



# The Model of Job Satisfaction and Employee Performance

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## ABSTRACT

Environmental conditions are increasingly rapid changes and uncertain, demanding an organization, both private, government and BUMD to anticipate these changes, in order to maintain its survival. PT. ABC is no exception, which must be able to serve the community as well as possible, so that employees always strive for their employees to act and work in accordance with the organizational culture so that this company can carry out its vision and mission optimally. The low performance of employees in addition to problems Remuneration compensation, allegedly also due to work satisfaction problems, because remuneration compensation and job satisfaction can provide strong encouragement or motivation for employees to work optimally to achieve high performance. The purpose of this study was to determine and analyse: (1) Compensation for remuneration (2) job satisfaction; (3) performance; and (4) the effect of remuneration compensation and job satisfaction on the performance of PT. ABC employees, both simultaneously and partially. The research method used in this research is descriptive survey and explanatory survey, the unit of analysis in this study is the staff in the PT. ABC neighbourhood with a sample of 50 people. The type of investigation is causality, and the time horizon in this study is cross-sectional. Based on the results of the study, it was found that the remuneration compensation given was considered quite appropriate, job satisfaction was considered satisfied, employee performance was considered high, remuneration compensation had an effect on job satisfaction, and remuneration compensation and job satisfaction had an effect on employee performance among remuneration compensation and employee performance satisfaction affect performance, it turns out that remuneration compensation has a dominant influence Because remuneration compensation has a dominant influence on performance rather than job satisfaction, it is advisable to provide appropriate remuneration compensation by increasing other benefits which, so that employees are able to work more professionally.

**Keywords:** Remuneration Compensation, Job Satisfaction, Performance

**JEL Classification:** M12, M54, N75

## 1. INTRODUCTION

Very fast (turbulence) and uncertain business environment changes and the impact of globalization, resulting in higher levels of dependency between nations. The business sector that is felt to be increasingly developing due to this globalization is the service sector. This is, among others, marked by changes in sectoral contributions to national output as a result of a shift in the national workforce from the agricultural sector to the industrial sector and then to the service sector. The service sector itself is considered the highest stage in the process of economic development (Chaudhary et al., 2012). According to the Central Statistics Agency (Greene, 2003), the service industry sector consists of general government services and private services

sub-sectors. General government services consist of government and defence administration and other government services such as education services, health services, and community services. While private services include social services, entertainment, recreation and personal services, and households. Hotel and restaurant services are grouped into separate sectors along with trade. Regional Water Supply Company (PDAM), which is a regionally owned company in Cianjur Regency which is engaged in drinking water production and distribution services with a vision “to be a professional company in serving drinking water needs to realize the Cianjur people who are smart, healthy, prosperous and good people.” It is required to be able to anticipate changes in the environment to be able to survive in providing excellent service to customers.

The development of human resources (HR) in the PT. ABC Environment strives for the creation of working conditions that fulfil “4 right,” namely: Right people, right position, right place and timely “(the right man on the right job, right place and right time). Such conditions may only occur if every human being in the organization achieves high quality and competitiveness. In other words, the HR are capable of developing their work productivity to a maximum level. So that if the PT. ABC Environment of is able to carry out employee development, employee performance should increase. But in reality the performance of employees actually decreased.

Every element of performance has a target that has not been able to be achieved, this shows employee performance that is less than optimal, as stated by (Harwiki, 2016) that employee performance can be measured through quantity of work, quality of work, creativity and initiative. (Samian and Noor, 2012) say that “office depend on ability performance, effort job and opportunity of job opportunities from generated job officer output of satisfaction itself.” Employee performance depends on the ability, effort and employment opportunities that are assessed from the output generated by employee job satisfaction itself. Based on this statement, it is suspected that low employee performance is caused by employee dissatisfaction in carrying out their work.

Based on the preliminary survey that the job satisfaction of employees at PT. ABC, using a questionnaire regarding the Indications of dissatisfaction was seen by the lack of responsibility of employees in their work, there were some rules that tended not to be adhered to, such as normal working hours (Gallup, 2016) on 20 employees. (Bailey et al., 2016) states that basically the dominant factor that influences the level of employee satisfaction of an organization is compensation, based on the facts and statements above it is clear that low job satisfaction is allegedly caused by inaccurate implementation of remuneration compensation.

PT. ABC applies remuneration compensation in order to improve employee welfare while improving work performance, discipline and morale and to motivate employees to work more productively, because in an organization employee job satisfaction is often regarded as a strong determinant of employee turnover, if employees feel treated unfairly and unnaturally, consequently there will be emotional pressures and various perceptions of the organization.

## 2. LITERATURE REVIEW

### 2.1. Human Resource Management (HRM)

Basically HRM is a movement to recognize the importance of the human element as a potential resource, which needs to be developed so as to provide maximum contribution to the organization and to its development. This is in accordance with the opinion of management experts which reports that the results of research on successful organizations include; the organization pays attention to its HR in such a way as to create excellent of services for customers (Jiang and Rosenbloom, 2005).

While according to (Studer, 2016) states that HRM is a field of management that specifically studies relationships and human roles in organizations. The element of HRM is human beings who are

workers in the organization. Thus, the focus studied by HRM is only a problem related to human labour alone. While according to (Wiklund and Shepherd, 2003) states that basically humans tend to define “resources” with certain substances, real objects can be seen and touched. Resources have been defined as a means to achieve certain goals or abilities to gain profits and opportunities. In other words, “resource” is an abstraction that reflects human activities related to a function. According to (SME, 2016) presents three notions of HR, namely: HR are people who work in an organization’s environment (also called personnel, labour, workers and employees).

HR is human potential as an organizational driver in realizing its existence.

HR is a potential that is an asset and functions as a model (non-material/non-financial) in a business organization, which can be realized into real (physical) potential both physically and non-physically in realizing the existence of an organization. From the various definitions above. It can be said that resource management is a human condition in general, both those from within the organization and those from outside the organization will create conducive compensation remuneration.

### 2.2. Remuneration Compensation

Remuneration compensation is the provision of employee benefits which can be in the form of salary, honorarium, fixed allowances, incentives, bonuses for achievements, severance pay and/or retirement (Arenofsky, 2017). While (Riansari et al., 2012) defines remuneration compensation as payments and services that protect and supplement basic salaries. In the big Indonesian dictionary, the notion of benefits that are adjusted to the topic of this discussion is additional income beyond salary as assistance or support.

(Riansari et al., 2012) states that remuneration compensation is another type of compensation where almost all organizations provide a very broad and important, including the improvement of welfare whose giving is not based on employee performance but is based on its membership as part of the organization and employees as a human who has many the need to be able to live a normal life and be able to work better, such as a sense of security from the possibility of the risk of employment termination, experiencing health problems, the need to rest from work, the need to interact intimately with others, and others.

While the indicator of remuneration compensation according to Cascio in (Lent, 2013) is the honorarium, allowances, bonuses and rewards. Compensation is one of the factors either directly or indirectly affecting the high and low motivation and performance of employees. Therefore, compensation should be given to employees need special attention from the management of the agency so that the motivation of employees can be maintained and the performance of lecturers is expected to continue to increase. In this regard, research needs to be conducted on variables that affect employee performance.

### 2.3. Job Satisfaction

Every individual who works in an organization expects to get everything that is beneficial and beneficial for him. Their views

on the conditions of their working environment and feelings of satisfaction or dissatisfaction with these conditions will affect them in their work, as stated by (Bailey et al., 2016), “we’ve defined satisfaction as an individual general attitude toward his or her job.” Robbins’s statement is a general understanding of job satisfaction which illustrates that job satisfaction is a relationship between individuals and their environment. Job satisfaction will arise if the individual likes the work and the environment and on the contrary will arise dissatisfaction in an employee if he does not like his job, as stated by (Bentley et al., 2013) “job satisfaction refers basically to how much employees like their jobs.”

Another definition of job satisfaction was proposed by (Stello, 2014) as follows: “Job satisfaction in employees’ perception of how well their jobs provide those things which are viewed as important. It is generally recognized in the organizational behaviour field that is satisfaction in the most important and frequently studied attitude. Job satisfaction is determined by employees’ perceptions of the benefits gained from their work. Job satisfaction is an important factor that must be considered in understanding organizational behaviour.

The next definition was proposed by (Zablah et al., 2016) as follows: “Job satisfaction is a set of favourites or unfavourable feelings and emotions with their employees’ views working.” Job satisfaction is a feeling of pleasure or discomfort felt by employees regarding their work. Thus job satisfaction is basically dependent on the difference between expectations, needs with what according to their feelings or perceptions have been obtained or achieved through their work. A person will feel satisfied if there is no difference between what is desired and the perception of reality because the desired minimum limit has been fulfilled.

Job satisfaction has several dimensions. It can represent attitudes thoroughly or refer to one’s work. According to (Lumpkin and Dess, 2001) there are five dimensions of job satisfaction as follows: The work itself, Wages and promotions, Working conditions, Colleagues, supervisors and superiors, Suitability between work and personality. According to (Sukirno and Siengthai, 2011), “there are several factors that affect job satisfaction, namely the factors that exist in the employee and the job factor.” Employee factors, namely intelligence (IQ), special skills, age, gender, physical condition, education, work experience, years of work, personality, emotions, ways of thinking, perceptions and work attitudes. Job factors, namely the type of work, organizational structure, rank (class), position, quality of supervision, financial security, opportunity for promotion, social interaction and employment relationships.

#### 2.4. Performance

Performance is a condition that must be known and informed to certain parties to determine the level of achievement of the results of an organization that is linked to the vision carried out by an organization and to know the positive and negative impacts of an operational policy taken. Understanding performance is often associated with job performance. Job performance is a number of successes that can be achieved in carrying out their work (Gruman and Saks, 2011). According to (Harwiki, 2016), “performance

is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in achieving the organization’s objectives legally, not violating the law and in accordance with morals and ethics.” (Martin et al., 2017) define performance as follows: “Performance is a summary measure of the quantity and quality of task contributions made by an individual or group to the work unit and organization.” (translation by the author) “Performance is the result of measurement of the contribution of quantity and quality of work produced by individuals or groups of people from their work units and organizations.

According to (Harwiki, 2016), “Employee performance is the degree to which employees accomplish works requirements” (translation by the author) “Employee performance is a degree in which employees can complete the work in accordance with the specified conditions. (Gruman and Saks, 2011) say that “Employee performance depends on the ability, effort and employment opportunities that are assessed by the output generated by employee job satisfaction.” Furthermore (Naldi et al., 2007) defines performance as follows: “Performance (work performance) is the work quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.”

### 3. METHODOLOGY

The method used in this study is in accordance with the expected objectives of descriptive and verification methods. The type of investigation in this study is causality, because it will test the causal relationship of these variables. This study is included in the cross sectional category, which is a set of data to examine a phenomenon in a certain period of time. The unit of analysis in this study is individuals, namely employees in the PT.ABC environment. This study is included in the cross-sectional category, namely information from respondents collected directly in the object of research, with the aim to be able to predict respondents’ opinions on the object of research.

Sources of data in this study are secondary data sources and documentation or reports available to agencies. While the primary data in the form of remuneration compensation, job satisfaction and employee performance are derived from empirical research from employees in the PT. ABC environment. In this study, the sample size is determined by the form of statistical tests that will be used. The statistical test that will be used is Path Analysis, where the path coefficient is basically the correlation coefficient. Thus the minimum sample size for this path analysis can be determined through a minimal sample formula for correlation coefficients that are done iteratively (repeated calculations).

Data collection techniques in this study used four techniques, namely interviews, observation, questionnaires and documentation. To find out remuneration compensation and job satisfaction, the data is processed by analysing the attitude of respondents to the questionnaire items to see the results of the study (positive/negative). Respondents on the implementation of the variables examined using Likert analysis. To obtain data from qualitative

variables (remuneration compensation and job satisfaction) each variable is first translated into sub-variables and each sub-variable is operationalized into indicators. Each indicator is measured by an answer rating with an ordinal scale. The analysis used consists of two types, namely: (1) Descriptive analysis, especially for qualitative variables and (2) quantitative analysis, in the form of hypothesis testing using statistical tests.

## 4. RESULTS AND DISCUSSION

### 4.1. Job Satisfaction of Employees at PT. ABC

Job satisfaction of employees at PT. ABC is generally relatively satisfied, but there are still less attention, especially the implementation of promotion and awarding, because the job satisfaction of employees in the PT. ABC environment was able to improve employee performance. Because job satisfaction from the elements of the implementation of the promotion that is fair to pay attention to achievement and loyalty to both leaders and organizations can increase the motivation and performance of these employees, as stated by (Bailey et al., 2016) suggests, that job satisfaction can be caused by several factors such as paid salary/wages. Supervision received, state of performance of tasks performed, colleagues and conditions of job satisfaction. Indicators of employee job satisfaction in this study are (1) individual factors include: Education, ability, responsibility and achievement, while (2) Satisfaction factors include: The work itself, work climate, relationships with leaders, relationships with colleagues and work facilities.

### 4.2. Employee Performance at PT. ABC

The performance of employees at PT. ABC is generally high, but there are still less attention, especially, but the quality and creativity of employees needs to be improved, including achieving the target in the work is not achieved, the time to do a job is less efficient and less giving new ideas in completing the task, therefore, in order to improve performance, it is necessary to improve the quality and quantity by evaluating the number of successful work, creativity, innovation in competitive advantage and the comparative ability as well as possible to carry out the tasks charged (Harwiki, 2016).

### 4.3. Effect of Remuneration Compensation and Job Satisfaction on Employee Performance in PT. ABC

To find out whether the independent variable is the effect of remuneration compensation and job satisfaction on employee performance in the PT. ABC environment, it is done using path analysis and the software used is SPSS release 12. Based on the results of the calculation of the correlation matrix, the overall effect is from X1 to X2 and the path coefficients of other variables outside the variables X1 to X2. Calculation results for multiple determination coefficients ( $R^2 Y, X1, X2, \dots$ ). The correlation coefficient ( $R Y, X1, X2$ ), the coefficient of determination of other variables on Y ( $P^2 Y - \tilde{N}$ ), and the path coefficients of other variables on Y ( $P Y - \tilde{N}$ ), means that the influence of variables X1, and X2 simultaneous on variable Y is 0.424 or 42.4% variables X1, and X2 simultaneous affect on Y, and the remaining 0.576 or 57.6% are influenced by other variables not included in the study. The result of a causal relationship or direct influence X1 and X2 on Y, can be seen "from the test results it can be seen

that the remuneration compensation and job satisfaction have affect on the performance of employees in the PT. ABC which is 42.4%, while the remaining 57.6% is influenced by other factors not examined, namely work climate, motivation, commitment, culture work, work environment. However, when viewed partially, the dominant remuneration compensation affects on employee performance rather than job satisfaction, from the results of testing the hypothesis can be described a causal relationship diagram of variables X1, X2 against Y.

The contribution of remuneration compensation directly on employee performance is 16% and indirectly through the variable job satisfaction of 7.08%. While the contribution of remuneration compensation to employee performance as a whole reached 23.08%, it can be concluded that remuneration compensation has a significant direct effect on employee performance, this empirical evidence provides an indication that in an effort to improve employee performance, it is necessary to improve the factor of remuneration compensation, because the remuneration compensation factor is closely related by improving employee performance. The path coefficient shows positive and significant values, meaning that the better the remuneration compensation provided will result in increasing employee performance. This shows that remuneration compensation has an influence on employee performance, so that the contribution of remuneration compensation is very significant, but there are several things that need to be considered by the agency, namely the adequacy of salaries, the adequacy of transport fees, holiday allowances and the adequacy of overtime pay. Whereas indirect remuneration compensation consists of suitability of promotion with achievement, suitability of reward with position and suitability of reward with mutation. While the Remuneration Compensation system is one of the tools to motivate employees to realize the organization's stated goals. Remuneration compensation is generally given as a reward for individual work behaviour, but can also be given to groups. The remuneration compensation system connects remuneration compensation and performance not seniority or the number of hours worked (Riansari et al., 2012; Saluy and Treshia, 2018).

From the results of the study indicate that in general, the remuneration compensation at PT. ABC influences performance, however, efforts have been made, among others, to improve welfare by providing adequate incentives and appreciation for employees who excel, in accordance with (Riansari et al., 2012) as follows: "Remuneration compensation is all forms of income in the form of money and goods, directly or indirectly received by employees in return for services provided to the company, with the aim of increasing the productivity of Employees in order to achieve a competitive advantage. In this case PT. ABC carried out remuneration compensation based on employee perceptions which was divided into 2 forms, namely direct remuneration compensation and indirect remuneration compensation.

From the description above, shows that the provision of remuneration compensation has an effect on performance. This shows that the remuneration compensation provided to PT. ABC employees provides a real contribution to their welfare. Likewise,

the results of the above calculations, it can be revealed that the effect of job satisfaction on employee performance both directly and indirectly.

The contribution of job satisfaction to employee performance directly amounted to 12.23% and indirectly through competency variables of 7.08%. While the contribution of competence to employee performance as a whole reached 19.31%, it can be concluded that job satisfaction has a significant direct effect on employee performance, this empirical evidence provides an indication that in an effort to improve employee performance, there is a need to improve work satisfaction factors, because job satisfaction is closely related to increase employee performance. Path coefficients show positive and significant values, meaning that the better job satisfaction in the sense of the formation of an attitude depends on the interaction between environmental conditions or conditions of the work itself and of yourself will improve employee performance, this is in accordance with (Bentley et al., 2013) said, that a more precise understanding of job satisfaction must be linked to work performance or performance, so that job satisfaction and performance interact. Besides the above statement, (Lecturer, 2018) also state that “job satisfaction is a part of life satisfaction,” the nature of one’s environment outside of work affects the feeling of work. Likewise, because work is an important part of life, job satisfaction affects one’s life satisfaction. The result is in the spill over effect that occurs between job satisfaction and life satisfaction. Consequently, managers may not only need to monitor direct work but also monitor employee attitudes towards other parts of life.

Based on the description above, then job satisfaction has a considerable influence on improving performance, as stated by (Bin, 2016), saying that a more appropriate understanding of job satisfaction must be linked to performance or performance, so that job satisfaction and performance interact with each other. Overall the performance of PT. ABC employees is considered good enough, especially the responsibility in handling the work. The quality of work standards established has been achieved by most employees. Employees always try to improve the quality of their work and work well even without supervision from their superiors. Work performance can also be measured through the spirit and responsibility of employees and in this case it is considered very good.

Employee performance itself can be influenced by remuneration compensation factors and job satisfaction, and therefore the size of employee performance in individuals or groups depends on the efficiency and effectiveness of remuneration compensation and work satisfaction, so that better job satisfaction, as well as remuneration compensation which is adequate, the employee’s performance will increase. This gives an indication that in an effort to improve performance, it is necessary to improve and increase remuneration compensation factors and job satisfaction, because remuneration compensation and job satisfaction are closely related to improved performance, this is in accordance with the opinion of (Gruman and Saks, 2011), that: Employee performance depends on ability, work effort and job opportunities that can be assessed from the out put resulting from remuneration compensation provided

and work behaviour, meaning that perceived remuneration compensation and employee job satisfaction have a contribution and influence on employee performance. Therefore, in an effort to improve employee performance, it is necessary to improve and increase remuneration compensation factors and job satisfaction, because remuneration compensation and job satisfaction are closely related to performance improvements.

Based on the results of the discussion above, it turns out that Performance is influenced by these two variables, according to the opinion of (Martin et al., 2017) which states that Performance is an evaluation that is carried out periodically and systematically and needs 5 basic requirements that must be possessed by the workforce/employee to achievement in the work done, the four conditions referred to are: Work ability (competence) in carrying out good work obtained from work in his work; Success in participating in training and development programs; Job satisfaction in order to improve work discipline and motivate work and improve performance; the attitude of employees in the face of their work Provision of Compensation both directly and indirectly. From this opinion it turns out that Performance is influenced by satisfaction and compensation. So that performance improvement is influenced by remuneration compensation and employee job satisfaction.

## 5. CONCLUSIONS

Remuneration compensation given to PT. ABC employees of is relatively precise, but there is still a lack of attention, especially the honorarium and benefits received in accordance with the position transfer. Job satisfaction of employees at PT. ABC is currently deemed satisfied, but there are some things that need to be considered, namely in giving awards not in accordance with their competence and the implementation of unfair promotion by not paying attention to achievement and loyalty.

Employee performance at PT. ABC has a high performance, but there are several things that need to be considered regarding the efficiency of time and target of completion of work to do a job. This shows that employees at PT. ABC need to be more efficient in carrying out work according to the target of completion, so that the work produced will get excellent output, creativity and new ideas in the completion of personal and group assignments sometimes done, this shows that the completion of personal and monotonous group assignments because creativity and ideas are not visible, and lacks new ideas in completing tasks.

Remuneration compensation and job satisfaction simultaneously affect the performance of PT. ABC employees. But partially the dominant remuneration compensation affects employee performance rather than job satisfaction. Partially, the effect of remuneration compensation and job satisfaction on performance is as follows: Remuneration compensation affects employee performance, so that the higher the remuneration compensation received by the employee, the better employee performance will be. Job satisfaction affects the performance of employees, so that if employees feel satisfied with their work they will strive to achieve good work/performance.

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