



TECHNIUM

SOCIAL SCIENCES JOURNAL

9 R 08

1

\$ Q H Z G H F D
I R U V R F L D O

, 6 6 1



Z Z Z W H F K Q L X P V F L H Q F H F R E

The Importance of Job Satisfaction to improve Employee Performance

¹Diana Prihadini, S.Sos, M.Si, ²Siti Nurbaity, S.AB, MA, ³Heksawan Rachmadi, SE, Akt, MM, ⁴Krishantoro, SH, MA

^{1 2 3 4} STIAMI – Institute of Social Sciences and Management, Jakarta-INDONESIA

Abstract. Job satisfaction or employee satisfaction is a measure of the level of satisfaction of workers with their type of work which is related to the nature of their job duties, the results of the work achieved, the form of supervision obtained and the feeling of relief and liking for the work they are engaged in. Job satisfaction is an individual thing because each individual will have different levels of satisfaction according to the values that apply in each individual. This study is a qualitative research with a case study approach. Data collection was carried out by means of semi structured interviews to 10 staff working in private universities in Jakarta. Interview was also conducted with 2 HRD directors to dig deeper the efforts to provide job satisfaction which can improve employee performance. The results of this study indicate that job satisfaction has a big role in improving the quality of employee performance.

Keywords. Employee performance, job satisfaction, private universities

1. Introduction

Every organisation is always trying to achieve its goals, so, they must concentrate on several aspects. One of them is the organisation's human resources (HR) which is seen as an important source. Organisations are expected to always maintain a well-trained and effective workforce [1]. Humans function as the driving force of the company because the company's existence depends on the people involved behind it. To be able to achieve the goals of the company, it requires human resources with satisfactory performance as well. One important factor that must be considered by a company in achieving its goals is the human resource (HR) factor. Efforts to achieve job satisfaction are very important for both individuals and organisations. Job satisfaction not only encourages positive behaviour such as productive, disciplined, obedient, innovative, helpful, [2] controlling negative counter-productive behaviour such as corruption, theft, vandalism, and leaving work [3], [4] but also related to happiness [5], psychological health [6] and the quality of life of workers [7]. People's happiness at work is not only related to salary, but how employees are satisfied which involves material and non-material aspects [5].

Satisfaction with the work process and results obtained by employees will strengthen commitment and work ethic in achieving organisational goals [8]. At work, that is when individuals begin to have hopes that their needs will be met in the workplace. Every organisation and company will always strive to improve employee performance, with the hope that what the company's goals will be achieved. One of the ways that companies take in improving the performance of their employees, for example, is through education, training, providing adequate

compensation, providing motivation, and creating a conducive and disciplined work environment. Conversely, if an employee feels that he has not obtained several supporting factors in carrying out work, then this condition has the potential to cause dissatisfaction with his work results. Dissatisfaction arises when there is a gap between individual expectations of the organisation and the needs they receive after working in the organisation. As an aftereffect of this situation will gradually affect the morale and results of work both in quantity and quality. An organisation that is stricken with feelings of dissatisfaction shown by its employees at work can have a negative impact that can harm the organisation. Employee dissatisfaction in the workplace is said by [9] to lead to the act of leaving the organisation and ignoring orders and prohibitions.

According to [10], the sources of employee dissatisfaction at work are: (a). Rewards that may be perceived inadequate; (b). Working conditions that are considered unsatisfactory; (c). The work environment situation which is less supportive; (d). Treatment that is perceived not fair; (e). Lack of assurance of the employee's future; (f). The occurrence of a protracted conflict without a satisfactory resolution. Based on the problems described above, this study aims to answer the following questions: (1) How is the employee performance at AB university and YZ university?, and (2) What are the strategies of those universities in creating employee job satisfaction? The results of this study provide a major contribution for universities to be able to improve the performance of their employees.

2. Review of Literature

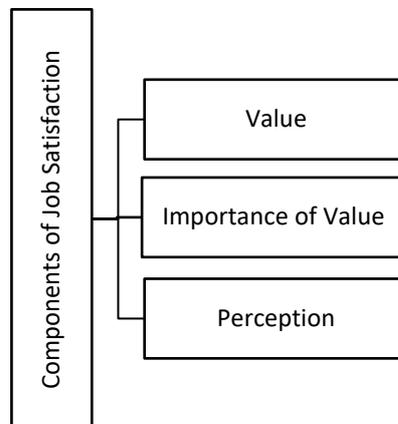
2.1 Job Satisfaction

According to [11] job satisfaction is "an effectiveness or emotional response to various aspects of work". [12] describe "job satisfaction is a set of employees' feelings about whether their job is pleasant or not". According to [13] job satisfaction is "a general attitude towards a person's job that shows the difference between the amount of rewards employees receive and the amount they believe they should receive". [14] emphasised that job satisfaction is related to a person's feelings or attitudes about the job itself, salary, promotion or educational opportunities, supervision, co-workers, workload and others. In this case, what is meant by this attitude is all matters related to work such as supervision, salary, working conditions, experience with skills, fair and harmless work appraisal, good social relations in work, prompt resolution of complaints, and good treatment from leaders to employees.

According to [15] job satisfaction is a positive emotional state which is the result of evaluating one's work experience. [16] suggest that job satisfaction is a feeling of pleasure or a positive emotional statement from the results of the fulfilment of a job or work experiences. Meanwhile, according to [17] states that with job satisfaction an employee can feel his job whether it is fun or not fun to do. Job Satisfaction has 3 components, namely:

- 1) Value. Where someone intentionally or unintentionally wants to get value or benefit from the work itself.
- 2) Importance of Value. Humans are distinguished not only by the values they believe in, but also from the burden or effort that is put into fulfilling these values. This difference affects the level of one's satisfaction.
- 3) Perception. Satisfaction reflects our perception of the current situation and the values we believe in.

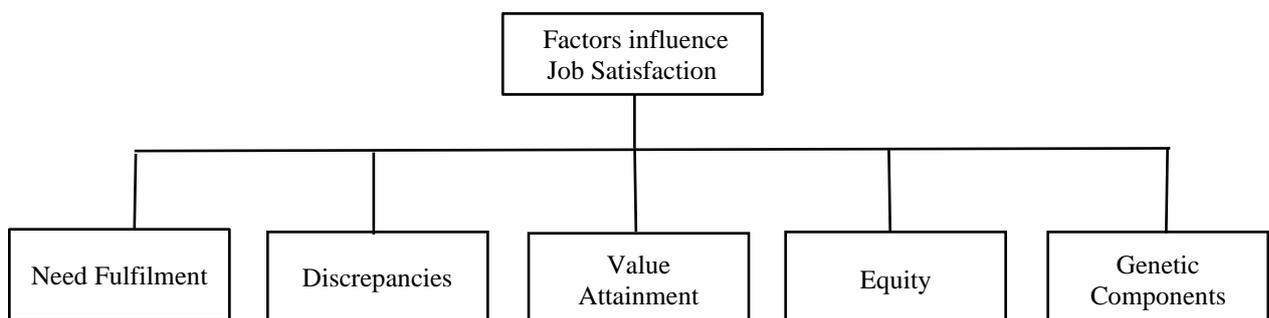
Figure 1
Components of Job Satisfaction



Source: Wilson (2012)

There are five factors that can affect job satisfaction according to [11], namely: (1) Need fulfilment. Satisfaction is determined by the level of job characteristics providing opportunities for individuals to meet their needs; (2) Discrepancies. Satisfaction is a result of meeting expectations. The fulfilment of expectations reflects the difference between what is expected and what the individual gets from his job. When expectations are greater than what is accepted, people will be dissatisfied. Conversely, individuals will be satisfied if they receive benefits above expectations; (3) Value attainment. Satisfaction is the result of the perception that work provides the fulfilment of important individual work values; (4) Equity. Satisfaction is a function of how fairly individuals are treated in the workplace; (5) Genetic components. Job satisfaction is a function of personal traits and genetic factors. This implies that differences in individual characteristics have an important meaning to explain job satisfaction in addition to the characteristics of the work environment.

Figure 2
Factors influence job satisfaction



Source: Kreitner dan Kinicki (2001; 225)

The indicators of job satisfaction according to [18] include: (1) Loyalty. This loyalty is reflected by the willingness of employees to maintain and defend the organisation inside and outside the work of other irresponsible people; (2) Ability. The work results both in quality and quantity that the employee can produce from his job description; (3) Honesty. Honesty in carrying out his duties and fulfilling agreements for himself and others; (4) Creativity. The

ability of employees to develop their creativity to complete their work, so that they will be able to work better; (5) Leadership. The ability to lead, to have a strong personality, to be respected, and to motivate others or subordinates to work effectively; (6) Salary level. The amount of salary given by the company and received by employees must be in accordance with what employees give to the company so that they are satisfied; (7) Indirect job satisfaction. Providing adequate and appropriate remuneration to employees for their contribution to help the company achieve its goals. Providing remuneration or reward for one's energy, time, thoughts and achievements given to the company; (8) Work environment. A good work environment can make employees feel comfortable at work.

Meanwhile, according to [19] there are several indicators of job satisfaction, namely: (1) Salary. Salary as a multidimensional factor in job satisfaction is the amount of wages or money received and the degree to which this can be seen as something that is considered appropriate compared to others in the organisation; (2) Promotion. Promotion is an opportunity to advance in the organisation, it seems to have a different effect on job satisfaction; (3) Supervision. Supervision is a leader's ability to provide technical assistance and behavioural support; (4) Colleagues. In general, cooperative colleagues are the simplest source of job satisfaction for individual employees. Work groups, especially "strong" teams, act as a source of support, comfort, advice, and assistance to individual members; (5) The work itself. Job satisfaction itself is the main source of satisfaction, where the job provides good assignments, opportunities to learn, opportunities to accept responsibility and progress for employees; (6) Altruism. Altruism is a voluntary action taken by a person or group of people to help others without expecting anything in return, except perhaps the feeling of having done a good deed; (7) Status. Status is one of the factors that can affect job satisfaction. Status that can be classified into several ways such as skills & expertise, length of training, amount of social responsibility or work attitude can affect individual job satisfaction; (8) Social environment. Consists of a physical and psychological work environment. Employees will find it easy to do and complete their work if the surrounding conditions are clean, bright, not too cramped and noisy.

Table 1
Job Satisfaction Indicators

| No | Coloquitt et al (2013) | Hasibuan (2014) |
|----|------------------------|---------------------------|
| 1. | Salary | Loyalty |
| 2. | Promotion | Ability |
| 3. | Supervision | Honesty |
| 4. | Colleagues | Creativity |
| 5. | The job itself | Leadership |
| 6. | Altruism | Level of Salary |
| 7. | Status | Indirect Job Satisfaction |
| 8. | Social Environment | Work environment |

Source : Coloquitt et al. (2013) and Hasibuan (2014)

2.2 Definition of Employee Performance

According to Henry Simamora quoted and translated by [20] employee performance is the level at which employees achieve job requirements. According to [21] performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, seriousness and time. Meanwhile, according to [22] performance is the work results that can be achieved by a person or group of people in the organisation, in accordance with their respective authorities and responsibilities in an effort to achieve the purpose of the organisation concerned legally, does not violate the law and is in accordance with morals and ethics.

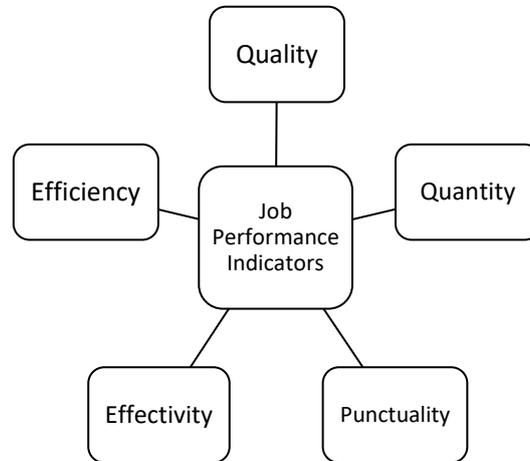
Meanwhile, according to [23] performance is the result of a person as a whole during a certain period in carrying out tasks, such as work standards, targets or target criteria that have been determined in advance and have been mutually agreed.

From some of the above definitions, it can be concluded that employee performance is the ability to achieve job requirements, where a work target can be completed at the right time or does not exceed the time limit provided so that the goal will be in accordance with company morals and ethics. Thus, employee performance can contribute to the company. Gibson in [24] states that individual performance is the basis of organisational performance which is strongly influenced by individual characteristics, individual motivation, expectations, and assessments made by management on the achievement of individual work results. According to Colquitt in [24] performance is determined by 3 factors, namely: (a). Task performance. (b). Citizenship behaviour as positive behaviour. (c). Counter-productive behaviour as negative behaviour. According to Ivancevich in [24], performance is the result achieved from what the organisation or company wants. Based on the description above, there are several performance functions, namely: (a). Capacity to perform is related to the degree of process relations in individuals between tasks and skills, abilities, knowledge and experience. (b). Opportunities to do related to the availability of technology. (c). Willingness to do related to desire and willingness to use effort to achieve performance.

Performance according to [25] comes from the word job performance which means the work performance achieved by someone in carrying out the tasks and jobs assigned to him. Rivai and Basri 2005 in [26], states that performance is the work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve company goals illegally, does not violate law and does not conflict with morals and ethics. [27] states that performance comes from the notion of performance, there is also a definition of performance as the result of work or work performance. Performance is a manifestation of ability in the form of real work. Performance is the result of work achieved by employees in developing tasks and jobs that come from the organisation. Performance is also a work result produced by an individual through a process from an organisation or company that can be measured concretely and compared to the standards set by the company or organisation. The factors that influence performance are individual factors, psychological variables and organisational variables. Individual variables include abilities and skills both physical and mental, background such as family, social level and experience; demographics regarding age, origin and gender. Meanwhile, psychological variables include perceptions, attitudes, personality, learning, and motivation.

According to [28] there are several characteristics of employee performance, namely: (a). Have a high personal responsibility; (b). Can take and bear the risks faced; (c). Have a goal that is reality; (d). Have a thorough work plan and strive to realise its goals; (e). Utilising concrete feedback in all work activities that he does. According to [29] performance indicators can be measured through: (a). Quality. Performance is measured from employees' perceptions of the quality of work produced where the work process approaches the point of perfection; (b). Quantity (amount). The amount of the expected target exceeds the predetermined target, the resulting production can be in the form of a completed activity cycle; (c). Punctuality. Certain jobs have been given time to complete and the level of activity is completed at the beginning of time and maximize the time available for other activities; (d). Effectiveness. The level of use of organisational resources such as manpower, money, technology; (e). Efficiency. Measure the degree of conformity of output income using the lowest possible cost.

Figure 3
Job Performance Indicators



Source : Robbins (2006 : 260)

3. Method

The research method used by researchers is a descriptive comparative method with a qualitative approach. Comparative research is research that compares the existence of one or more variables in two or more different samples [30]. According to Dra. Aswani Sudjud, comparative research will be able to find similarities and differences about objects, people, work procedures, ideas, criticism of people, and groups. It can also compare the similarity of views and changes in views of people, groups or countries, on cases, people, events or ideas ([31]).

In this study, researchers collected data by using semi-structured interviews to all informants. This type of interview is included in the in-depth interview category where the implementation is freer when compared to structured interviews. The purpose of this type of interview is to find problems more openly, where the interviewee is asked for their opinions and ideas. In conducting interviews, researchers need to listen carefully and record what the informants say [30]. In this study, researchers used a qualitative method with a comparative approach, namely describing the problem of events through respondents or other data sources related to AB University and YZ University. In this study, researchers will also dig deeper two main problems by: (1). describing how the employees' performance at AB University and YZ University; (2) describing the efforts made by the universities in increasing employee job satisfaction.

In this study, the researchers interviewed 10 employees working in private universities in Jakarta, who were grouped into 5 employees from a university that was included in the top 20 in Jakarta (Based on LLDikti's assessment, Ministry of Research, Technology and Higher Education), namely AB University and 5 employees from YZ University, a university which is not included in the top 20. The interviewed employees were those who had worked at the universities for more than 5 years. In addition, to find out how the policies implemented by the institution in increasing employee job satisfaction, the researchers also interviewed HRD leaders from the 2 institutions. By reason of ethical issues, the names of the institutions and informants were not written completely in this paper.

4. Results

The results of interviews with employees and HRD directors at AB University and YZ University are summarised in the following tables:

Table 2
Excerpt of the interview with employees

| Questions | Employees in AB university (1 of top 20 universities in Jakarta) | Employees in YZ University (excluding top 20 in Jakarta) |
|--|--|--|
| Are you satisfied working at this university? | Of the 4 answer choices, namely: a. Very satisfied b. Satisfied c. Ordinary d. Not satisfied 3 employees answered Very Satisfied. 2 employees answered Satisfied. | Of the 4 answer choices, namely: a. Very satisfied b. Satisfied c. Ordinary d. Not satisfied 3 employees answered Average 2 employees answered Not Satisfied |
| What made you happy / unhappy working at this university? | What makes working at this institution satisfied: a. Rewards (in the form of salaries and other benefits that can provide motivation to work better. b. The opportunity is always provided by the institution for employees to develop, through training, workshops, seminars, or conferences both at home and abroad. c. The opportunity to continue your studies to a higher level on scholarships from institutions. d. Job Promotion based on the results of the performance appraisal (performance evaluation) so that employees are encouraged to show high quality work. e. Fair treatment by the institution to employees even though employees come from different cultures / ethnicities and religions. f. Co-workers who make for a fun team, motivate each other and provide assistance when needed. g. A leader who can make the work atmosphere fun and not awkward. A leader who can motivate employees and not only impose sanctions. | What makes it less satisfying / normal to work at this institution: Lack of attention from the institution to employees. This can be seen and perceived from several aspects: a. The low salary given. This causes many employees to be forced to find side jobs outside of working hours. b. Lack of opportunities for growth. Never been included in training, workshops, seminars or conferences. Employees only have to work on campus. c. There has never been an offer to continue study to a higher level. d. Promotion is very rare. e. Unfair treatment from management, especially towards employees of different ethnicities and religions. f. The work atmosphere is not conducive. Too much unfair competition among co-workers. g. Leaders are awkward and less communicative. Only give priority to work, work and work, without wanting to communicate with employees. |
| What do you contribute to the institution if you are satisfied with your work? | a. Show the quality of work that is not just good but more than that. b. Assist colleagues who have difficulty in their work. c. Take part in activities organised by the institution. d. Participate in academic activities outside the campus (Seminar / workshop / training / FGD) on behalf of the institution e. Create an innovation. | With no job satisfaction, employees are: a. Lack of enthusiasm for work. b. The purpose of work is not to develop a career or increase knowledge, but only to earn a living. c. There is no passion for participating in activities outside the institution such as seminars, workshops, training etc, since there is no follow up action such as "promotion". d. Do not have a sense of belonging to the institution. |

| | | |
|--|--|--|
| | | |
|--|--|--|

Table 3
Interviews with HRD leaders in 2 private universities

| Questions | HR Manager in AB university (1 of top 20 universities in Jakarta) | HR Manager in YZ University (University excluding top 20) |
|---|--|--|
| How is the performance of employees at this university in general? | <ul style="list-style-type: none"> a. In general, employee performance is good as expected by the institution. b. Every employee can carry out their duties and obligations with full responsibility. | <ul style="list-style-type: none"> a. There are employees whose performance is very good, some are mediocre, but there are also those who need to be motivated first and then want to work diligently. b. Only a few people seem to be performing optimally. |
| What strategies are used to motivate employees so that they have the performance expected by the institution? | <ul style="list-style-type: none"> a. Give rewards that are in accordance with the responsibilities they have borne. b. Always give motivation to employees, among others, through general staff meetings. c. Give employees opportunities to grow. It can be through training, seminars, workshops and even the opportunity to continue the formal studies. d. Treat employees fairly. e. Create a conducive working atmosphere in each section. Make sure each section head understands how to communicate well with his subordinates. f. Do not rush to take action to terminate employment. Leaders must know what problems faced by the employees and try to help find solutions. | <ul style="list-style-type: none"> a. Motivation must be provided by the HRD leader. b. There must be strict rules for making the employees discipline. c. Provide strict sanctions if there are employees who break the rules or could not accomplish their work on time. d. Provide a reprimand letter for employees to take it seriously. e. If ignored, then termination of employment will be taken into action. |

5. Discussion

From the results of data analysis carried out in this research, it is found that higher education institutions in the top 20 category in Jakarta have their own strategy in maintaining and improving the performance of their employees. If the institution wants employees to be loyal, work well, be disciplined, show high quality work, the institution must do the same for employees. Employer cannot only sue employees but not provide what is due to their rights properly. In addition, the role of a leader determines how employees can improve their performance, as said by the HRD director at AB University:

“We regularly hold general staff meetings every month which are attended by all employees. On this occasion, all employees from the lowest to the highest levels can present their problems or ideas in front of the highest leadership. In this activity, the management also announced who the best employee for the month is and give him an award. This really motivates other employees to do better. In addition, every week,

especially on Fridays, each division must hold a meeting, which must be attended by staff and leaders. This is where we demand department heads to be able to communicate heart to heart with their subordinates, and at the same time make this meeting to motivate them." (WE - HRD Director of AB University).

From interviews with HRD leaders, it is known that the role of the leader determines the work achievement of his staff. Leaders must be able to communicate well with their staff and create a conducive work environment. This is in accordance with the opinion of [17]. In addition, appreciation is a very important factor if we want employees to show quality performance. Rewards in this case are not only in the form of salary but also actions that can develop employee careers such as promotion and opportunities to develop themselves with expertise or skills [18]. However, when we find employees who seem less enthusiastic about working, we should not be too quick to impose sanction, as said by the HRD Director of AB University:

"We have to call the employee first, and ask him to explain what makes him seem less enthusiastic about working. We can explain what causes us to call these employees, for example because the quality of their work has shown a decline in the last few weeks, work is less effective and efficient, completion of tasks is not on time and has given rise to less innovative ideas. By digging up information related to this, we can find out what problems faced by the employee and as a leader, it is our duty to motivate and assist him to find out the solution." (WE – HRD Director of AB University).

However, the HRD Director of YZ university has different answer.

"If we have seen that there are employees whose performance begins to decline, attendance at work and work completion is not on time, are less productive in creating innovative works, appear less comfortable in the room where they work, don't hastily to take action to impose sanctions." (YU – YZ University).

This is in line with what was said by [9] that employee dissatisfaction at work can lead to leaving the organisation and ignoring orders and prohibitions, also by [9] regarding employee performance indicators. This research also found that educational institutions that are not in the best 20 category do not understand how to treat their employees well, ranging from a lack of appreciation to employees both in terms of salary or other forms of appreciation, to communication strategies and motivating employees which are rarely done by leaders at YZ University.

6. Conclusion

The results of this study proved that the job satisfaction obtained by employees determines their job performance. Employees who get job satisfaction will show quality job performance. The results of this study also indicate that the dominant factors determining job satisfaction are reward issues, namely salary and promotion, work environment problems and co-workers, and creativity that give birth to innovation. For further research, researchers suggest that a study of employee performance should be carried out with a different approach.

References

- [1] Nimalathanan. (2012). The impact of job embeddedness on innovation-related behaviours. *Human Resource Management*, 49 (6) , 1067- 1087.

- [2] Yahyagil, M. Y. (2015). Values, feelings, job satisfaction and well-being: the Turkish case. *Management Decision*, 53(10).
- [3] Greenidge, D., Devonish, D., & Alleyne, P. (2014). The Relationship between Ability-Based Emotional Intelligence and Contextual Performance and Counterproductive Work Behaviours: A Test of the Mediating Effects of Job Satisfaction. *Human Performance*, 27(3), 37–41. <https://doi.org/10.1080/08959285.2014.913591>
- [4] Zhang, L., & Deng, Y. (2014). Guanxi with Supervisor and Counterproductive Work Behaviour: The Mediating Role of Job Satisfaction. *Journal of Business Ethics*, (2013). <https://doi.org/10.1007/s10551-014-2438-7>
- [5] Avent, C. (2007). Happiness is job satisfaction. In *Education & Trai* (p. 106).
- [6] Slaski, M., & Cartwright, S. (2003). Emotional intelligence training and its implications for stress, health and performance. *Stress and Health*, 239 (October 2002), 233–239. <https://doi.org/10.1002/smi.979>
- [7] Dhamija, P., Gupta, S., & Bag, S. (2019). Measuring of job satisfaction : the use of quality of work life factors. *Benchmarking: An International Journal*. <https://doi.org/10.1108/BIJ-06-2018-0155>
- [8] Ipekci, E., & Irmak, S. (2009). Path analysis of organisational commitment, job involvement and job satisfaction in Turkish hospitality industry. *Tourism Review*, 64(1), 4–16. <https://doi.org/10.1108/16605370910948821>
- [9] Robin, S. P., & Judge, T. A. (2013). *Organisational behaviour* (15th ed.). New Jersey: Pearson Education, Inc., Prentice Hall.
- [10] Husnan, S. (1991). "Pasar Modal Indonesia: Makin Efisienkah?", *Management & Usahawan Indonesia*, Juni, 1991.
- [11] Kreitner, Robert and Angelo Kinicki (2001). *Organisational Behaviour*. Fifth. Edition. Irwin McGraw-Hill.p 271.
- [12] Davis and Newstrom. (1985). *Human Behaviour at Work; Organisational Behaviour*. International Edition, Singapore : Mc Graw Hill Book. p 105.
- [13] Robbins, P. Stephen. (2003). *Perilaku Organisasi*. Edisi Sembilan, Jilid 2. Edisi Bahasa Indonesia. Jakarta: PT Indeks Kelompok Gramedia. p.78.
- [14] Richard L. Hughes, Robert C. Ginnett, and Gordon J. Curphy. (2012). *Leadership, Enhancing the Lessons of Experience*, Alih Bahasa: Putri Izzati. Jakarta: Salemba Humanika.
- [15] Mathis, R.L. & J.H. Jackson. (2006). *Human Resource Management: Manajemen Sumber Daya Manusia*. Terjemahan Dian Angelia. Jakarta: Salemba Empat.
- [16] Wagner, John A. & Hollenbeck, John R. (2010). *Organisational Behaviour: Securing Competitive Advantage*. New York: Routledge.
- [17] Bangun, Wilson. (2012). "Manajemen Sumber Daya Manusia". Jakarta : Erlangga
- [18] Hasibuan S.P Malayu. (2014). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- [19] Colquitt, J. A., Lepine, A. J., & Wesson, J. M. (2011). *Organisational Behaviour*. New York: Mc. Graw Hill
- [20] Nurhayati, Dina. (2008). *Manajemen Sumber Daya Manusia, Dasar dan Kunci Keberhasilan*. Jakarta : Haji Masagung. p.7.
- [21] Hasibuan, Malayu S.P. (2006). *Manajemen Dasar, Pengertian dan Masalah*, Edisi Revisi. Jakarta: Bumi Aksara. p. 94.
- [22] Suyadi Prawirosentono. (2008). *Manajemen Sumber Daya Manusia Kebijakan Kinerja Karyawan*. Yogyakarta : BPFE. p.2.

- [23] Veithzal, Rivai. (2005). *Manajemen Sumber Daya Manusia*. Jakarta: Raja Grafindo Persada. p. 97.
- [24] Kasmir. (2015). *Analisis Laporan Keuangan*. Edisi Satu. Jakarta: PT Raja Grafindo Persada. p.182.
- [25] Siswant, Bedjo. (2015). *Manajemen Tenaga Kerja*. Bandung : Sinar Baru. p.11.
- [26] Riniwati, Harsuko. (2011). *Mendongkrak Motivasi dan Kinerja: Pendekatan Pemberdayaan SDM*. UB Press: Malang.
- [27] Wibowo. (2011). *Manajemen Kinerja*. Edisi Ketiga. Jakarta: PT Raja Grafindo Persada.p.7.
- [28] Mangkunegara, P. (2002). *Manajemen Sumber Daya Manusia Perusahaan*. Catatan ke-2, Bandung: Remaja Rosdakarya Offset.p.68.
- [29] Robbins, S. P. (2006). *Perilaku Organisasi*. Edisi Bahasa Indonesia. Jakarta: PT Indeks Kelompok Gramedia. p.260.
- [30] Sugiyono.(2012). *Memahami Penelitian Kualitatif*. Bandung : ALFABETA.
- [31] Arikunto, Suharsimi. (2010). *Prosedur Penelitian Suatu pendekatan Praktek*. Jakarta: Rineka Cipta. p. 310.