



Employee Motivation and Performance Models

Farid Ma'ruf^{1*}, Ita Reinita Hadari², Dini Amalia³

¹Inspectorate General of the Ministry of Religion, Indonesia, ²YAI Persada University, Jakarta, Indonesia, ³Sekolah Tinggi Ilmu Ekonomi YAI, Jakarta, Indonesia. *Email: faridmaruf@gmail.com

Received: 18 August 2019

Accepted: 08 October 2019

DOI: <https://doi.org/10.32479/irmm.8811>

ABSTRACT

This study aims to determine the effect of empowerment, interpersonal communication and work involvement on performance with work motivation as a mediating variable. The sample in this study amounted to 300 employees of PT. Humanindo Jakarta. Analysis of the data used is path analysis. The results showed that there was a direct influence on empowerment and work involvement on employee performance, but interpersonal communication was not significant. The indirect effect on employee performance through work motivation shows that interpersonal communication is significant, while empowerment and work involvement are not significant.

Keywords: Empowerment, Interpersonal Communication, Work Engagement, Work Motivation, Employee Performance

JEL Classifications: O32, M54, N75

1. INTRODUCTION

In the era of globalization and intense competition lately, the business world is required to create high employee performance for company development. Companies must be able to build and improve performance in their environment. The success of the company is influenced by employees namely human resources (HR), human resources are central factors that play a role in processing the input (input) into output (output) produced by the organization. Therefore more efforts are needed in improving the quality of human resources, in an effort to improve employee performance and company performance. For that every company needs to pay attention and regulate the existence of its employees in an effort to improve performance.

As stated by Wu (2011) that organizational performance is determined by the performance of employees in the organization itself, for that every organization will try to improve the performance of employees who are human resources in achieving organizational goals that have been set. In improving performance, employees must be motivated to work first. Work motivation is the strength or encouragement that exists in employees to

act or behave in certain ways. The strength is in the form of an individual's willingness to do something or according to each individual's ability (Walter et al., 2006). Ernest J. Mc Cormick in (Saluy et al., 2018), states that work motivation is defined as a condition that influences arousing, directing, and maintaining behavior related to the work environment.

Every person who is part of an organization and engages in organizational activities has a certain motivation, partly because he believes that by being involved in the organization, he can fulfill his needs, hopes and desires. Having motivation and not being motivated can be reflected in the behavior it exhibits. Employees with high work motivation love their work, while employees with low work motivation are those who are lazy, tend to violate organizational rules, such as disciplinary violations and also have no work motivation and lack of love for their work.

A person's work motivation can be shaped by empowerment, work involvement and good interpersonal communication. Someone's work motivation can be influenced by how the empowerment system implemented by the company, how management conditions the organization of the company to be a suitable place for the growth

of employee involvement, and the existence of good communication so as to create and maintain motivation by explaining what should be done by employees, about the level of work achievement that can be achieved and provides input to improve employee performance, if it is still considered unsatisfactory.

One effort to increase company productivity is through employee empowerment programs. Because employee empowerment is an effort to encourage and enable individuals to assume personal responsibility for their efforts to improve the way they do their work and connect to the achievement of organizational goals. Employee empowerment carried out by the company to its employees can not only spur to increase creativity but also the motivation and innovative power possessed by each employee in carrying out their duties and responsibilities. With the program empowerment, is expected to increase employee performance and Objective company will be achieved. Thus every employee in the company requires high motivation to be willing to carry out work with enthusiasm, passion and dedication. (Ramani and Kumar, 2008) states that employee empowerment will benefit and benefit the organization. Therefore, empowerment is seen as an important part of ensuring the survival of the organization in a competitive environment.

PT. Humanindo (HM), a company engaged in the training service industry and business consultants is currently also implementing an employee empowerment program as one of the steps of the organization to participate more actively and make things work properly, because the advantage of empowerment is to enable the workforce more responsive and adaptive in the ever changing business environment, (Ali and Ndubisi, 2011). At PT. HM, where employees should be empowered and involved in a job in accordance with the duties of their superiors, it is expected that all employees actively participate in accordance with their abilities so they can work more motivated and improve performance. But in fact, there are still employees who often do not come to work for personal reasons and low work discipline, high employee turnover even though it has been empowered and involved in a job tends to be less motivated to work because employees who work not with the capabilities they have.

Organization is a social system in which there is a process of human interaction. This process is a very important thing that needs attention so that the goals of an organization can be realized in accordance with the expectations set. In the process of communication an exchange of information, opinions or ideas and experiences between members of the organization so that one with the other enriching and complementing each other in cooperative activities for the achievement of objectives. Interpersonal relationships can only be realized through the communication process. Good and healthy communication will determine the quality of relationships that will make someone motivated in doing their work. Misunderstanding in communication will result in different perceptions which if not immediately dealt with will have an impact on the quality of relationships and work motivation which ultimately also determines organizational productivity.

In an organization or company communication activities are one of the most important activities. Wang (2009) states that

communication activities in organizations are called organizational communication, defined as the process of forming and exchanging messages in a network whose relationship is interdependent to overcome environmental uncertainty. Communication that exists between individuals in an organization is interpersonal communication. Interpersonal communication as the most basic form of communication in an organization, if maintained its intensity, will have a positive effect on the organization, especially superiors and subordinates. Effective interpersonal communication will succeed if it creates good effects, such as understanding, attitude changes, better relationships will foster trust and openness, and can foster enthusiasm in employees so that they can foster high work motivation (Stello, 2011) less good employee interpersonal communication is indicated by the still obstacles in interpersonal communication between fellow colleagues, and lack of openness between leaders and employees, and several indicators of interpersonal communication are still not good, there is still distrust between fellow employees, there is still a lack of mutual assistance between fellow employees the employee.

Involvement work is an important thing in attainment of employee performance nature of a company or organization. According to (Cycyota et al., 2016) employees who have high work involvement give the best efforts in their work, including giving more than the job requires, and always thinking of the best ways to work. Employees with high work involvement will have concern and understand the business context, and work with colleagues to improve performance in their work teams for the good of the company (Agarwala, 2008). Employees who have high work involvement in their work are characterized by having a high concern for work, a feeling of being psychologically attached to the work they do, and a strong belief in their ability to complete (Ramani and Kumar, 2008). Therefore, organizations should more often involve employees in every job, so that employees who are involved become more motivated at work and improve performance, thus saying that the organization is successful. Problems in work involvement at PT. HM still many employees are less involved employees are less fully involved in completing work because the work is considered less important and can be done with the help of others. The employees also do not use the time to finish work, they are more relaxed and talking with other employees. Employees also feel burdened when given other assignments because they cannot complete their previous assignments on time.

2. LITERATURE REVIEW

2.1. Employee Empowerment

According to Ukil (2016), employee empowerment is one of the mandatory efforts to create quality human resources, have the ability to utilize, develop and master science and technology, as well as management capabilities, improve the quality of human resources to meet the challenges of increasing development the faster, more efficient and productive, it must be done continuously so that it still makes productive human resources. Empowerment is interpreting people, means encouraging them to become more involved in decisions and activities that affect their work (Chung and Kowalski, 2012). The same thing was stated by (Hanaysha

and Tahir, 2016) that empowerment is a process where workers are given an increased amount of autonomy and flexibility in relation to their work.

According (Ukil, 2016), the empowerment of human resources through learning activities must lead to the realization of humans who are able to actualize themselves. Yukl in (Hanaysha & Tahir, 2016) argues that empowerment provides a participatory and employee engagement program that does not reduce the feeling of not owning or letting people feel that their work is meaningful and valuable. From some of these definitions it can be concluded that empowerment is the involvement of employees who really matter, so that they are truly able to carry out work and are involved in decision making and in problem solving. Employee empowerment is done by exploring the potential that exists in every employee, so that it is not only in the form of the distribution of power that already exists and has been owned by the organization, but also is the development of power.

2.2. Inter Personal Communication

Communication plays a very important role in determining how far people can work together effectively to achieve the goals that have been determined (Wang, 2009). The importance of communication in relation to work is shown by the amount of time spent communicating on the job. Organizations or companies must have the human resources to carry out their activities, so that these activities can run well, a good relationship between members of the organization and the company will be opened. Good relations can occur with communication. Communication that exists between individuals in an organization is interpersonal communication. Effective interpersonal communication will succeed if it has good effects, such as typing, pleasure, attitude changes, better relationships, and can provide positive and real work motivation (Guo et al., 2016).

Based on the description above, it can be concluded that interpersonal communication is a sense of friendship and build mutual trust, respect the opinions of others and develop ideas/new ideas, value respect in maintaining the feelings of others.

2.3. Work Involvement

Work has a great meaning for the individual in terms of life satisfaction and his work provides a clue about individual status. (Ashley et al., 2011) state that work involvement is the degree to which a person is psychologically impartial to his work and considers the level of performance important for self-esteem. (Grégoire et al., 2014) state that the relationship between work involvement and the individual is deep and complex, working well and how to achieve the value of work which is a source of income. Working is part of the individual, among others self-image, and therefore work involvement is an important means of satisfying deep and possible needs through self-expression.

Lodahl and Kejner in (Gupta and Sharma, 2016) define work involvement as the level of absorption of an employee's experience by integrating affirmations in his work activities. Again Lodahl and Kejner in (Gupta and Sharma, 2016) state that work involvement is how much psychological identification an individual has towards

his work. The greater the individual identifies himself with his work, the higher work involvement.

In essence, work involvement means employees are emotionally involved in their work. He considers his work in a company not just to earn income, but also helps deliver the company to achieve its goals. Work engagement factor, is indicated as a factor in improving performance (Afrizal et al., 2014). A high level of job involvement plays a role in shaping performance, increasing the quality and quantity of work, high work efficiency. As the results of the research (Afrizal et al., 2014), it was found that work involvement had a significant positive effect on performance.

Based on the description above it can be concluded that work involvement is a form of employee behavior that has a high work motivation and actively participates in carrying out the duties and responsibilities where the place works and the sense of ownership, trust and responsibility and support that has an impact on improving individual performance and increasing performance organization.

2.4. Work Motivation

According to Dyer et al. (2008), motivation is interpreted or close to words such as desires, hopes, target goals, needs, encouragement, and incentives. (Frese and Fay, 2001) say that; *"Motivation is psychological forces that determine the direction of a person's level of effort, and a person's level of persistence."* Motivation is the power of psychological determine the direction of the level of effort and perseverance person and also is central to the management, for explaining how people behave and how they do the job within the organization. Motivation is an activity to foster a situation that can directly direct the impulses that exist in a person to activities to achieve predetermined goals, (Halbesleben and Wheeler, 2008). The basic process of motivation occurs from the need. Needs form impulses that are followed at a goal. In the context of the motivation system includes three elements that interact and are interdependent namely; needs, encouragement and goals.

Based on the description above, it can be concluded that work motivation is a set of positive work behavior with a willingness to spend a high level of effort towards organizational goals, which is conditioned by the ability of the effort to meet an individual's needs, the drive to develop and make progress in the workplace, the level of relations with the leadership, and the level of relations with fellow colleagues and the level of opportunity to channel/ utilize one's abilities.

2.5. Performance

Employee performance is the work that can be achieved by someone in carrying out the tasks assigned to him both in quality and quantity based on skills, which are based on work results and processes in carrying out work (Kamisah, 2012). Performance according to (Afrizal et al., 2014) is the output produced by the functions or indicators of a job or a profession within a certain time. In general the dimensions of performance can be grouped into three types, namely: work results, work behavior, and personal characteristics related to work. (Singh and Jain, 2013) states that

“employee performance has been associated with the ability of the individual employees realizing their respective work goals, fulfilling expectations as well as attaining job targets and/or accomplishing a standard that is set by their organizations.” Employee performance is linked to the ability of individual employees to realize their work goals, meet expectations and achieve work targets and/or achieve the standards set by their organizations. While (Roghé et al., 2012) states that the employee’s performance is how much they contribute to the organization which among other things include: Work quantity, work quality, time utilization and cooperation.

Based on the description above, it can be concluded that employee performance is the result of quantity of work, quality of work, cooperation and service, knowledge in carrying out work, level of attendance, independence, loyalty to the organization, initiative in work, trustworthiness in work, enthusiasm in completing work.

3. METHODOLOGY

The sample in this study amounted to 300 employees of PT. HM. The selection of samples from the population is to use total sampling, namely sampling by taking the population as a sample, (Arikunto, 2019). The type of data used is primary data obtained from questionnaire answers filled in by employees which will explain the variables to be studied, namely organizational culture, compensation, interpersonal communication, work motivation and employee performance. The answers given by employees in this study were scored with reference to the Likert scale.

The method of analysis and testing of hypotheses in this study, in accordance with the objectives of the study, is to measure the influence of the independent variable (Empowerment, Interpersonal Communication and Work Engagement) on the dependent variable (Employee Performance), involving mediating variables (Work Motivation). The data technique used is linear regression analysis and multiple path analysis using SPSS 24.

4. RESULTS AND DISCUSSION

4.1. Regression Estimation Results 1 (Linear Model 1)

4.1.1. Coefficient of determination

Researchers using the SPSS 24 Program, present the results of data processing for the coefficient of determination in Table 1.

4.1.2. Simultaneous or simultaneous test (test F)

Simultaneous or simultaneous test or F test aims to test the first hypothesis which is to find out the influence or not significantly of the independent variables together (simultaneously) on the dependent variable. Below are the results of the F Test using SPSS 24.

Based on the data in Table 2 it can be seen that $F_{arithmetic} = 63,277$ with a significance level of 000^b. When compared with the F_{table} at a 5% confidence level ($\alpha = 0.05$) which is only 2.47, the calculated F value is greater than the F_{table} value ($F_{arithmetic} (62.277) > F_{table}$

Table 1: Determination coefficient test results

Summary model ^b				
Model	R	R square	Adjusted R square	Standard error of the estimate
1	0.814 ^a	0.662	0.651	4.094

^aPredictors: (Constant), X3: KT, X2: KI, X1: PD. ^bDependent Variable: Y1: MK. Source: 2018 Research results (data processed)

Table 2: Simultaneous or simultaneous test results (Test F)

ANOVA ^a						
Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	3181,391	3	1060,464	63,277	0.000 ^b
	Residual	1625,619	97	16,759		
	Total	4807,010	100			

^aDependent Variable: Y1: MK. ^bPredictors: (Constant), X3: KT, X2: KI, X1: PD. Source: 2018 Research results (data processed)

(2.47) so that it can be said that Empowerment, Communication Interpersonal and Work Engagement simultaneously are significant explanatory variables to the Employee Motivation of PT. HM.

4.1.3. Partial test (t-test)

Partial test or t-test has the aim to test the second hypothesis, which is to find out the influence or not significantly of the independent variables individu (partial) on the dependent variable. Below are the results of t-test using SPSS 24 in Table 3.

To determine H_0 and H_1 rejected or accepted, the value of t_{count} compares with a value of t_{table} at a significance level of 5% ($\alpha = 0.05$), where the value t_{table} at a significance level of 5% ($\alpha = 0.05$) is 1.660 then he can take the following conclusions:

1. Empowerment is not a significant positive effect on work motivation. This can be seen in the value of t_{count} which reaches 1,002 above the t_{table} value of 1,660
2. Interpersonal communication has a positive and significant effect on work motivation. This can be seen in the t_{count} which reached 1,964 above the t_{table} value of 1,660.
3. Work involvement has a positive and significant effect on work motivation. This can be seen in the t_{count} which reached 6,768 below the t_{table} value of 1,984.

4.2. Regression Estimation Results (Linear Model 2)

4.2.1. Coefficient of determination

Researchers using the SPSS 24 Program, present the results of data processing for the coefficient of determination in Table 4.

From Table 4, the R result is 0.881 while the Adjusted R Square value is 0.767. This shows that the contribution of empowerment, interpersonal communication, work involvement and work motivation explains the performance of employees by 76.7%, while the remaining 23.3% is explained by variables outside the model.

4.2.2. Simultaneous or simultaneous test (test f)

Simultaneous or simultaneous test or F test aims to test the first hypothesis which is to find out the influence or not significantly

Table 3: Partial test results (t-test)-1

Model		Coefficients				t	Sig.	Collinearity statistics	
		Unstandardized coefficients		Standardized coefficients	Tolerance			VIF	
		B	Standard error	Beta					
1	(Constant)	1,779	2,412		0.737	0.463			
	X1: PD	0.152	0.151	0.116	1.002	0.319	0.261	3,825	
	X2: KI	0.256	0.131	0.193	1.964	0.052	0.361	2,772	
	X3: KT	0.775	0.115	0.585	6.768	0.000	0.467	2,142	

^aDependent variable: Y1: MK. Source: Research results, 2018 (Data processed)

of the independent variables together (simultaneously) on the dependent variable. Below are the results of the F Test using SPSS 24.

Based on the data in Table 5 it can be seen that $F_{\text{arithmetic}} = 83,319$ with a significance level 000^b. When compared with F_{table} at a confidence level of 5% ($\alpha = 0.05$) of only 2:46 then the value of F_{count} more substantial than the value of F_{table} ($F_{\text{count}} (83,319) < F_{\text{table}} (2.46)$) so that it can be said that empowerment, Interpersonal Communication, Work Engagement and Motivation Work simultaneously is a significant explanatory variable of the performance Employees of PT. HM.

4.2.3. Partial test (t-test)

Partial test or t-test has the aim to test the second hypothesis, which is to find out the influence or not significantly of the independent variables individu (partial) on the dependent variable. Below are the results of t-test using SPSS 24 in Table 6:

4.2.4. Path test (path analysis)

Path test is used to test the effect of intervening variables. Path analysis is an extension of multiple linear regression analysis. Path analysis is the use of regression analysis to estimate causality relationships between variables (causal models) that have been predetermined based on theory.

Based on Tables 7-9, the path test results can be interpreted that the results of direct influence (0.261) are greater than indirect effects (0.056), so it can be concluded that there is no effect of empowerment on employee performance through work motivation as mediation and H5 is rejected (Al Mehrzi and Singh, 2016).

The results of direct influence (0.084) are smaller than indirect effects (0.093) so it can be concluded that there is an influence of interpersonal communication on employee performance through work motivation as mediation and H₆ is accepted.

The results of direct influence (0.563) are greater than indirect effects (0.282) so it can be concluded that there is no influence of work involvement on employee performance through work motivation as mediation and H₇ is rejected.

Based on the test results, the results of the analysis and discussion described in the previous chapter, it can be concluded that the results of the study show that first, found that there is a positive influence on the performance of employee empowerment means high empowerment, then employee performance will

Table 4: Determination coefficient test results

Model	Summary model ^b			
	R	R square	Adjusted R square	Standard error of the estimate
1	0.881 ^a	0.776	0.767	2,267

^aPredictors: (Constant), Y1: MK, X2: KI, X3: KT, X1: PD. ^bDependent Variable: Y2: KK. Source: Research Results, 2018 (data processed)

Table 5: Simultaneous or simultaneous test results (Test F)

Model		ANOVA ^a				Sig.
		Sum of squares	df	Mean square	F	
1	Regression	1712,853	4	428,213	83,319	0.000 ^b
	Residual	493,385	96	5,139		
	Total	2206,238	100			

^aDependent Variable: Y2: KK. ^bPredictors: (Constant), Y1: MK, X2: KI, X3: KT, X1: PD. Source: Research results, 2018 (data processed)

also be higher. Second, the results of the study indicate that there is no positive influence of interpersonal communication on employee performance, meaning that employees who have high interpersonal communication may not necessarily have high employee performance. Third, the results of the study indicate that there is an influence and positive work engagement on employee performance, meaning that high work involvement will also increase employee performance. Fourth, the results of the study indicate that there is a positive influence of work motivation on employee performance, meaning that high work motivation will improve employee performance. Fifth, the results of work motivation mediation testing in the empowerment hypothesis on employee performance there is no effect of empowerment on employee performance through work motivation as mediation. Sixth, the results of the interpersonal communication hypothesis on employee performance were successfully mediated by work motivation. Seventh, the results of work motivation mediation testing, failed to mediate work engagement on employee performance (Gruen et al., 2006), (Ukil, 2016).

5. CONCLUSIONS

Based on the test results, the results of the analysis and discussion described previously, it can be concluded that the results of the study indicate that found/there is a positive influence on the performance of employee empowerment. There is no influence of interpersonal communication on employee performance. There is a positive influence of work engagement on employee performance. There is a positive influence of work motivation on employee

Table 6: Partial test results (t-test)-2

Model		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	4,423	1,340		3.301	0.001		
	X1: PD	0.182	0.084	0.205	2.160	0.033	0.259	3,864
	X2: KI	-0.008	0.74	-0.009	-0.113	0.910	0.347	2,882
	X3: KT	0.251	0.077	0.280	3.265	0.002	0.317	3,153
	Y1: MK	0.328	0.056	0.483	5.825	0.000	0.338	2,957

^aDependent Variable: Y2: KK. Source: Research results, 2018 (data processed)

Table 7: Partial test result (t-test)-3

Model		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Standard error	Beta				
1	(Constant)	5,006	1,546		3.237	0.002		
	X1: PD	0.232	0.977	0.261	2.389	0.019	0.261	3,825
	X2: KI	0.076	0.084	0.084	0.904	0.368	0.361	2,772
	X3: KT	0.505	0.73	0.563	6.881	0.000	0.467	2,142

^aDependent Variable: Y2: KK. Source: Results of direct effects

Table 8: Path test results 1

Model		Coefficients ^a					t	Sig.
		Unstandardized coefficients		Standardized coefficients				
		B	Std. Error	Beta				
1	(Constant)	1,779	2,412			0.737	0.463	
	X1: PD	0.152	0.151	0.116		1.002	0.319	
	X2: KI	0.256	0.131	0.193		1.964	0.052	
	X3: KT	0.775	0.115	0.585		6.768	0.000	

^aDependent Variable: Y1: MK. Source: Research results, 2018 (Data processed)

Table 9: Path test results 2

Model		Coefficients ^a					t	Sig.
		Unstandardized coefficients		Standardized coefficients				
		B	Standard error	Beta				
1	(Constant)	4,423	1,340			3.301	0.001	
	X1: PD	0.182	0.084	0.205		2.160	0.033	
	X2: KI	-0.008	0.74	-0.009		-0.113	0.910	
	X3: KT	0.251	0.077	0.280		3.265	0.002	
	Y1: MK	0.328	0.056	0.483		5.825	0.000	

^aDependent Variable: Y2: KK. Source: Research results, 2018 (Data processed)

performance. The test results show that the effect of empowerment on employee performance can be mediated by work motivation. Whereas interpersonal communication is successfully mediated by work motivation. But motivation does not mediate involvement in employee performance.

REFERENCES

- Afrizal, P.R., Al Musadieq, M., Ruhana, I. (2014), Pengaruh konflik kerja dan stres kerja terhadap kepuasan kerja (Studi pada Karyawan PT. TASPEN (PERSERO) Cabang Malang). *Jurnal Administrasi Bisnis*, 8, 1-10.
- Agarwala, T. (2008), Factors influencing career choice of management students in India. *Career Development International*, 13(4), 362-376.
- Al Mehrzi, N., Singh, S.K. (2016), Competing through employee engagement: A proposed framework. *International Journal of Productivity and Performance Management*, 65(6), 831-843.
- Ali, S.H.S., Ndubisi, N.O. (2011), The effects of respect and rapport on relationship quality perception of customers of small healthcare firms. *Asia Pacific Journal of Marketing and Logistics*, 23(2), 135-151.
- Ashley, C., Noble, S.M., Donthu, N., Lemon, K.N. (2011), Why customers won't relate: Obstacles to relationship marketing engagement. *Journal of Business Research*, 64(7), 749-756.
- Chung, C.E., Kowalski, S. (2012), Job stress, mentoring, psychological empowerment, and job satisfaction among nursing faculty. *Journal of Nursing Education*, 51(7), 381-388.
- Cycyota, C.S., Ferrante, C.J., Schroeder, J.M. (2016), Corporate social responsibility and employee volunteerism: What do the best companies do? *Business Horizons*, 59(3), 321-329.
- Dyer, J.H., Gregersen, H.B., Christensen, C. (2008), Entrepreneur behaviors, opportunity recognition, and the origins of innovative ventures. *Strategic Entrepreneurship Journal*, 2(4), 317-338.
- Frese, M., Fay, D. (2001), 4. Personal initiative: An active performance concept for work in the 21st century. *Research in Organizational Behavior*, 23, 133-187.

- Grégoire, Y., Salle, A., Tripp, T.M. (2014), Managing social media crises with your customers: The good, the bad, and the ugly. *Business Horizons*, 58(2), 173-182.
- Gruen, T.W., Osmonbekov, T., Czaplewski, A.J. (2006), eWOM: The impact of customer-to-customer online know-how exchange on customer value and loyalty. *Journal of Business Research*, 59(4), 449-456.
- Guo, J., Huang, P., Zhang, Y., Zhou, N. (2016), The effect of employee treatment policies on internal control weaknesses and financial restatements. *Accounting Review*, 91(4), 1167-1194.
- Gupta, N., Sharma, V. (2016), Exploring employee engagement—a way to better business performance. *Global Business Review*, 17, 45S-63S.
- Halbesleben, J.R., Wheeler, A.R. (2008), The relative roles of engagement and embeddedness in predicting job performance and intention to leave. *Work and Stress*, 22(3), 242-256.
- Hanaysha, J., Tahir, P.R. (2016), Examining the effects of employee empowerment, teamwork, and employee training on job satisfaction. *Procedia - Social and Behavioral Sciences*, 219, 272-282.
- Kamisah, A.L. (2012), A Study on Stress Among Customer Service Officer and Executives in Central Region, Employees Provident Fund. Universiti Utara Malaysia. Available from: <http://www.etd.uum.edu.my/3016>.
- Ramani, G., Kumar, V. (2008), Interaction orientation and firm performance. *Journal of Marketing*, 72(1), 27-45.
- Roghé, F., Toma, A., Kilmann, J., Dicke, R., Strack, R. (2012), Organizational Capabilities Matter. Boston: BCG. p24.
- Saluy, A.B., Treshia, Y. (2018), Pengaruh motivasi kerja, disiplin kerja dan kompensasi terhadap kinerja karyawan (Studi Kasus di Perusahaan PT IE). *Jurnal Ilmiah Manajemen and Bisnis*, 2(1), 53-70.
- Singh, J.K., Jain, M. (2013), A study of employee's job satisfaction and its impact on their performance. *Journal of Indian Research*, 1(4), 105-111.
- Stello, C.M. (2011), Herzberg's Two-factor Theory of Job Satisfaction: An Integrative Literature Review. In Unpublished Paper Presented at the 2011 Student Research Conference: Exploring Opportunities in Research, Policy, and Practice, University of Minnesota Department of Organizational Leadership, Policy and Development, Minneapolis, MN.
- Ukil, M.I. (2016), The impact of employee empowerment on employee satisfaction and service quality: Empirical evidence from financial enterprises in Bangladesh. *Verslas: Teorija Ir Praktika*, 17(2), 178-189.
- Walter, A., Auer, M., Ritter, T. (2006), The impact of network capabilities and entrepreneurial orientation on university spin-off performance. *Journal of Business Venturing*, 21(4), 541-567.
- Wang, J. (2009), Trust and relationship commitment between direct selling distributors and customers. *African Journal of Business Management*, 3(12), 862-870.
- Wu, C.W. (2011), Global marketing strategy modeling of high tech products. *Journal of Business Research*, 64(11), 1229-1233.