

IMPLEMENTATION OF QUALITY ASSURANCE (ISO 9001:2008) DOES NOT AUTOMATICALLY IMPROVE THE EMPLOYEE PERFORMANCE

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Abstract: *This study aims to test the effect of quality assurance implementation (ISO 9001:2008) on work motivation to improve employee performance. Object this research at Telogorejo Hospital Semarang. Research refers to the results of the implementation of quality assurance (ISO 9001:2008) in Telogorejo Hospital Semarang. The problems that arise are: how to improve employee performance. A model has been constructed and five research hypotheses have been formulated. Sample method using Proportional Random Sampling. The study used 120 respondents and all of respondents were employee in Telogorejo Hospital Semarang. Data were collected through questionnaires, and analyzed quantitatively by using Structural Equations Model (SEM). This study showed that quality assurance implementation (ISO 9001:2008) has positive influence on work motivation. Work motivation has positive influence on employee performance. Quality assurance implementation (ISO 9001:2008) was not influence on employee performance. Study also found that quality assurance implementation have no direct influence on employee performance, but through their work motivation. This is mainly reflected in the measurement analysis and improvement in the implementation of quality assurance (ISO 9001:2008).*

JEL Classification: M10, M12.

Keyword: *Quality Assurance Implementation (ISO 9001:2008), Work Motivation, and Employee Performance*

1. BACKGROUND TO THE RESEARCH

Currently in the era of globalization, intense competition occurs in all areas of business, including the health services (hospitals). Year after year, the number of hospitals increased rapidly, many new hospitals were established hence increasing the competition between hospitals. In addition, the health service competition is also influenced by the emergence of practices joined by specialists, 24-hour clinics, midwives

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and other health services which also have increased in numbers. This prompted the hospital to immediately improve the quality and competitiveness by way of consistent and continuous improvements in order to meet customer needs. Under these circumstances it is deemed necessary for urgent implementation of quality management systems in hospitals. Although there are several organizations that have implemented the quality management system, but its implementation largely tends to be a formality to meet the policy of the the authorized agencies as well as mere improvement of the image or the appearance of the organization. It is an irony, because the cost for the certification of quality management is not cheap, not to mention the annual cost to maintain this certification (Ahmed, Shad, Mumtaz, and Tanvee, 2012).

In order to meet this requirement, Telogorejo Hospital made improvements to the quality management namely by implementing the quality management system of ISO 9001:2008. This International Management System receives more main attention compared to other management systems, because of the actual effect on the organizational performance. During the application of quality management system of ISO 9001:2008 in Telogorejo Hospital, research has never been conducted to see the impact of the quality management system of ISO 9001:2008 for employees, therefore actual effects has not been seen from the presence of such certification. Additionally with the expectation that the quality of hospital performance can be sustained and the overall positive changes will occur in the hospital in terms of quality culture of every member of the organization. Although early studies obtained in this study are through a direct survey of some employees upon receiving ISO 9001:2008 found that: employees feel being able to work with clear targets, measurable achievements, and the employees are more aware with what is being done since all that are done, have measured outcomes, but it does not guarantee that the implementation of the quality management system has obtained the expected success.

Several studies on ISO 9001:2008 found that the implementation of quality assurance is related to performance (Silaban, B.E. and Joseph, S., 2011; Hutchins, 1994; Hendricks and Singhal, 2001). Their studies indicated that the implementation of quality management has not met the standard criteria which is closely related to human resources, facilities, policies, and time. Based on these findings, the purpose of this study to test empirically on the implementation of quality assurance ISO 9001: 2008 to improve employee performance effectively.

2. RELEVANT LITERATURE

The word ISO was not an abbreviation of the name of an organization even though many ordinary people think ISO was derived from International Standard of Organization, but ISO was derived from the Greek word of *ISOS*, which means *the same*. ISO 9001 is an international standard governing the quality management system, which is often referred to as "*ISO 9001 QMS*". This ISO is often revised and the last

revision was done in 2008, therefore it became ISO 9001:2008. The organization in charge of managing this international standard is the International Organization for Standardization, based in Geneva - Switzerland, which was established on 23 February 1947 and currently having members of more than 147 countries, each country is represented by a national standardization body (Indonesia is represented by BAN). In the earlier 1994 version, the implementation was very difficult to implement due to having an indicator reaching 20 clauses, all of which were documented into organizational procedures.

Due to these limitations, the technical committee revised it into ISO 9001:2000 as a combination of ISO 9001, 9002, and 9003. This ISO is more summarized only oriented on business processes within the organization. So any small organization can implement ISO 9001:2000 with various exceptions to the business processes. ISO 9001:2000 still require 6 procedures that should be documented, namely the procedures of control of document, control of records, Control of Non-conforming Product, Internal Audit, Corrective Action and Preventive Action, all of which can be met by any business organization. The last revision was in December, a 2008 version which appeared as the perfecting form of the revision in 2000. The real difference between the 2000 version with the 2008 is the emphasis on effectiveness of process undertaken by the organization. The 2000 version placed more emphasis on corrective and preventive actions, but the 2008 version further established that the process of corrective and preventive actions taken should be effectively have positive impact on process changes that occur within the organization.

Another matter that distinguishes this version from the earlier version is the emphasis on outsourcing process control. The method used in all business processes is the *Plan Do Check Action*/PDCA. This method is also as a main pillar in the achievement of the process effectiveness of continual improvement, in which careful planning is conducted in each process, clear and measured implementation, evaluation, and accurate data analysis and appropriate corrective actions, as well as the implementation of monitoring could actually resolve problems that occur in the organization. In order to successfully achieve the implementation of ISO, there are eight pillars of quality management that must be met, namely: Customer Focus, leadership, involvement of all people, process approach, system approach to management, continual improvement, and factual approach as the basis for decision making, as well as cooperation with mutual benefit with suppliers (Setyawan, W., 2012). The implementation of these pillars is expected to have real productive and effective impact on organizational performance in accordance with the targets set.

Performance is a condition that must be known and informed to certain parties to determine the level of achievement of an agency. This achievement will be linked to the vision created by an organization as well as to know the positive and negative impacts of an operational policy that has been taken. Performance is also defined as a

contribution to the final result of the organization in relation to the resources spent (Bain, 1982 at McNeese-Smith, 1996) and should be measured with qualitative and quantitative indicators (Belcher, 1987; Cohen 1980 McNeese-Smith, 1996). Based on these requirements, the development of instruments is done by assessing the perception of the work to their own performance in relation to items such as output, goal achievements, fulfillment of deadlines, use of working hours and sick leave (Darwito, 2008). In order to determine the performance of a person or an organization, performance measurement is required. According to Stout (BPKP, 2000), performance measurement is the process of recording and measuring achievements in the implementation of activities towards the achievement of the mission (mission accomplishment) through the results displayed in the form of products, services or processes. This means that each of the organization's activities must be measured and the correlation is expressed through the achievement of the organization direction in the future which correspond with the achievement of the vision and mission of the organization.

Taormina (1996) found that one of the effects of the implementation of ISO 9001 can create good working team stimulation. Another study conducted by Hutchins (1994) also found that companies implementing the system of ISO 9001, some of which may have an impact on: reduced manager intervention in the business processes and indirectly as a process for enhancing the quality of the employees. This is the motivation for employees, especially for those who are already mature in their work. Magd and Curry (2003) also found that the application of ISO 9001 will be able to increase employee motivation and efficiency of operations, which will ultimately bring stability and consistency to the sustainability of the business. Based on these findings hypothesis 1 can be arranged:

H1: The Implementation of Quality Assurance has positive effects on Motivation

Motivation has an important role in improving employee performance. This is supported by the study of Zameer, H. *et al.* (2014) who found that monetary and non-monetary motivations can improve employee performance in the beverage industry in Pakistan. Uzonna, UR (2013) in his study of CreditWest Bank in Cyprus found that role of management is to help make work more satisfying and rewarding for employees and to make employees' motivation consistent with organizational objectives. Another study conducted by Abdulsalam, D. and Mawoli, MA. (2012) who took the object study on academics at the Ibrahim Badamasi Babangida University, Lapai (IBBUL) Nigeria, found that motivation has an effect on the performance of research and teaching. Nevertheless motivation does not affect the overall performance. Based on these findings it can be arranged as hypothesis 2:

H2: Motivation has positive effects on Employee Performance

The quality management system of ISO 9001:2008 has positive effects on the performance of employees at PT. Prog (Copyright 2007). In the study of Hendricks

and Singhal (2001) there were positive impacts found on the implementation of quality systems to the long-term performance, while Agus and Hassan (2000) confirmed the existence of a positive relationship in the fulfillment of the quality system with the company's financial performance. While Karia and Asaari (2006) found that good quality system practices are related to the attitude of the employees. Based on several of the results, hypothesis 3 is formulated as follows:

H3: The implementation of Quality Assurance has positive effects on Employee Performance

3. METHOD

The population was employees at the Telogorejo hospital Semarang, which amounted to 1237 people. The sample used in this study was a minimum of 100 people by using the AMOS analytical technique (Hair *et al.*, 2006). The technical sample in this study used Proportional Random Sampling which determined the samples by way of selecting random respondents from each medical, paramedical and non-medical group.

The implementation variable of quality assurance (ISO 9001:2008) was measured by twenty indicators, which consisted of four dimensions. Motivation was measured by using fourteen indicators which also consisted of four dimensions, while the employees' performances were measured by using eight indicators. The scale measurements used, was a Likert scale, with a range from 1 to 7, whereas Structural Equation Modeling (SEM) with AMOS 20.0 was used for the data analysis. The advantage in using the SEM application in management research was due to its ability to confirm the dimensions of a concept or a factor that was very commonly used in the management as well as its ability to measure the effect of the relationships that theoretically existed (Ferdinand, 2006, p: 5).

On the implementation of quality assurance (ISO 9001: 2008), the validity test results used the confirmatory factor analysis hence product realization dimension under 0.5 would not be valid and not included in the subsequent analysis. The results of data processing for the confirmatory factor analysis of endogenous construction, namely motivation and performance of employees showed that every indicator or dimension that formed respective latent variables showed good results, namely values greater than 0.5. With this result, it can be concluded that the indicators forming construction latent variables have shown a strong indicator in measuring latent variables. Furthermore, based on this confirmatory factor analysis, the model of this study can be used for further analysis.

4. RESULTS

The number of questionnaires that could be processed was as many as 111 questionnaires from 200 questionnaires distributed, therefore having the response rate of 55.5%. Respondents who aged less than 30 were 51 people (46%), while those aged

30-45 years were as many as 42 people (38%), all of which constituted the productive age group. Based on the education, the majority composition of the respondents' education that had been obtained were undergraduates with as many as 42 people (38%), followed by Diploma 3 as many as 35 people (31%), high school/equivalent as many as 23 people (21%) and Junior High as many as 8 people (7%), while the lowest was primary school graduate as many as 1 person or 1%, and only 2% for graduates. Based on the primary data collected, most of the respondents working period was > 3 years (58%) and < 2 years (34%) the next 2-3 years (8%). The data illustrates that most respondents had a working period of more than 3 years. Based on the type of work, it was known that most of the respondents were non-medical workers, namely 47 people (42%), medical workers were as many as 44 people (40%), paramedics were 14 people (13%) and the last, holding the management position were as many as 6 people (5%).

The calculation of the index numbers on the implementation of quality assurance (ISO 9001:2008) consisted of: management responsibility, human resource management, product realization as well as measurement, analysis and improvement. The results from the average responses were adequate ranging from 4.14 to 6.01. The average respondents' response to the motivational dimension of work which consists of, physiological needs, safety needs, social belonging needs, needs for esteem, needs for self-actualization needs also had good assessment score of 4.76 to 5.3 from the maximum value of 7. Respondents' response on the performance of employees that needed to be considered by Telogorejo Hospital is the level of initiative/creativity obtained an average value of 4.95, the level of concern for safety received the average value of 4.90, and work tenacity and durability received the lowest level with an average value of 4.82.

The study in this research used a minimum loading value of 0.6, therefore the minimum value of Cronbach's alpha required is equal to the square of alpha, thus obtaining the alpha of 0.7 (Hair, *et al.*, 2006). The reliability test results for each of the latent variables are: the implementation of quality assurance (ISO 9001: 2008) (0,806), motivation (0.873), and employee performance (0.911).

Table 1
Means, Standar Deviasi, Reliability, and Correlation

No.	Variable	Means	SD	ISO	Motivation	Performance
1.	ISO Implementation	6,12	1,253	0,806		
2.	Motivation	6,64	1,467	0,352	0,873	
3.	Employee Performance	6,81	1,645	0,441	04523	0,911

The overall model feasibility test was done by using the analysis of Structural Equation Model (SEM), which was also used to analyze the proposed hypothesis.

Table 2
Goodness of Fit Index

<i>Goodness of Fit Indeks</i>	<i>Cut-off value</i>	<i>Analysis</i>	<i>Model</i>
Chi-square	< 139,92 (5%, 114)	128,277	Fit
Probability	≥ 0,05	0,170	Fit
RMSEA	≤ 0,08	0,034	Fit
GFI	≥ 0,90	0,880	Marginal
AGFI	≥ 0,90	0,839	Marginal
TLI	≥ 0,95	0,988	Fit
CFI	≥ 0,95	0,990	Fit
CMIN/DF	≤ 2,00	1,125	Fit

The analysis result of data processing showed that all the construction used to establish a research model in the analysis process of full SEM model has met the determined criteria of goodness of fit. The measurement of the goodness of fit that showed this fit condition is caused by the Chi-square number of 128.277 which was smaller than the determined cut-off value (139.92) with a probability value of 0.170 or above 0.05. This value did not indicate the difference between sample covariance matrix and the estimated population covariance matrix. Other measurement of the goodness of fit also showed good conditions, namely TLI (0.988); CFI (0,990); CMIN /DF (1.125); RMSEA (0.034) which has met the criteria for goodness of fit. While the value of GFI (0,880) and AGFI (0.839) were still within tolerable limits to be accepted.

Hypotheses testing on the implementation of quality assurance (ISO 9001: 20018) to the motivation and performance of employees were done by looking at the significant paths in the model. The analysis showed that out of three hypotheses, two were supported, and one hypothesis was not.

Table 3
Hypothesis Testing

<i>Hypothesis</i>	<i>Result</i>
ISO Implementation – Motivation	Supported
ISO Implementation – Employee Performance	Not Supported
Motivation - Employee Performance	Supported

This study provides clarity of how the implementation of quality assurance (ISO 9001: 2008) will be able to motivate their employees, in order to have an impact on achieving high performance in the Telogorejo Hospital. This means that the implementation of quality assurance (ISO 9001: 2008) has no direct effect on employee performance, but through work motivation. The test results of the three hypotheses are shown in Table 3.

The hypothesis testing results show a positive influence on the implementation of quality assurance (ISO 9001: 2008) to motivation, and motivation to employees' performance. This can be seen from the CR that has met the requirement of > 1.96

with a probability below 0.05, while the implementation of quality assurance (ISO 9001:2008) on the performance is not significant with a probability of above 0.05.

5. DISCUSSION

Based on the analysis result by the use of the AMOS program, the coefficient from the structural equation modeling was obtained, which showed the direct, indirect and the total effect influences of the implementation of quality assurance (ISO 9001: 2008) on employee performance. The immediate effect on the implementation of quality assurance (ISO 9001:2008) on employee performance received an insignificant result of 0.36; while the indirect effects on the implementation of quality assurance (ISO 9001:2008) on the performance of employees through work motivation was of 0.49. This showed that the implementation of quality assurance (ISO 9001:2008) has higher influence on employee performance if it is mediated by work motivation.

Effective implementation of quality assurance (ISO 9001:2008) will be able to create work employees' motivation. This condition is reflected in the continuous measurement, analysis and improvement in terms of: maintaining the facilities and infrastructure, defining and regulating the work environment, always collecting and resolving feedbacks on customer complaints, and establishing a process of calibration and verification at regular intervals, as well as conducting improvements and prevention continuously. When these factors are considered and done, it will have an impact on the improvement of work motivation of employees. This finding supported the study conducted by Hutchins (1994) and Magd and Curry (2003).

High work motivation will be able to improve the performance of the employees. This is reflected in the provision of the task that has been adapted to the educational qualifications and abilities of employees, the harmonious working relationship between them, and the provision of initial and ongoing training, as well as providing the opportunity for employees to participate in determining the destination of each part at the Hospital. The factors have shown to improve the performance of the employees. This finding supported the study conducted by Zameer, H. *et al.* (2014) and Uzonna, UR (2013), which was in contrast to a study conducted by Abdulsalam D. and Mawoli, MA. (2012), who found that motivation did not affect the performance of employees.

Employee performance of Telogorejo Hospital will be more quickly achieved from the implementation of quality assurance (ISO 9001:2008) through motivation of employees rather than a direct effect on employee performance. This means that the implementation of quality assurance (ISO 9001:2008) does not directly improve the performance of employees, but will be more effective when mediated by work motivation. Employee performance can be reflected from the employees who work professionally, able to cooperate with colleagues, willing to work harder than they should, and willing to give extra effort to finish the job better.

6. CONCLUSION

Based on the analysis that has been discussed, it can be concluded that to achieve performance at the Telogorejo Hospital done:

1. Implementation of quality assurance (ISO 9001:2008) has positive effects on work motivation. Implementation of quality assurance (ISO 9001:2008) as reflected in the measurement analysis and continuous improvement will increase the ability and skills. This will have an impact on assistance to the solution of difficult job problems. These factors are in the form of employee motivation, which in turn will be able to improve performance.
2. Work motivation has positive influence on employee performance. Based on the results of data analysis in this study, it was successfully concluded that the implementation of quality assurance (ISO 9001: 2008) will be able to improve employee performance through the creation of motivation of the employees, or in other words, motivation becomes an intervening variable in relation of the implementation of quality assurance (ISO 9001: 2008) with employee performance.
3. Surprisingly Implementation of quality assurance (ISO 9001:2008) found no effect on employee performance. This occurs due to the unmaintained implementation of quality assurance which automatically will not improve employee performance.

7. LIMITATION AND FUTURE RESEARCH

The limitation of this research is that survey design used cross-sectional. It means that this method cannot fully explain the common method variance and causality although it is still consistent with previous research. The future research is recommended to use grounded or qualitative research in order to provide a more complete understanding of how implementation of quality assurance (9001:2008) which can improve employees can performance effectively.

Based on the research findings, there are some suggestions/recommendations that can be given by researchers specifically for the hospital management of Telogorejo Semarang. As inputs in order to improve employee performance, namely: recommended to the management team of Telogorejo Hospital to always try to improve and sustain the implementation of quality assurance (ISO 9001:2008) of Telogorejo Hospital, and to achieve high employee performance, it is essential to pay attention to the work motivation of employees for the betterment of employee performance. Motivation can be increased by providing rewards for employees when difficult tasks have been accomplished and appreciate new ideas from employees. Another thing to note for an effective implementation of quality assurance is when a commitment has been made by the management, they should internally communicate the subject on the quality management system.

The continuous improvement of health services will lead to a very competitive health-care service business. Therefore it is important for the management of health care services to continually improve the performance of employees. Some of the future research agenda that can be provided from this study include:

1. Future research should be directed at a more extensive research object by taking objects at several hospitals that have obtained the ISO certification.
2. Develop relevant variables in improving employee performance and conduct studies using exploratory methods so that the test model can be increased, as well as obtaining more accurate research findings.

ACKNOWLEDGEMENT

Recognition and appreciation to the respondents who had been deeply involved in the provision of information for this study. Thanks to the enumerators, especially to Lusya R.B who has helped collect data so that the study could be completed.

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