

PAPER NAME

**Performance, Job Stress and Human Capital Motivation**

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WORD COUNT

**4708 Words**

CHARACTER COUNT

**24716 Characters**

PAGE COUNT

**6 Pages**

FILE SIZE

**216.5KB**

SUBMISSION DATE

**Jun 15, 2023 9:17 AM GMT+7**

REPORT DATE

**Jun 15, 2023 9:18 AM GMT+7**

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# Performance, Job Stress And Human Capital Motivation: A Study On Employee Perspective

Sri Harini, Lucky Hikmat Maulana, Sudarijati, Dinda Juniarti

**Abstract:** This research aims to find out the effect of job stress and motivation on employee performance in PT. Create Mas Indah (PT. KMI) Bogor. The population and sample are 100 employees were selected by means of the proportional random sampling. The method of analysis used in this research was descriptive and verification method. Data collected through observation, interviews and questionnaires. The instrument test is performed with validity and reliability. Analysis of the data research includes multiple linear regression analysis, multiple regression correlation, F-test and t-test. The result of research in job stress and motivation influential positive and significant in the performance of employee PT. KMI. Job stress to negative and significant influence to the performance of PT. KMI Bogor and motivation to positive and significant influence to the performance of employee PT. KMI Bogor, Indonesia. Management human resources of job stress and motivation is very important for organizations or companies to improve the performance of employees and organizations in the era of industrial society.

**Index Terms:** Employee Performance, Job Stress, Human Capital Motivation.

## 1. INTRODUCTION

Human resource management model of the twenty-first century experience change of focus of the HR department to human capital management, [1]. The achievement of the organization's performance is influenced by the performance of human capital within the organization. Good performance management system can bring a contribution to the achievement of human capital performance organization, [2]. Performance results achieved are employees in the work to help meet the goals and organizational development. Three positive attitude employee optimism, well-being, and personal strength affects the performance of individuals and organization productivity, [3]. Several factors affect the performance of the employees, including job stress, motivation, and communication, [4], an increase in human resources training and opportunities to enhance the capabilities and motivation of employees, [5]. Job stress is a situation someone be forced to give a response. Motivation is the attitude to fulfill what is desired. Employees with low motivation tend to dislike his job thus affecting the performance, [6]. PT Kreatif Mas Indah (PT KMI) is a carbonated beverage company, with 127 employees. One important part of PT KMI is the production department, which faced obstacles from the internal and external factors. Internal factors include of the high workload can lead to job stress, lose motivation and performance. In 2017, the production achievement CAN (cans) is only 58%, and OWB (bottle) by 89%, so that the target has not been achieved. Men allegedly excessive work stress so the cause of errors in the work unit purchasing by 45%, the in appropriateness of the schedule of arrival of materials used purchase production parts, which can impair the smooth process of production. Absenteeism of 9.45% above the standards set by the company 2%, this indicates a low motivation to work.

High job stress and low work ethic is suspected to be the cause of not achieving the performance of the employee and the organization. Management working human capital mainly stress and motivation should receive special attention from the company that the goal is reached. Therefore, the research aims to find out how the stress conditions of work, motivation and influence on the performance, need enterprise that sustainability can be assured.

## 2. LITERATURE REVIEW

Job stress to explain the circumstances someone be forced to give a response. Factors that influence job stress: no social support, the employee would be stressful if does not have the support of the working environment and the family environment; lack of opportunity to participate in the company, relating to the non-involvement of employees in decision making related to him; environmental conditions physical work, heat, cold, crowded, less light, noise and the like, thereby causing inconvenience someone do his job; management is not healthy, it can happen when management style tends to be neurotic; personality type mforeign-individuals about work and its role in the work, [7]. Motivation is a condition which affects or encourage someone to do the set, [8]. Motivation is influenced by two factors: intrinsic factors and factoxr extrinsic. Intrinsic factors, namely: has the desire to succeed, have the drive, have hope, and have an appreciation. factors that extrinsic namely: awards, interesting activities, and a comfortable working environment. Performance is work obtained by the employee in completing the work, [9]. Determinants of the performance of employees in the organization, namely: ability, environmental organizations, and motivation.

### Effect of Job Stress and Motivation on Employee Performance

Job stress and motivation influence on employee performance. Stress is too low or too high can cause the level of performance is not optimal, [10]. For every manager's important to know the stress levels of employees, whether still in a state of stress can addressed or not. Stress will decrease employee motivation and achievement. Conversely a low stress will make the employees do not have the motivation or challenge to work

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so that the low performance. Depression can affect stress and motivation, stress management can increase the motivation of employees, [11].

$H_1$ : There is a negative and significant effect of work stress on employee performance and motivation.

**Effect of Job Stress on Employee Performance**

Direct effect of job stress on the performance, the effect of work stress with the performance of employees have an inverted U pattern models, [12]. If there is no stress, no work challenges the employee's performance tends to be low, whereas if it is too high job stress can cause chaos and performance decreases.

$H_2$ : There is a negative and significant effect of work stress on employee performance.

**Effect of Motivation on Employee Performance**

Motivation has a relationship with employee performance and motivation positive effect on employee performance. Motivation to use his ability to work a positive effect on employee performance, [13].

$H_3$ : There is a positive and significant impact on the performance of employee motivation.

**3. RESEARCH METHOD**

**Research design**

Design research was survey method and descriptive verification. Descriptive method that is research methods to gather facts and decompose thoroughly and examined in accordance with the problems to be solved. Verification is the method of research through the collection of field data is used to test the hypothesis with statistical calculations,[14].

**Table 1. Operationalization Variable**

Variables	Variable Concept	Sub Variables	Indicator	Measure scale	
work stress (X1)	work stress is a dynamic condition in which an individual is confronted with an opportunity constraints or demands associated with what is desired and the results are perceived as uncertain, [15].	Environment Organization	1. Call of duty	ordinal	
			2. Demands role		
			3. Interpersonal demands		
			4. Organizational structure		
		Circumstances Individu	5. Leadership		ordinal
			6. The level of organization of life		
			7. Family problem		
			8. Economy problem		
			9. Innate personality problem		

Motivation (X2)	Motivation is the force that drives someone to do a particular thing that is predetermined, [16].	Internal Motivation	1. Bear for carrying out the task.	ordinal
		External Motivation	2. No feedback job.	
			3. Having a challenging goal.	
			4. No feedback job.	
			5. Have a sense of happiness if it works.	
			6. Trying to surpass.	
			7. Prioritizing achievement.	
			8. Trying to make ends meet.	
			9. Glad to receive credit for the work he does.	
			10. Work on getting incentives.	
			11. Work to gain attention.	
Employee Performance (Y)	Employee Performance is the stuff obtained by a person based on the requirements of the job, [17].	1. Work quantity	ordinal	
	2. Quality Work			
	3. Punctuality			
	4. Presence			
	5. Ability cooperation			

**Population, Sample and Techniques Sampling**

Employees PT. KMI in 2017, consists of 127 employees is the study population. Samples of this study using 100 samples, the method proportional random sampling, [18]. Proportional random sampling was used when the population have a member or element that is not homogeneous and stratified proportional.

**Table 2 Calculation Sample**

No.	Department	Calculation	number of Samples
1	HRGA	7/127 x 100	6
2	R & D	4/127 x 100	3
3	Production	60/127 x 100	45
4	Engineering	20/127 x 100	16
5	PPIC & Logistic	15/127 x 100	12
6	QM / QC	12/127 x 100	10
7	Finance	8/127 x 100	7
8	Purchasing	1/127 x 100	1
Number of Sample			100

Source: Data processed, 2018

Test the validity of research instruments made to 30 employees of PT KMI with results showing that all the indicators of work stress, motivation and employee performance are valid, ( $\geq 0.3$ ). Reliability test results with technique Cronbach Alpha research shows that all variables declared reliable ( $\geq 0.6$ ), [18]. Classical assumption test results showed there was no trouble multicollinearity, heteroscedasticity and normality.

**Data analysis method**

Statistical test used for descriptive data analysis and verification. To determine the effect of work stress on employee performance and motivation of PT KMI, then use the following formula:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

The coefficient of determination is a tool to measure how far the model's ability to pour a variety of variables dependent, [19]. Analysis the coefficient of determination used to determine the percentage contribution of the effect of work stress and motivation on the performance by the formula:

$$KD = r^2 \times 100\%$$

### Hypothesis test

F statistical test used to test whether the independent variables in the model simultaneously have a significant influence on the dependent variable. T statistical test used to test whether the independent variables in the model have a partial effect on the dependent variable.

## 4. RESULT AND DISCUSSION

PT KMI is one of the carbonated beverage production enterprises, with products Zoda and Root Beer. PT KMI was founded on October 23, 2008, is located on Jl. Kingdom Sukabumi, Bogor, West Java. PT KMI produced products with the machines fully automated, hygienic, certified GMP (Good Manufacturing Practices) as halal and has received permission industrial enterprises with 379 / T / Industrial / 2009. The flagship product of PT KMI is the product of root beer, which is produced in the packaging One Way Bottle (OWB) and cans. The majority of employees of PT KMI is the male sex (93%), aged 20-30 amounted to (54%) who are of productive age, the production employees (45%), level of education senior high school (66%), and years of services > 2 years (63%). Job stress employee PT KMI is as follows:

**Table 4** Response Regarding Variable Employee Job Stress ( $X_1$ )

No.	Statement	Mean	Criteria	Interpretation
1.	Appropriate task demands less work ability.	2.76	Good	The demands of the job duties quite in keeping with the expertise, competence and ability of employees.
2.	The demands of work tasks less appropriate authority.	3.15	Good	The demands of the job duties quite in accordance with the authority granted by boss.
3.	The demands of the job role conflict with each other.	3.12	Good	The demands of the job role each employee fairly in accordance with the job role of each.
4.	The demands of the job role of a different boss.	3.46	High	Employees feel in carrying out the work, often accept the demands of the job role of a different boss.
5.	Feeling restless due to unfair competition between colleagues.	3.42	High	Employees feel uneasy in the work because of the competition healthy among peers, resulting in job stress.
6.	Difficulty communicating with superiors.	2.90	Good	Employees find it quite easy to communicate with the boss, so that jobs can run well.
7.	Involved in the interests of Company.	2.75	Good	Employees feel involved enough in capturing the interest of the company of a general nature.
8.	Company regulations do not complicate the work.	2.88	Good	Employees feel the rules set by the company quite good, so not too difficult for employees to work, so it does not interfere with employees in the work.
9.	Leaders provide motivation in the work.	2.74	Good	Employee motivation of the leadership is quite good, so it can provide motivation in the work.
10.	Leaders provide direction both in work.	2.21	Low	Employees feel less good leadership in providing direction to the employees, causing anxiety in the work.
11.	leaders give good example.	2.72	Good	Employees feel the leadership has given a pretty good example, in the case of completing a given job.
12.	Dismissal of employees sparked anxiety in the work.	3.19	Good	Employees feel dismissal of employees sufficient cause anxiety in the work, so that employees become restless at work.
13.	Optimistic for the continuation of a career in the company.	2,73	Good	Employees feel quite optimistic for the continuation of a career in the company looks of how sedalankan duties in a professional manner.
14.	Family problems led to work uninterrupted.	2,32	Low	Employees feel a family problem did not cause the employee's job is interrupted, so that employees can still work in a professional manner.
15.	Family was not conducive to work.	2.77	Good	Employees feel that the family is providing support to employees so motivated in their work.
16.	Difficulty managing money	2.97	Good	Employees feel pretty good financial management, so as to manage the finances and does not cause unrest that could disrupt work.
17.	Most colleagues have more money.	2,81	Good	Employees feel quite have any more money from colleagues, so karycloud can meet their needs, so it does not cause high work stress.
18.	Unable to control the emotions when there is a conflict.	2.74	Good	Employees enough to be able to control and to control emotions when there is a conflict, so it is not easy to get angry.
19.	Felt pressured by colleagues.	2,54	Low	Employees feel that there is no perceived pressure from fellow colleagues, so it does not interfere with work.
	Average	2.88	Good	Most employees feel workplace stress experienced by employees is sufficient, in this case the employees often feel uneasy in working for their dismissal employees and their unfair competition between colleagues.

Source: Data processed, 2018

Motivation of the employees of PT KMI is as follows:

**Table 5. Responses Regarding Variable Employee Motivation ( $X_2$ )**

No.	Statement	Mean	Criteria	Interpretation
1.	Take full responsibility for the work.	3.83	High	Employees are responsible for every job does it.
2.	Never put on the work of superiors.	3.78	High	Employees were able to do the work of superiors without delaying the work, so the job completion time is not interrupted.
3.	Determining the target prior to execution of work.	3.54	High	Employees were able to set a target before the implementation work can provide the motivation to work.
4.	Carrying out the work clearly.	3.64	High	Employees were able to carry out the work with a clear target for his work, thus making an employee morale to achieve its targets.
5.	Has the aim to develop the ability.	3.60	High	The employee has the objective to develop a high ability to create employee motivation to work.
6.	Creating new things as a challenge to work.	3.39	Good	Employees trying to create new things as job challenges that apply to the world of work, thus motivating employees.
7.	Getting an award from the boss.	2.97	Good	Employees feel award given from the employer reasonably in accordance with the work that has been done, so as to raise employee morale.
8.	The company guarantees the life in old age.	3.03	Good	Employees feel pretty agrees that the assurance given in the pension the company can assure the continuity of income for employees in the pension.
9.	Coworkers receive well.	4.01	High	Employees find it easy to accept each other as coworker well, so a good working relationship colleagues were able to make the employees happy will work and the work environment.
10.	Devotion for the company acknowledged by the employer.	3.31	Good	Employees feel quite agree that devotion for in company get recognition from superiors.
11.	Always strive to outperform coworkers.	3.11	Good	Employees in the work done enough to be able to outperform peers, as a self-motivated to work better.
12.	Work hard to achieve best achievement.	3.84	High	Employees were able to add new skills, new insights, new knowledge and do not stop to look for the best way to achieve the best performance.
13.	Willing to do extra work.	3.39	Enough	Employees enough willing to help colleagues in completing tasks by doing work that is also controlled in order to show the quality of the employees themselves.
14.	The task of motivating overtime to make ends meet.	3.54	High	employees feels that task to motivate overtime to make ends meet, thus increasing employee motivation
15.	Trying to do the job team work to meet the needs of the workplace.	3.85	High	Employees were able to do the job team work, so employment needs will be met and efficiency is increased.
16.	Praise from superiors motivated to work more diligently.	3.49	High	Employees feels praise from superiors could motivate employees to work more diligently.
17.	Glad to be credited by a colleague.	3.41	High	Employees feels that the compliment was able to make the employees to be motivated in their work, so that the work feels lighter and more comfortable in work.
18.	Incentives could give a boost into better at work.	3.96	High	Employees feels incentives capable of motivating employees, so that the incentive will encourage employees become better at work.
19.	Incentives already as desired.	2.99	Good	employees feels sufficient incentive to the expectations of employees.
20.	Trying to work well to get the attention of his superiors.	3.15	Good	Employees feels the attention of superiors enough to affect the employees to work better.
21.	The attention of superiors motivated in their work.	3.49	High	Employees feels the attention given by the employer is able to affect the employees in the work to work harder.
	Average	3.52	High	Most employees feel motivated already well as the attention of superiors and colleagues praise is able to provide the motivation to work even better.

Source: Data processed, 2018

Employees Performance of PT KMI is as follows:

**Table 6. Response Employees Regarding Variable Employee Performance (Y)**

No.	Statement	Mean	Criteria	Interpretation
1.	The work in accordance with the target.	3.09	Good	Employees are quite capable of achieving the production target, given the company's production targets too high to be able to be achieved by the employees.
2.	Working with results appropriate given the work load.	3.41	High	Employees feel agree that the work complies with a given workload, so it can face a heavy workload.
3.	The quality of work in accordance with the target company.	3.17	Good	Employees doing enough to meet the quality of work but in 2017 production target has not reached the target. Before carrying out the work of employees should know the procedure in carrying out the work itself.



4.	Ability to work with quality work.	3.83	High	Employees feel agree that the work produced is of quality that is working in accordance with the provisions given by the company, so that it becomes the reference employees in the work.
5.	Always on time and finish the job.	3.59	High	Employees feel agree that it is always on time, both in terms of timeliness comes time to work, time off work, and when finishing work always required to appropriate employees time.
6.	Able to manage time well.	3.27	Good	Employees enough to be able to manage time, so that the work time that employees can be used effectively.
7.	Always present on time.	3.89	High	Employees feel agree that came tepat the time at work, at 08.00 hours so that employees can get the job done on time.
8.	Always go to work in a month.	3.64	High	Employees feel agree that it is never absent from work in a month, it makes employee performance becomes increase.
9.	Works equally well with the leaders and coworkers.	3.77	High	Employees feel agree that the cooperation of employees with superiors and co-workers are good, so that employees are able to work together in achieving its targets.
10.	Put the interests of the group in completing the work.	3.76	High	Employees feel agree that prioritize the interests of the group than their own interests, so that it can more easily develop themselves and achieve its targets.
Average		3.54	High	Most employees understand that doing the work should be in accordance with the given standards and must be able to manage time.

Source: Data processed, 2018

Based on the calculation of multiple linear regression analysis using SPSS, it can be seen regression equation as follows:

$$Y = 15.883 + 0.104 X_1 + 0.330 X_2 + \epsilon$$

The regression coefficient is a number that indicates the amount of effects each variable. Work stress negatively affects employee performance, it means if job stress increases, decreases employee performance, which remains the motivation variable. Motivation positive influence on employee performance, it means if motivation increases, performance of employees also increased, where permanent work stress variables. The relationship between job stress and motivation on employee performance figures showed correlation 0.766, which means having a strong relationship and positive. This means that the lower the stress of work ( $X_1$ ) And the higher the motivation ( $X_2$ ) then the performance of employees of PT KMI Bogor increasing. It is known that the magnitude R Square of 0.534 or 53.4%, this means that the percentage contribution of the effect of variable stress work ( $X_1$ ) and motivation ( $X_2$ ) on employee performance (Y) of 53.4%. While the remaining 46.6% is explained by other variables such as leadership, job satisfaction and work culture. Effect of Job Stress ( $X_1$ ) and Motivation ( $X_2$ ) on Performance Employees (Y) Effect of occupational stress ( $X_1$ ) and motivation ( $X_2$ ) simultaneously on employee performance (Y) statistical hypothesis test. Based on calculations of the value of F count 46.384 and F table for  $\alpha = 0.05$  degrees of freedom  $V_1 = 3-1 = 2$  and  $V_2 = 100-2-1 = 97$  is equal to 3.09. So that F count larger than F table ( $46.384 > 3.09$ ), it can be concluded that  $H_0$  rejected and  $H_a$  be accepted. This means that work stress variables and motivation simultaneously affect significant to performance. Effect of Job Stress ( $X_1$ ) to The Employee Performance (Y) Based on the calculation that t1 count to work stress of -2.214 and t table for  $\alpha = 0.05$  with degrees of freedom  $100-2-1 = 97$  amounted to 1,660 this means t1 count < t table ( $-2.214 < 1.660$ ), then  $H_0$  rejected and  $H_a$  be accepted. This means that job stress ( $X_1$ ) significant negative effect on employee performance (Y). This is consistent with the results of the study [20], which states that the work stress variables partial significant

negative effect on employee performance (Y). Effect of Motivation ( $X_2$ ) to The Employee Performance (Y) Based on the calculation that t2 count on the motivation of 6.630 and t table for  $\alpha = 0.05$  with degrees of freedom  $100-2-1 = 97$  amounted to 1.660 this means t2 count > t table ( $6.630 > 1.660$ ), then  $H_0$  rejected and  $H_a$  be accepted. That is the motivation ( $X_2$ ) positive and significant effect on employee performance (Y). This is consistent with the results of the study, [21] which result that motivation variable partially significant and positive effect on employee performance (Y). The company's ability to manage employee motivation can improve the performance of the company, [22].

## 5. CONCLUSION

**Based on the research, can be concluded:**

1. Work stress conditions that are in the category of pretty, motivation at high category and employee performance at the high category.
2. Stress and motivation has a positive and significant impact on the performance of employees of PT KMI.
3. Work stress has a negative effect on the performance of employees of PT KMI.
4. Motivation has a positive and significant impact on the performance of employees of PT KMI.

Based on the research results and conclusions obtained, the authors put forward suggestions as follow:

1. To work stress should the company need to pay attention to the principle of unity of command,
2. For motivation of the company should pay more attention to the wishes and expectations of employees to gain an appreciation for the work of company employees, equally in number and time and in the form of material or non-material. Choice can be a compliment, support for the work itself. The award is given in accordance with the achievement expected by employees so that reward appreciation expected to open up opportunities and opportunities to develop a career in the company.
3. For more company employees' performance should improve communication and cooperation in the preparation of plans and targets production to achieve

conformity of production targets, in addition adjust production targets with the capabilities of the company.

4. For further research may add other variables that can affect the performance of employees in addition to the job stress and motivation such as leadership, organizational commitment, organizational culture, work environment and other factors affect the performance of employees.

## 6 ACKNOWLEDGMENTS

Acknowledgments submitted to the Faculty of Economics at the University of Djuanda Bogor f

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**target for his work, thus making an employee morale to achieve its targets. 5. Has th...**

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**Motivation of the employees of PT KMI is as follows: Table 5. Responses Regardin...**

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**EnvironmentOrganizationCircumstancesIndividu**

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**Employees feel a family problem did not cause the employee's job isinterrupted, s...**

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**Employees feel pretty good financial management, so as to manage thefinances a...**

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**Employees feel quite have any more money from colleagues, sokarycloud can mee...**

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**Employees feel that there is no perceived pressure from fellowcolleagues, so it do...**

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**Employees enough**

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**sufficient, in this case the employees often feel uneasy in working fortheir dismiss...**

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**Good2**

Xavier University on 2017-03-14

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**provide motivation in thework.10Leaders provide direction both inwork**

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**Employees feel the rules set by the company quite good, so not toodifficult for em...**

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**Employees feel less good leadership in providing direction to theemployees, causi...**

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**Employees feel the leadership has given a pretty good example, in thecase of com...**

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**Employees feel quite optimistic for the continuation of a career in the company loo...**

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**3.39 Good Employees trying to create new things as job challenges that to**

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**3.54 High employees feels that task to motivate overtime to make ends**

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**High Employees were able to set a target before the**

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**well, so a good working relationship colleagues were able to make the employees h...**

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**Employees feel pretty agrees that the assurance given in the**

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**to do the job team work**

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**employees to be motivated in their work, so that the work feels lighter and more co...**

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**employees, so that the incentive will encourage employees become better at work....**

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**perform peers, as a self-motivated to work better. Work hard to achieve best**

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**knowledge and do not stop to look for the best way to achieve the best performance**

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**of superiors and colleagues praise is able to provide them motivation to work even b...**

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**Employees are quite capable of achieving the production target, given the**

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