total | | | | | | | 2016, 667 | 403,3 333 |
| Average | | | | | | | 403,3 333 | 80,66 667 |

Source: Primary Data, Processed 2012

Respondent responses from the questions about performance shows the high value index with score 80,66. Employee perception about their performance is meet the targets, standards and schedule has the highest value with score 83. Means, the employee realize their performance is meet the target, standards and schedule.

Employee respond about their consistency to demonstrate the company's Core Behavior on every job has the lowest value index with score 78,33 but still in high value index level.

This condition indicates that employee has no problem with their performance includes their quality of work, efficiency and implementing the core behavior

k. Summarize of Respondent Answer

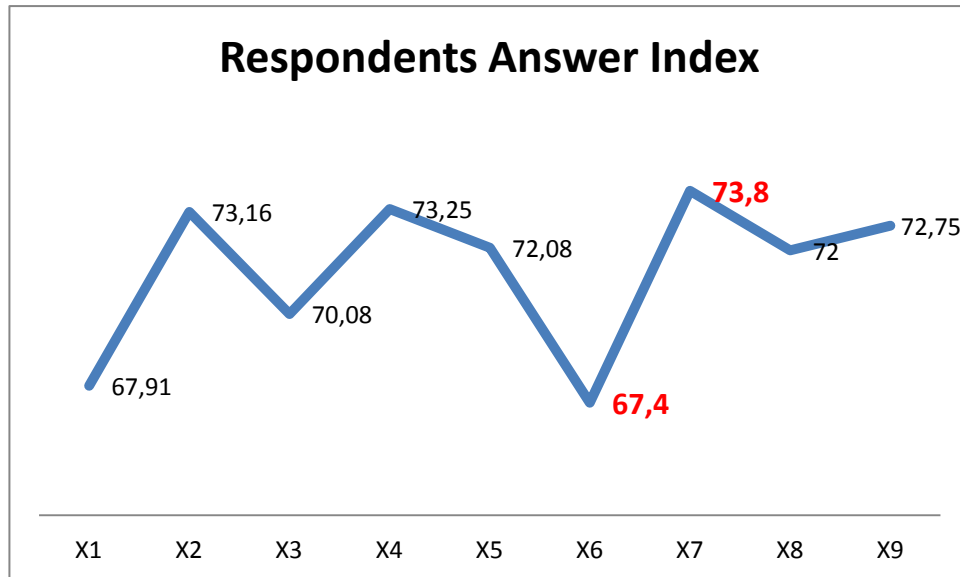
Table 4.27 Summarize Result of Respondent Answer

| NO | INDICATORS | INDEX | RATE |
|----------------|---|---------------|-------------|
| 1 | Possibility for growth or advancement | 67,91 | MEDIUM |
| 2 | Achievement | 73,16 | HIGH |
| 3 | Recognition | 70,08 | HIGH |
| 4 | Work Activities | 73,25 | HIGH |
| 5 | Responsibility | 72,08 | HIGH |
| 6 | Salary | 67,4 | MEDIUM |
| 7 | Interpersonal Relation with peers and superiors | 73,8 | HIGH |
| 8 | Positive Working Condition | 72 | HIGH |
| 9 | Administration and Company Policy | 72,75 | HIGH |
| 10 | Performance | 80,66 | HIGH |
| Average | | 72,309 | HIGH |

Source: Primary Data, Processed 2012

From summary result of Motivation, since the count average of motivation is 72.309 then the count average of Motivation is placed in high value index.

Figure 4.1 Summarize Result of Respondent Answers



Source: Primary Data, Processed 2012

From the graphic above (Figure 4.1) the highest average point is placed in X7 - Interpersonal Relation with peers and superiors which has 73,8 index value. The second is X4 – Work Activities which has 73,25 index value and the third is X2 - Achievement which has 73,16 as index value. It means the dominant factor effect motivation is in interpersonal relation with peers and superiors, variable X7.

Manager plays an important role in creating an atmosphere of harmonious working conditions by giving a good example to employees. Openness and two-way communication is needed to achieve the goals. In addition, harmonious relationships can create an atmosphere of great place to work.

At Mubadala petroleum Indonesia communication not only happens during work, but can also at the annual outside meeting, fruit friday program, religious program, english club (Toastmaster) and IYP (Indonesian Young Professional) program to provide a place or activity to get know each other more closely.

4.4 Testing Hypothesis

4.4.1 Spearman Coefficient Correlation

Spearman's rank correlation coefficient is a nonparametric (distribution-free) rank statistic proposed as a measure of the strength of the association between two variables (Sanusi Anwar, 2011). Spearman rank correlation is a non-parametric test that is used to measure the degree of association between two variables. It was developed by Spearman, thus it is called the Spearman rank correlation. Spearman rank correlation test does not assume any assumptions about the distribution (Statistcsolution.com, 2006). Besides that, we can see the correlation between independent variables and dependent variable by seeing the (rs) value in correlation analysis test from table 4.28. To know the degree about the correlation between the variables, we can see the table of interpretation for correlation coefficient below.

Table 4.28Spearman Coefficient Correlation

| NO | VARIABLE | CODE | rs COUNT |
|----|---|------|----------|
| 1 | Possibility for growth or advancement | X1 | -0,021 |
| 2 | Achievement | X2 | 0,114 |
| 3 | Recognition | X3 | 0,071 |
| 4 | Work Activities | X4 | -0,055 |
| 5 | Responsibility | X5 | -0,06 |
| 6 | Salary | X6 | 0,127 |
| 7 | Interpersonal Relation with peers and superiors | X7 | -0,167 |
| 8 | Positive Working Condition | X8 | 0,16 |
| 9 | Administration and Company Policy | X9 | 0,151 |

Primary Data, Processed by SPSS V.16

Table 4.29 Interpretation for Correlation Coefficient

| Coefficient | Correlation |
|--------------------|------------------------------|
| 0.00 | There is no correlation |
| 0.01 – 0.09 | Less significant correlation |
| 0.10 – 0.29 | Low correlation |
| 0.30 – 0.49 | Moderate correlation |
| 0.50 – 0.69 | High correlation |
| 0.70 – 0.89 | Very high correlation |
| > 0.90 | Perfect correlation |

Sources: <http://setabasri01.blogspot.com>,

The results of Spearman Correlation above are:

1. The r_s count of variable X1 (Possibility for growth or advancement) is -0,021. Since the spearman coefficient correlation (r_s) is lying between 0.00 which means that the correlation between possibility for growth or advancement and performance of employee is negative and there is no correlation level.
2. The r_s count of variable X2 (Achievement) is 0.114. Since the spearman coefficient correlation (r_s) is lying between 0.10-0.29, which means that the correlation between Achievement and performance of employee is positive but in low correlation level.
3. The r_s count of variable X3 (Recognition) is 0.071. Since the spearman coefficient correlation (r_s) is lying between 0.01 – 0.09, which means that the correlation between recognition and performance of employee is positive but in less significant correlation level.
4. The r_s count of variable X4 (Work Activities) is -0.055. Since the spearman coefficient correlation (r_s) is lying between 0.00 which means that the correlation between work activities and performance of employee is negative and there is no correlation level.
5. The r_s count of variable X5 (Responsibility) is -0.06. Since the spearman coefficient correlation (r_s) is lying between 0.00 which

means that the correlation between responsibility and performance of employee is negative and there is no correlation level.

6. The rs count of variable X6 (Salary) is 0.127. Since the spearman coefficient correlation (rs) is lying between 0.10 – 0.29, which means that the correlation between salary and performance of employee is positive but in low correlation level.
7. The rs count of variable X7 (Interpersonal Relation with Peers and Superiors) is -0.167. Since the spearman coefficient correlation (rs) is lying between 0.00, which means that the correlation between interpersonal relation with peers and superiors and performance of employee is negative and there is no correlation level.
8. The rs count of variable X8 (Positive Working Condition) is 0.16. Since the spearman coefficient correlation (rs) is lying between 0.10 – 0.29, which means that the correlation between positive working condition and performance of employee is positive but in low correlation level.
9. The rs count of variable X9 (Administration and Company Policy) is 0.151. Since the spearman coefficient correlation (rs) is lying between 0.10 – 0.29, which means that the correlation between Administration and Company Policy and performance of employee is positive but in low correlation level.

4.4.2 Z Test

According to Setiawan (2005) z test is a significant testing that implement if amount of correspondent more than 30 (> 30), in this research, the formula of z test that will be used is for spearman correlation.

Table 4.30Z Test

| No | Variable | Code | Z Count | Z Table |
|----|---|------|---------|---------|
| 1 | Possibility for growth or advancement | X1 | -0.161 | 1.96 |
| 2 | Achievement | X2 | 0.875 | 1.96 |
| 3 | Recognition | X3 | 0.545 | 1.96 |
| 4 | Work Activities | X4 | -0.422 | 1.96 |
| 5 | Responsibility | X5 | -0.460 | 1.96 |
| 6 | Salary | X6 | 0.975 | 1.96 |
| 7 | Interpersonal Relation with peers and superiors | X7 | -1.282 | 1.96 |
| 8 | Positive Working Condition | X8 | 1,228 | 1.96 |
| 9 | Administration and Company Policy | X9 | 1.159 | 1.96 |

Source: Primary Data, Processed by Z Formula

The results of Z test are:

1. Since the variable X1 (Possibility for growth or advancement) of z count is $-0.161 < z$ table 1.96 ($\alpha = 0.05$), then H_0 is accepted and H_1 is rejected. This means individually, Possibility for growth or advancement has negative and not significant effect into the performance of employee.
2. Since the variable X2 (Achievement) of z count is $0.875 < z$ table 1.96 ($\alpha = 0.05$), then H_0 is accepted and H_1 is rejected. This means

individually, Achievement has positive, but not significant effect into the performance of employee.

3. Since the variable X3(Recognition) of z count is $0.545 < z$ table 1.96 ($\alpha = 0.05$), then H_0 is accepted and H_1 is rejected. This means individually, recognition has positive, but not significant effect into the performance of employee.
4. Since the variable X4(Work Activities) of z count is $-0.422 < z$ table 1.96 ($\alpha = 0.05$), then H_0 is accepted and H_1 is rejected. This means individually, a work activity has negative and not significant effect into the performance of employee.
5. Since the variable X5 (Responsibility) of z count is $-0.460 < z$ table 1.96 ($\alpha = 0.05$), then H_0 is accepted and H_1 is rejected. This means individually, responsibility has negative and not significant effect into the performance of employee.
6. Since the variable X6 (Salary) of z count is $0.975 < z$ table 1.96 ($\alpha = 0.05$), then H_0 is accepted and H_1 is rejected. This means individually, salary has positive, but not significant effect into the performance of employee.
7. Since the variable X7 (Interpersonal Relation with Peers and Superiors) of z count is $-1.282 < z$ table 1.96 ($\alpha = 0.05$), then H_0 is accepted and H_1 is rejected. This means individually, interpersonal relation with peers and superiors has negative and not significant effect into the performance of employee.
8. Since the variable X8 (Positive Working Conditions) of z count is $1.228 < z$ table 1.96 ($\alpha = 0.05$), then H_0 is accepted and H_1 is rejected. This means individually, positive working condition has positive, but not significant effect into the performance of employee.
9. Since the variable X9 (Administration and Company Policy) of z count is $1.159 < z$ table 1.96 ($\alpha = 0.05$), then H_0 is accepted and H_1 is rejected. This means individually, administration and company policy

has positive, but not significant effect into the performance of employee.

4.5 Interpretation of Result

In this part will be described the interpretation of the results for the analysis that have been done by researcher. The results of the analysis are explained as follows:

4.5.1 The Influence of Possibility for growth or Advancement (X1) towards Employee Performance (Y)

The result of this research showed that possibility for growth or advancement has negative and no significant effect into the employee performance with spearman coefficient correlation of -0.021, and Z test score is -0.161, which is less than 1.96 from the t score in the table.

4.5.2 The Influence of Achievement (X2) towards Employee Performance (Y)

The result of this research showed that Achievement has positive but no significant effect into the employee performance with spearman coefficient correlation of 0.114, and Z test score is 0.875, which is less than 1.96 from the t score in the table.

4.5.3 The Influence of Recogniton (X3) towards Employee Performance (Y)

The result of this research showed that recognition has positive but no significant effect into the employee performance of with spearman coefficient correlation of 0.071, and Z test score is 0.545, which is less than 1.96 from the t score in the table.

4.5.4 The Influence of Work Activities (X4) towards Employee Performance (Y)

The result of this research showed that work activities has negative and no significant effect into the employee performance with spearman coefficient correlation of -0.055, and Z test score is -0.422, which is less than 1.96 from the t score in the table.

4.5.5 The Influence of Responsibility (X5) towards Employee Performance (Y)

The result of this research showed that responsibility has negative and no significant effect into the employee performance with spearman coefficient correlation of -0,06, and Z test score is -0.460, which is less than 1.96 from the t score in the table.

4.5.6 The Influence of Salary (X6) towards Employee Performance (Y)

The result of this research showed that salary has positive but no significant effect into the employee performance with spearman coefficient correlation of 0.127, and Z test score is 0.975, which is less than 1.96 from the t score in the table.

4.5.7 The Influence of Interpersonal Relation with Peers and Superiors (X7) towards Performance (Y)

The result of this research showed that interpersonal relation with peers and superior has negative and no significant effect into the employee performance with spearman coefficient correlation of -0.167, and Z test score is, -1.282, which is less than 1.96 from the t score in the table.

4.5.8 The Influence of Positive Working Conditions(X8) towards Employee Performance (Y)

The result of this research showed that positive working conditions has positive but no significant effect into the employee performance with spearman

coefficient correlation of 0.16, and Z test score is, 1.228, which is less than 1.96 from the t score in the table

4.5.9 The Influence of Administration and Company Policy(X9) towards Employee Performance (Y)

The result of this research showed that positive working conditions has positive but no significant effect into the employee performance with spearman coefficient correlation of 0.151, and Z test score is, 1.159, which is less than 1.96 from the t score in the table

4.5.10 The Correlation between Motivation and Employee Performance

The purpose of this study is to find out whether a significant correlation between intrinsic and extrinsic motivation toward employee performance based on Herzberg theory of motivation. Based on the statistical test, the result of this research showed that Motivation has positive value but not significant effect into the Employee Performance with Spearman correlation coefficient of 0.16 which is placed in “low correlation” and Z test score is 1.152, which is lower than 1.96 ($\alpha = 0.05$) from the z score in the table.

Employee involvement and motivation are also extremely important in promoting performance (Drummond Helga, 1993), Means that motivation has an important role in increasing the performance of employee.

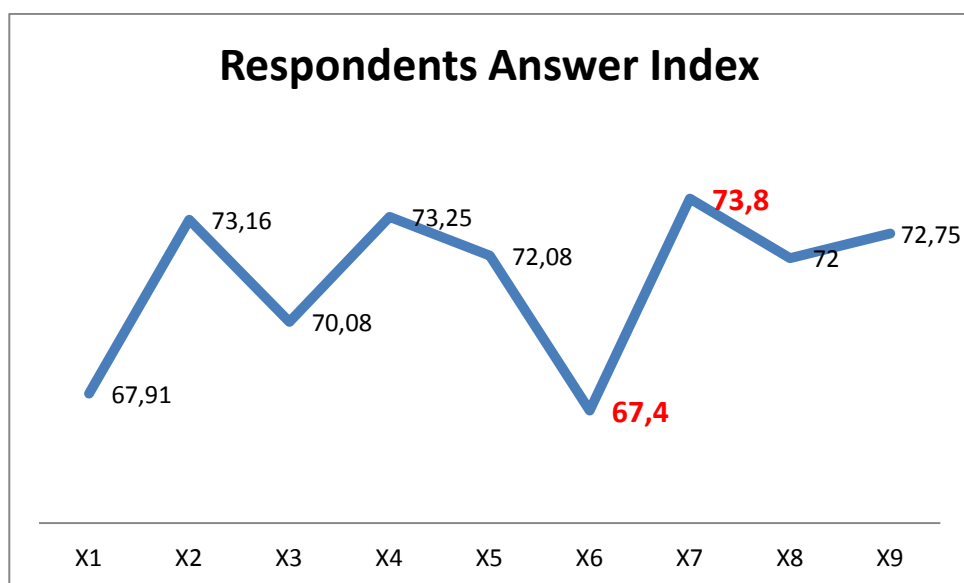
In this case employee motivation of Mubadala Petroleum Indonesia does not influence employee performance significantly.

4.5.11 Factors Influencing Employee Motivation

From the graphic below, the highest value index point is placed in X7 (Interpersonal Relation with peers and superior). The second is X4 – Work Activities which has 73,25 index value and the third is X2 - Achievement which has 73,16 as index value. It means the dominant factor effect motivation is in interpersonal relation with peers and superiors, variable X7.

This condition answer the research objective about factors that influencing employee motivation intrinsically and extrinsically of non managerial level employee inMubadala Petroleum Indonesia. The factor are From Interpersonal Relation with peers and superior as the dominant factor. The second is Work Activities and the third is Achievement.

Summarize Result of Respondent Answers



Source: Primary Data, Processed 2012

CHAPTER V

CONCLUSION AND RECOMMENDATION

5.1. Conclusion

Based on the result of analysis and the interpretation that has been done in previous chapter, it can be concluded that:

1. One of objective in this research is to find the factors that influence employee motivation in Mubadala Petroleum Indonesia. The dominant factors of employee motivation are Interpersonal Relation with peers and superior. The second is Work Activities and the third is Achievement.
 - 1a. Motivation is what moves a person to action; to motivate means provide a motive to do something. The employee motivation of Mubadala Petroleum Indonesia shows the high value index, means that the employees has a willingness to work efficiently with full sense of responsibility,
 - 1b. Generally the employee performance of Mubadala Petroleum Indonesia show the high value index. Means, that the employee consistently demonstrate the company core behavior, consistently meet the performance expectation, complete the task effectively and efficient in line with business value. So, the employer should maintain and develop the employee performance and behaviour.
2. Based on the result of statistical analysis using Rank Spearman Correlation and Z test that has been done by the researcher in this research, the result of this research showed that Motivation has positive value but not significant effect into the Employee Performance with Spearman correlation coefficient of 0.16 which is placed in “low correlation” and Z test score is 1.152, which is lower than 1.96 ($\alpha = 0.05$) from the z score in the table means the 9 motivation factors has a positive value but not significant effect into

employee performance of Mubadala Petroleum Indonesia. So if the company increase the employee satisfaction on 9 motivations factors it will increase the employee performance, but if the company not pay attention to each factor it will degrade the performance of the employee.

5.2 Recommendation

Based on the result of the research on the analysis of factors influencing employee motivation toward employee performance in previous chapter, there are some recommendations for Mubadala Petroleum Indonesia

1. Factors to be considered by the company is the Salary, positive working condition and Administration and company policy, by increasing employee satisfaction on three factors will probably increase individual performance that will help improve the performance of the company this statement is accordance with the results of research that show the highest correlation coefficient
2. To increase the employee motivation through recognition factor, the employer is expected to pay attention to the employees in a more personal, for example supervisor should give a praise when his subordinates have a good performance, Means that the leader of the organization (Managerial level) must also intentionally spend time encouraging, recognizing, appreciationg, rewarding and celebrating people's accomplishment because Recognition is one of the most powerful methods of rewarding people.
3. Mubadala Petroleum Indonesia should develop training and education program to enhance the employee performance, adjusted with employee IDP (Individual Development Performance) and Mubadala Petroleum Indonesia should design a good job rotation or job enrichment program so the employees can experience its benefits.
4. To increase the employee motivation through Salary factor, Mubadala Petroleum Indonesia should develop a Competitive remuneration to

compete with other competitors in Oil and Gas industry and using salary guide in Oil and Gas industry as a guideline.

5. Mubadala Petroleum Indonesia should use the employee identity card efficient and effectively not only to unlock the door but also as the absence tools to detect the comes and out the employee in the office or company can use the finger print detector as the disciplinary tool.

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APPENDICES

1. Questionnaire
2. Rank Spearman Correlation
3. Correlation X and Y
4. Questionnaire Data