



Determinants of Job Satisfaction and its Implication on Employee Performance of Port Enterprises in DKI Jakarta

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ABSTRACT

This study aims to examine the determinants of employee job satisfaction and its implications on employee performance at port enterprises in DKI Jakarta. Population in this research is employees at port enterprises. Samples of data amounted to 264 employees and retrieval for instrument test 90 people so that the study population is 421 people. To prove the hypothesis of this study using data collected by statistics, both descriptive and inferential, namely structural equation modeling, consists of sub - structure: Work competence, work motivation and organizational culture as exogenous variables and job satisfaction and performance as endogenous variables. The main structure consists of work competence, work motivation and organizational culture as exogenous variable and job satisfaction as intervening variable and performance as endogen variable. The results showed: (1) There is positive influence and significant work competence to job satisfaction of employees in Port Enterprises DKI Jakarta. (2) There is positive and significant influence of work motivation on job satisfaction of employees. (3) There is a positive and significant influence of organizational culture on employee job satisfaction, where more dominant variable affecting job satisfaction is a variable Competence. (4) There are positive and significant influence of work competence, work motivation and organizational culture together to job satisfaction of employees. (5) There is a positive and significant influence of work competence on employee performance. (6) There is a positive and significant influence of work motivation on employee performance. (7) There is a positive and significant influence of organizational culture on the performance of employees. (8) There is a positive influence and significant job satisfaction on the performance of employees. (9) There are positive and significant influence of work competence, work motivation, organizational culture and job satisfaction together to employee performance, where more dominant variable affecting employee performance is a variable Job satisfaction. From equation structure obtained, it can be concluded by the square multiple correlation (R^2) employee performance of 85% is affected by the variable work competence, work motivation, organizational culture and job satisfaction. Job Satisfaction is as full mediating. Employee performance port enterprises DKI Jakarta can be improved by improving the work competence, work motivation, organizational culture and job satisfaction.

Keywords: Work Competence, Work Motivation, Organizational Culture, Job Satisfaction, Employee Performance

JEL Classifications: M12, N30, Q15

1. INTRODUCTION

Sea transportation serves to serve the mobility of people, goods and services that link economic activities between islands and international relations. The development of transportation system is aimed at increasing its role as the lifeblood of economic, socio-cultural, political and defense life by improving transportation facilities and infrastructures as well as perfecting arrangements that should always be based on national interests.

The Port of Tanjung Priok in Jakarta is a major national and international port that serves as a gateway for national and

international economic connectivity that serves as the backbone of national development. The Port of Tanjung Priok is the main gateway of imported exports with details of import export by the statistics central agency in 2011 of export value of 12,184,300 tons and import value 128,221,600 tons, with total volume of freight transport 60% from and to Indonesia (Landström et al., 2012). Traffic of goods dismantled or loaded in Tanjung Priok Port is increasing every year.

Today the container transport system is a prima donna of both sea and land transportation systems in general. This is because container transport has several advantages, including goods

security and speed of loading and unloading process. In the main port of Tanjung Priok has implemented a container Container transport service system served by the Port Terminal Operator, namely: Tanjung Priok Pet chain Terminal, JICT, TPK Koja and MTI. Container Terminal plays a strategic role in ensuring the smooth flow of in and out of containers in a region. Therefore, it is necessary to assess the performance of Terminal Container's employees. With its performance is expected in the future The Terminal in Tanjung Priok Port Area can provide maximum service to the customers so that it will have an impact on the performance improvement in the future (Yang et al., 2016).

Performance is the level of success in carrying out the task and ability to achieve goals that have been detected knowledge. Performance can be interpreted as a work that can be achieved by a person or group of people within an organization, in accordance with the authority and responsibility of each, in order to achieve the objectives of the organization concerned legally, not violating the law, and in accordance with the moral and ethical. Maximum employee performance of the employees of Port Enterprise is urgently needed. Based on the results of a survey conducted at several Port Business Entities in DKI Jakarta showed the performance performance expected by the company has not been achieved optimally.

Based on the results of data obtained from each Division of HRD showed that the Tanjung Priok container terminal performance of employees in 2011 only reached 87.2% which fluctuate and in the end in 2015 according to up to 54.51%.

As for the company with the name Jakarta International Container Terminal, obtained information that employee performance only reached 89.5% in 2011 and decreased until 2015 with the number 62.1%. Whereas in the company or business entity with the name of Koja Container Terminal the performance of employees who also achieved decrease from 2011 until in 2015 only reached 67.5%. The three companies have not been able to achieve performance until it reaches 95% than expected. Thus the performance of employees has not been able to achieve the performance expected each company.

Job satisfaction is one of the most important factors to get optimal work result. When a person feels satisfaction in the work of course he will try as much as possible with all the skills that have to complete the job task (Thrun, 2014).

Job satisfaction is also influenced by opportunities in terms of career advancement. Career improvement opportunities will make an employee have job satisfaction. However, in the absence of opportunities to improve careers within the organization, employees will exhibit low performance due to discontent with the company's employment policy (Guo et al., 2016).

Other factors that affect employee job satisfaction based on the results of the preliminary survey is the factor of work competence.

A competent employee will work in accordance with the standards of competency. The existence of work standards performed

optimally will make an employee feel their own satisfaction in carrying out their duties.

Based on the above diagrams Histogram shows that employees in the three port companies have not shown the maximum competence possessed during the duties, fluctuate and even decreased year-end.

Another factor that affects the emergence of a job satisfaction is the motivation of work. Work motivation is the power that exists within a person, which encourages his behavior to take action.

The employee's motivation at port companies also shows a decline every year. Another factor that affects employee job satisfaction encountered in the field is the organizational culture. Organizational culture is a tool of the system values (beliefs), assumptions (or assumptions), or norms that have long been applied, agreed and followed by members of an organization as a guide to behavior and problem solving -problems of the organization (Sutanto and Kurniawan, 2016).

Based on the graphic trend above, in the Port Enterprise Agency located in the area of DKI Jakarta found the culture and value of the value owned in the company has not run well.

Based on the results of preliminary survey through interviews with the leadership or division obtained information that the work achieved by employees has not been maximized due to low satisfaction of the employee. There is still a low team orientation in which work activities have not been fully directed to teamwork, employees have not been encouraged and directed to innovate taking a risk, employees have not been aggressive and competitive and have not had enough creativity, values and prevailing rules yet strict sanctions for infringing employees (Presbitero et al., 2016).

Furthermore, based on human resources information data obtained information about work competence, work motivation, culture prevailing in the company and the level of employee satisfaction. During the period of 2011-2015. Based on the information obtained by the port business entity summarized in the Table 1, it can be seen that the competence of employees, work motivation, organizational culture and job satisfaction of port company employee shows that the condition has not reached the expected target of 90%-100%. With no achievement of these factors have an impact on the low performance of the company as has been described previously (Mather and Seifert, 2011).

2. THEORETICAL REVIEW

2.1. Competence

Competence of work is basically a person's ability to perform various tasks in the work. Each employee is required to have the ability to work in support of the implementation of work. Job competence is an individual capacity to do various tasks in a job. Physical ability is the ability necessary to perform tasks that require stamina, dexterity, strength, and relevant skills. (Yang et al., 2016) says, "Competence is an ability to perform or perform a job or

Table 1: Evaluation of coefficients of structural model

Evidence	Estimasi	t-value	Conclusions
Effect of competence, work motivation and organizational culture on job satisfaction	0.62	8.50	2.28

Source: Research results treated with Lisrel 8.80

task that is based on skills and knowledge and supported by the work attitude required by the job.”

Then (Ashurst et al., 2012) say, “that competence is a measurable pattern of knowledge, skills, abilities, behaviors and other characteristics that a person needs to perform a job role or a good job function.”

Then (Yang et al., 2016): (3) Who quotes opinion from Spencer says understanding and competence are; “A competency is an underlying characteristic of an individual that is causally related to the criteria of effective and or superior performance in a job or situation,” is the underlying characteristic of a person relating to the effectiveness of individual performance that form a causality relationship with the criteria used as reference or excellent performance in certain places and situations.

According to (Lecturer, 2018): “Competency is a capability perspective and people knowledge, especially to impact on the ability to need in a business via minimize cost and optimization services to customer more for less.”

According to (Abrantes et al., 2010) people issues are defined as business issues that are only related to business people (business competence is only business people), as the implications of the competence of employees or human resources executives tend to be less recognized, to be people related business issues (business competence is for every business people in the organization including human resources management people or executives). People related business issues are defined as business issues that are always associated with the active participation of human resources. This issue develops due to tendencies such as people, service and profit, 100% customer service, challenge and opportunity, no lay off guaranteed for treatment, survey or feed back or action, promote for work, profit sharing and open door policy).

(Chu et al., 2016), argued that competence is the basic personal characteristic that becomes the determinant of success or failure of a person in doing a job. In line with that based on research conducted for almost 20 years, defined competence as follows: Competency concept is an underlying characteristic of an individual that is causally related to criterion referenced effective and/or superior performance in a job or situation. Underlying characteristic means the competency is fairly deep and enduring a variety of situations and job tasks. Causally predicts who does something will or poorly, as measured on a competitor standard or standard.

Thus from the various studies above can be synthesized that the work competence is to describe the existing capacity in employees related to knowledge, ability and experience that can make it able to meet what is required by the work so as to achieve the expected results.

2.2. Work Motivation

Motivation comes from the word motive (motive), which means encouragement. Thus motivation means a condition that encourages or becomes the cause of a person doing a deed/activity, which takes place consciously. According to Matias and Jackson in (Smith and Miner, 1983), Motivation is a desire within a person causing the person to perform an action. Someone takes action for something to achieve the goal.

According to (Johnson, 1990) Motivation is a basic impulse that drives people to behave. This impulse lies in a person who moves to do something that suits his inner drive.

Motivation is an activity that results in, channeling and maintaining behavior human. The concept of motivation is used to describe the desire to behave, the direction of behavior (choice), the intensity of behavior (effort, sustainability), and the actual completion or achievement (Bendapudi and Berry, 1997). According to (Johnson, 1990) motivation is an act to influence others to behave (to behave) regularly. (Wang et al., 2016) states that motivation is the process of influencing or encouraging from the outside of a person or group of their work in order to carry out something that has been determined. (Oosterbeek et al., 2010) states that the motivation of work has two dimensions, namely:

Internal impulse, with indicators: Responsibility in performing tasks, carrying out tasks with clear targets, having clear and challenging goals, feedback on work results, having a feeling of pleasure in working, always trying to outperform others, preferably achievement of what which he does.

External impulse, with indicators: Always trying to meet the needs of life and work needs, happy to get praise from what he does, working with the hope of getting incentives, working with the hope of getting the attention of friends and superiors.

The theory of needs of Abraham Maslow is the theory of needs of the plural, ie the behavior of a person is determined because of the need for more than one kind and tiered its needs are as follows (Carsrud et al., 2009):

1. Physiological needs
2. Safety needs
3. Belongingness and love needs
4. Esteem needs
5. Need to know and understand aesthetic needs
6. Aesthetic needs
7. Self actualization needs
8. Transcendence.

From the above theoretical description can be synthesized that the motivation of work is the impetus that is in the human self to display a behavior to achieve a goal based on a requirement.

2.3. Organizational Culture

According to (Harwiki, 2016) organizational culture can be defined as a system of values, beliefs, assumptions, or long-standing norms, agreed and followed by members an organization as a code of conduct and solving its organizational problems. Organizational culture is also called corporate culture, which is a set of values or norms that have been relatively long term, shared by members of the organization (employees) as a norm of behavior in solving organizational problems (the company).

Work culture is a form of assumption that is owned, implicitly accepted by the group and determine how the group feels, thinks and acts on its environment. Of the many cultures adapted by employees this will have an impact on organizational development with a wider scope of activity, as (Lecturer, 2018) says, “ultimately a culture of employees with cross cultural adaptability can be developed in organization with large international operational.”

According to (Telha et al., 2016) says that, “Most human resource professionals have the longest question of the effectiveness of human resource management policies and practices.”

Furthermore, organizational culture is said by Edgar Schein in (Reissner and Pagan, 2013) which says, “Organization culture is as basic assumption invented, discovered, or developed by a given group as it is problems of external adaptation and interval integration that has worked well enough to be considered way to perceive, think and feel in relation to those problems.”

Organizational culture is also mentioned by (Roghé et al., 2012) which says that “organizational culture can be said is the characteristics, values, traditions and behavior of companies owned by employees.”

Another thing (Chu et al., 2016) says, “Such cultural differences influence human resources policies and practices,” these cultural differences will affect human resource policies and practices. (Joo and Ready, 2012) concludes that, “organizational culture is a characteristic, value, tradition, and behavior of companies owned by employees.”

The same thing is stated by (Joo and Ready, 2012) that the organizational culture consists of three layers, namely:

1. Artifacts,
2. Espoused values
3. Underlying assumption.

(Al Mehrzi and Singh, 2016) says that “organizations in the global era can be said to be different organizations in many ways than the previous organizations, especially the information technology that has changed the way people organize and organize work.”

Based on the above description can be synthesized that organizational culture describes an assumption for a particular group with the aim to find a solution to be able to adapt to various problems both internal and external organizations, so that organizational culture can be a consideration in the act.

2.4. Job Satisfaction

Job satisfaction is an affective or emotional response to various aspects of one’s work (Bentley et al., 2013).

Job satisfaction by (Stello, 2014) is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction reflects a person’s feelings toward his work the employees perceive their work. While (Singh, 2013) states that job satisfaction is an effectiveness or emotional response to various aspects of work. Regarding the definition of job satisfaction, (Hurst and Good, 2009) emphasizes the employee’s perception of the benefits gained from his work. Luthans also assumes that job satisfaction is an important factor to be considered in understanding organizational behavior. The independent variable of job satisfaction are the elements of work that cause or affect job satisfaction according to (Ukil, 2016), which consists of:

1. The work itself
2. Wages and promotions
3. Working conditions
4. Colleagues and superiors
5. Conformity between work and personality.

To find out whether individuals are satisfied or dissatisfied in certain situations, it is commonly used four theories, namely fulfillment theory, reward theory, discrepancy theory, and equity theory (Ashley et al., 2011).

2.5. Employee Performance

According to (Al Mehrzi and Singh, 2016) in his research on the performance of port employees, especially at PT. Pelabuhan Indonesia III (Persero) Semarang Container Terminal concluded that the performance is the quality and quantity of an output (individual) or group in a certain activity caused by ability natural or acquired ability of the learning process as well as the desire to perform.

As according to (Siahaan et al., 2016) in his research on the performance of employees of PT. Pelabuhan Indonesia II (Persero) Branch Cirebon based on the opinion of (Thakur and Workman, 2016) Port employee performance is the result of work of a worker, a management process or an organization as a whole, where the work must be demonstrated in concrete evidence and can be measured/compared with standard which has been specified.

(Siahaan et al., 2016) translates performance into performance, while (Bentley et al., 2013) translates into job performance. Performance is defined as a reference level of success in achieving job requirements. Job requirements serve as guidelines and reference of employees in performing their duties and responsibilities. Working requirements that are met optimally are an indication of the achievement of success rate in work. With this achieving job requirements is a critical factor in the success of employee performance (Sutanto and Kurniawan, 2016).

Based on the definition of performance proposed by (Bin, 2016) that the meaning of performance or performance can be summed up as follows: “Performance” is the work which may be achieved by a person or group of persons within an

organization, in accordance with their respective powers and responsibilities, in an effort to achieve the objectives of the organization concerned legally, unlawfully and in accordance with the morals and ethics.

Based on the above description, it can be synthesized that the performance of employees is the result of work that can be achieved by a person or group of people within an organization, in accordance with the authority and responsibility of each, in an effort to achieve the organization concerned legally, moral and ethical.

3. RESEARCH METHODS

Based on the consideration of study objectives, this research is explanatory and descriptive. Descriptive research is a study that aims to obtain a description of the characteristics of variables. The nature of verification research basically wants to test the truth of a hypothesis implemented through data collection in the field. Where in this study will be tested whether the competence of work, work motivation and organizational culture have an effect on to job satisfaction and have implication on performance of employee of port business entity in DKI Jakarta. Causal analysis is needed to investigate the relationship and influence between dependent variable (endogen) and independent variable, in this case work competence, work motivation and organizational culture (endogenous) to job satisfaction and employee performance (exogenous), so it can be tested empirically and through accurate statistical analysis.

In this study, the data already collected will be analyzed first with a qualitative approach with the help of SPSS version 20.0 program. While the inferential quantitative analysis using the model analysis approach structure equation modeling (SEM) with the help of computer program Lisrel 8.8.

Judging from the time horizon, this research is cross section, that is information from part of the population (respondent sample) is collected directly at the scene empirically, with the aim to know the opinion of some population to the object under study, as proposed by (Park et al., 2012).

3.1. Population Research

The population of this study are Foreman/Supervisor employees registered in 3 (three) Port Business Entities located in Jakarta Capital City which amounted to 354 people.

3.2. Sample Research

The sample size or sample size of respondents used in this study were 264 people. By using SEM method the minimum number of sample 200 (Limakrisna et al., 2015), with samples taken that is 264 people enough to represent this research. In this research, there are 5 variables so that minimum sample size of 200 employees/employees is needed, from 5 research variables there are 45 indicators and by considering the ratio of sample to the parameter (indicator) of 1:5 then the minimum size of the sample is 234, 264 people can be stated sufficient.

4. RESULTS AND DISCUSSION

4.1. Result

In SEM there is no single statistical test tool to measure or test the model created, there are generally various types of fit index used to measure the degree of compatibility between the hypothesized models and the data presented. Therefore the model below used in the data analysis is the method of SEM, then to be able to analyze hipotesis penelitian ini need to be tested for the overall fit of the model (*Goodness of Fit Model Structural*).

4.2. Structural Model 1 and 2

Struktural equation

$$KK = 0.52 * KOMP + 0.35 * MK + 0.48 * BO, \text{Errorvar.} = 0.38, R^2 = 0.62$$

(0.048)	(0.084)	(0.080)	(0.062)
6.93	3.47	5.13	8.50

$$KP = 0.54 * KOMP + 0.27 * MK + 0.32 * BO + 0.62 * KK, \text{Errorvar.} = 0.15, R^2 = 0.85$$

(0.054)	(0.057)	(0.052)	(0.046)	(0.085)
11.93	4.13	5.83	13.55	8.58

If all estimations of goodness of fit model structural values are good, it is concluded that the estimated structural model is acceptable, so it can be said that the relationship of various constructs in this variable is a structural relationship.

The results of calculations on structural model coefficients and their relation to research hypotheses using Lisrel are summarized in the Table 1.

Based on the calculation of the Table 1, work competence, work motivation and organizational culture together have a positive and significant effect on job satisfaction with F-value 8.50 > F-table value is 2.28 (as per table list of attachments). If F-value is higher than F-table indicates the influence of independent variable to dependent variable. So it can be stated that there is the influence of work competence, work motivation and organizational culture together towards job satisfaction. With the above results it can be concluded that H4 which states there is the influence of work competence, work motivation and organizational culture together towards job satisfaction proved true. Value The coefficient of determination is 0.62 indicating that work competence, work motivation and organizational culture together contributes 62% to employee job satisfaction.

4.3. Discussion

The results of research conducted by (Lecturer, 2018) with the results of analysis through t-test then obtained the variables - variables that affect customer satisfaction positively and significantly is the motivation and ability of employees in the Port of Batu Ampar - Batam. (Harwiki, 2016) argues that organizational culture is a basic assumption pattern created or developed by a particular group as they adjust to external problems and internal integration that have worked reasonably well and is valuable, and therefore

taught to new members as a way really to realize, think, and feel the connection with the problem. It is also inseparable from the existence of the company itself, in other words organizational culture that woven in a company will give an employee's satisfaction level is influenced by several things, whether the condition comes from the company, or derived from the employee.

The result of this research with the acquisition value of F arithmetic is $8,50 > F$ -table value that is $2,28$ which indicate that work competence, work motivation and organizational culture together influence to job satisfaction of company of DKI Jakarta port business entity. Value the coefficient of determination is 0.62 indicating that work competence, work motivation and organizational culture together contributes 62% to employee job satisfaction. This shows that satisfaction in work becomes the main thing for employees. The dominant variable is the dominant increase employee job satisfaction is work competence variable with contribution of 0.52 . Job satisfaction itself is a reflection of an employee's feelings towards his work revealed through work competence, work motivation and organizational culture. Therefore, an increase in employee competence, motivation and spirit in work and the existence of a prevailing and conducive culture in a company that is believed and adopted and implemented according to the prevailing values can make employees have an optimal level of satisfaction.

Performance is something that is complex and always needs to be improved. This is because performance is a challenge that must be faced by all components as well as organizational elements and factors that support it. In an effort to improve the performance of employees then the factors that need to be considered include work competence, work motivation, organizational culture and job satisfaction.

According to (Sukirno and Siengthai, 2011) in his research on the performance of port employees, especially at PT. Pelabuhan Indonesia III (Persero) Semarang Container Terminal concluded that the performance is the quality and quantity of an output (individual) or group in a certain activity caused by ability natural or acquired ability of the learning process as well as the desire to perform.

As according to (Al Mehrzi and Singh, 2016) in his research on the performance of employees of PT. Pelabuhan Indonesia II (Persero) Branch Cirebon based on the opinion of (Gupta and Sharma, 2016) Port employee performance is the result of work of a worker, a management process or an organization as a whole, where the work must be demonstrated in concrete evidence and can be measured/compared with standard which has been specified.

The result of this research after analyzed that work competence, work motivation, organizational culture, and job satisfaction together have positive and significant effect to the performance of employees of Port Business Entity with F -Value $8.58 > F$ -table value that is 2.28 . The value of determination coefficient is 0.85 which shows that work competence, work motivation, organizational culture, and job satisfaction together contribute 85% to the performance of port enterprise employees.

Maximum performance of employees is needed in a port business entity requires the contribution of work competence factors, work motivation, organizational culture, and employee job satisfaction. Research conducted by (Lecturer, 2018) with the results of research proves that motivation and organizational culture have a significant effect on employee performance of PT Pelabuhan Indonesia II (Persero) Branch Cirebon. Port Business Entity in DKI Jakarta always wants better work result from its employees, so that the Port Enterprise in Jakarta area always review and perform the assessment on the performance/performance of employees to maximize their work. Evaluation of work, teamwork and teamwork/criticism from colleagues continue to receive attention and provide an assessment that employees have the maximum performance. Thus to achieve these factors such as work competence, work motivation, organizational culture, and job satisfaction are factors that need to be paid attention to the employees.

5. CONCLUSIONS

The results of this study can be used as a reference in providing advice, especially in order to improve job satisfaction and employee performance of Port Enterprise in DKI Jakarta. Thus it can be recommended priority policy scale should take precedence. In an effort to improve the performance of employees in the environment of the Port Enterprise in DKI Jakarta, the implications of the research are as follows:

1. This study found that there is an influence of work competence, work motivation and organizational culture together towards employee job satisfaction. Obtained R^2 of 0.62 which gives information of the effect of 62% . The job competence factor is the dominant influence on job satisfaction. To improve employee job satisfaction, port business entity and related management need to increase employee competence and together also try to foster the spirit or motivation of employee work and apply and apply the prevailing culture within the company of Port Enterprise in DKI Jakarta. Other factors that affect employee job satisfaction of 0.38 or 38% may be influenced by other factors, among others; compensation, work discipline and work environment that has not been researched by researchers.
2. This study found that there is influence of work competence, work motivation, organizational culture and job satisfaction together to the performance of employees. Retrieved R^2 of 0.85 giving the effect information of 85% . The job satisfaction factor is a dominant factor affecting the performance of employees in the environment of the Port Enterprise in DKI Jakarta. Job satisfaction variable is a variable that serves as full mediating to improve employee performance. In order to improve the performance of employees of the port enterprise agency in DKI Jakarta and the related management must pay attention and improve employee job satisfaction and followed by improving work competence, growing and improving passion or work motivation, and improving the culture prevailing in the organization or company, so the employees feel high job satisfaction and will ultimately improve employee performance in work. Other factors affecting employee performance by 0.15 or 15% may be influenced by

other factors, among others; career development factors and leadership factors that have not been studied by researchers.

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