

Job Satisfaction Role as Employee Performance Determination Considering Antecedents of Job Design, Learning Organization, Servant Leadership In Regional Revenue Agency

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Job Satisfaction Role as Employee Performance Determination Considering Antecedents of Job Design, Learning Organization, Servant Leadership In Regional Revenue Agency

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Abstract— This research aims to analyze job satisfaction's role in improving employee performance related to the implementation of job design, the implementation of organizational learning, and the application of servant leadership. This research was conducted in the Malang Regency Regional Revenue Agency, Indonesia. The employees were as respondents with maximal 60 persons. A Census method was used in this research. The data analysis technique used descriptive analysis, and the structural equation modeling structure used SPSS. The unique thing in this research was that the research was conducted during the Coronavirus pandemic so that the variable measurement became different. The finding of the research was the task identity which appropriates with the standard operating procedures in the organization and the leader's ability to understand the employees' desire, namely the desire to develop was proven to be able to satisfy them at work so that most of them were willing to work together to complete the task with full responsibility.

Index Terms— Job Design, Learning Organization, Servant Leadership, Job Satisfaction, Employee Performance

1 INTRODUCTION

This research was conducted in Indonesia in 2020 during the COVID-19 (Coronavirus pandemic 2019) happened. Regional Revenue Agency (commonly called as Bapenda of Malang Regency) was located in Malang Regency, East Java Island, which has the highest population ranking in Indonesia. As a government organization, the regional revenue agency has authority in the regional revenue sector, with the strategic goals is the tax target achievement. The organization in the Regional Revenue Agency needed resource management to rely on, excellent, and professional. The observation result showed that the rate of tax for five consecutive years has fluctuated, but it is still above the target setting. Achievement of organizational success in the regional revenue agency to achieve tax targets is determined by employee performance achievements, leadership style, and cooperation between employees. For that reason, employee performance was the focus of this research.

Employee performance is closely related to job satisfaction. [1] stated that employees' satisfaction is a successful factor for all organization. Most of company is satisfy the employees to fulfill the company's goal, thus in the regional revenue agency. Job satisfaction is a level of positive feeling or attitudes that individuals have about their work [2]. When someone feel the job satisfaction so the employee like work. Job satisfaction is

an important technique used to motivate the employee for better work. The [3] research, explained that job satisfaction has positive effect for employees' performance. Based on the [3] and [1] research, it was needed to test the employee job satisfaction at the Regional Revenue Agency has a positive effect on employee performance.

Based on the observation in the Regional Revenue Agency that one determiner of job satisfaction is leadership. It was confirmed by the view of [4] that job satisfaction is determined by leadership style. The research result of [5] and [6] also proved that leadership has a positive effect on job satisfaction.

A leader with a servant leadership style was expected to serve the subordinates to inspire them in the workplace. The servant leadership style application was expected to have a positive effect on employee job satisfaction. [4] provided evidence that Servant Leadership has a positive effect on job satisfaction. [7] finding confirmed that servant Leadership style has a positive effect on job satisfaction. Related to the leadership adjustment period within the Regional Revenue Agency of Malang Regency and the research results of [4] and [7], so it was needed testing serving leadership style and job satisfaction to predict the relationship with employee performance. The explanation above used the first hypothesis in this research are:

H1. Job Satisfaction mediates Servant Leadership Style on Employee Performance.

Another suspected factor that affects job satisfaction is the learning organization. [8] proved a positive impact between learning organization and job satisfaction. It was also stated that effective learning organization practices could improve

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employee job satisfaction [8]. According to [9], a learning organization is a source of individual growth and learning, which can be an essential source of organizational or business growth. [6] proved that a learning organization has a positive effect on employee job satisfaction. Organizations that face many challenges and uncertainties certainly make continuous learning efforts a solution to survive the intense global competition [6]. The observation results in the Regional Revenue Agency, where employees conducted the learning organization process based on work experience, and training activity, are in accordance with the organizational needs. Based on the study of [6], it is essential to know more deeply about the relationship between learning organization and employee job satisfaction level in the Regional Revenue Agency. The explanation above used the second hypothesis in this research are:

H2. Job Satisfaction mediates Learning Organization on Employee Performance.

The observation results at the Regional Revenue Agency show that another factor suspected to be affecting job satisfaction is Job Design. [10] proved that job design characteristic has a positive effect on job satisfaction. [11] also proved that job design has a negative effect on job satisfaction. In [12] finding, there was a positive and significant relationship between various job characteristics and job satisfaction.

There were two different views between the research result of [10] and [11] about the relationship between job design and employee job satisfaction. Job design for the employees work in Regional Revenue Agency is regulated by the Head of Government Regulation No. 39 Year 2016 concerning Organizational Structure and Working Procedures in Malang Regency but from the observations of researchers that some employees do not fully understand the job design content in the organization where they work. Related to this, the researcher wanted to know the clarity of job design influences di Regional Revenue of Malang Regency to predict Employee Performance through Job Satisfaction. The explanation above used the third hypothesis in this research are:

H3. Job Satisfaction mediates Job design through Employee Performance.

Most organizations are trying to improve organizational or individual performance through employee satisfaction efforts as done in the Regional Revenue Agency. Based on this reason, the researcher wanted to know whether it is right that an organized effort to satisfy the employee became a successful key to achieving ideal employee performance related to affected aspects such as job design, learning organization, and servant leadership. This research is interested because this activity was conducted during the

Coronavirus pandemic. The variable of research results studied has undoubtedly a unique explanation.

2 LITERATURE REVIEW

Employee Performance is a multidimensional construction and essential to determine organizational success or failure. Employees are the most valuable asset for any organization [13]. According to [14], organizational performance is a company's capacity to achieve goals efficiently; one of the elements that can be assessed from the organizational performance is work performance. [15] explained that employee performance is a work result achieved by someone to carry out a task based on ability, experience, sincerity, and time. Employee performance is a combination of three important factors, namely (1) employee ability and interest, (2) ability and acceptance of assignments, (3) and employee motivation level. According to [16], performance is an outcome resulting from the function of a particular job or activity during a specific period. Performance can be known and measure if an organization has a defined standard of success.

According to [16], several indicators can be used to measure employee performance, namely: (1) Work Quality, includes work results, accuracy, procedures, and decisions made. (2) Work Quantity, namely the amount of work completed successfully, expressed in units over a specified period. (3) Job Knowledge, namely, works understanding, skills, and tasks to achieve organizational goals. (4) Cooperation, namely the willingness to collaborate with other people or fellow organizational members. (5) Creativeness, namely the authenticity of ideas and actions to solve problems. (6) The initiative, namely the responsibility expansion for work tasks and functions. (7) Dependability, namely, personal understanding to attend work and do assignments on time.

Job satisfaction is a variable that is widely studied and researched in various articles and books. Therefore, exploration, evaluation, and identification of factors that influence employee satisfaction are required in all organizations. [4] explained that job satisfaction is an emotionally pleasant mood that comes from individual attitudes, emotional reactions, and work evaluation. Job satisfaction is called the joy of work, better job, sensation, and happiness to work, and get the reward deserving for the efforts. According to [17], job satisfaction is a positive feeling about work resulted from job diagnostic evaluation. Job satisfaction factors can be measure by employee salaries, performance appraisal system, promotion strategy, employee relations with management, work colleague, training, development program, workload, and duration of work. These factors can explain about overall job satisfaction. Job satisfaction is multidimensional. It includes several aspects,

such as satisfaction from wages, promotion opportunities, and job security/challenges.

The view of [18] explained that throughout history, job design has shifted from a focus on efficiency and productivity to a shift in job design that is more motivating for employees. Job design influenced the way employees perceived to find specific work characteristics and help employees understand job design. Job design leads to behaviour, one of which is job satisfaction and productivity.

[10] explained that job design development takes a long time; it includes organizational performance to be achieved. According to [19], work is most beneficial or detrimental, depending on how it is designed. [20], job design is a method used by management to develop work content, including all relevant tasks, work construction, and revision. Generally, job design consists of content, structure, and organization work, followed by responsibilities [19]. Job design is a determining task process to be carried out, the methods used to carry out the tasks, and how it is related to other jobs in the organization [21].

Learning Organization is developing into a broad philosophy in contemporary society and business. Learning Organization provides a platform to build human resource capacity for continuous learning, nurture new mindsets, and develop a collective learning culture to produce results in accordance with organizational goals.

The Learning Organization concept was introduced by [22], and the research explained that organizational learning practices are (1) organizations that implement Learning organizations by supplying new ideas and new information. The new ideas and information are sourced from the surrounding environment, employee development and other relevant sources; (2) new knowledge, new ideas and information must be transferred to all elements of the organization so that all new information is conveyed to all units in the organization; and (3) organizational behaviour changes as the result of new knowledge received. According to [23], organizational learning has a direct effect on organizational performance. Learning Organization catalyzes improving organizational performance and is considered one of the most important issues in modern managerial literature [23]. Learning Organization is a source of individual growth and learning for organizational or business growth. Organizations face many challenges and uncertainties. Organizations can only survive through continuous learning effort the intense global competition [9].

A learning organization is an organization's way to be skilled at creating, obtaining, and transferring knowledge and modifying behaviour to reflect new knowledge and insight into the organization [24]. Meanwhile, according to [25], a learning organization is a continually learning organization with the capacity to change.

[25] explained seven measurements for organizational learning: continuous learning, inquiry and dialogue; team learning; embedded systems; empowerment; system connection, and strategic leadership.

Leaders based on theoretical concepts have significant responsibility for goals organization achievement. Leadership as driving of resources and management functions [26]. Servant leadership style is one of the leadership theories that have a different approach, and the primary orientation is serving members or followers. [27] introduced the first servant leadership in his article entitled "the servant as leaders". Greenleaf explained that servant leadership is a leader must understand himself as a servant. [27] focused on servant leadership application in an organization, especially related to subordinates' service aspects in the organizational environment. Leaders must address the needs of their followers in a way to help individuals grow and develop organizational goals. Servant leadership consists of understanding and practicing leaders in a way that gives preference to others [28]. The serving leadership model emphasizes the leaders' ability to utilize their talents for the common good, and this essence fosters social sensitivity in a professional framework. Thus, servant leadership is a leadership that serves sincerely, placing the needs of followers as a priority, get things done with subordinates and assist them in achieving common goals. [29] explained the servant leadership style characteristics: (1) Love, which is loving leadership based on affection. [30] stated that servant leadership must have concern for the work team members so that the team feels important and necessary for the organization's continuity. The team is a follower who equally helps the organization achieve the goals, (2) Empowerment, which emphasizes cooperation, namely entrusting power to others, and listening to follower suggestions [29]. Servant leadership must effectively involve followers in every activity and appreciate equality [31]. Training and educating substitutes (followers) is also the obligation of a servant leader in carrying out his leadership duties, (3) Vision is the direction where the organization and people directed. Vision is characterized by openness, service, increased productivity of individuals and teams, and organizational performance [32] and (4) Humility. Effective leaders are leaders who maintain humility by showing respect for employees and recognizing employee contributions to the team [29], (5) Trust. The leader is the trust of the organization to manage subordinates. Trust must be maintained and maintained and avoid things that make people lose trust.

3 METHODOLOGY

This study was to determine the effect of job design, learning organization, and servant leadership on job satisfaction. In addition, it was to determine the effect of job satisfaction on

employee performance. Data collection used a questionnaire. Respondents chose five answers according to a Likert scale which in choice 1 is strongly disagree, 2 is disagree, 3 is neutral, 4 is agree, and choice 5 is strongly agree. The researcher built four research hypotheses. This research design was quantitative. Researchers built a structural equation modeling to facilitate understanding of the relationship between the variables studied. The data technique used linear regression analysis and path analysis. Research respondents were 60 permanent employees. The census method was used in this study.

An explanation of the research variables and indicators is presented in Table 1 as follows:

Table 1 Variables and Indicators

Variables	Indicators	Source
Job Design (X ₁)	Task Identity (X _{1.1})	[10]
	Task Significance (X _{1.2})	
	Autonomy (X _{1.3})	
	Feedback (X _{1.4})	
Learning Organization (X ₂)	Team learning (X _{2.1})	[8]
	Continuous learning (X _{2.2})	
Servant Leadership (X ₃)	Empowerment (X _{2.3})	[28]
	System connection (X _{2.4})	
	Listening (X _{3.1})	
	Persuasion (X _{3.2})	
Satisfaction (Y ₁)	Stewardship (X _{3.3})	[1]
	Commitment to the growth of employee (X _{3.4})	
	Salary (Y _{1.1})	
	Communication (Y _{1.2})	
Employee Performance (Y ₂)	Performance appraisal system (Y _{1.3})	[33]
	Employee relationship with other employees (Y _{1.4})	
	Promotion (Y _{1.5})	
	Work quality (Y _{2.1})	
	Work Behaviour (Y _{2.2})	
	Responsibility (Y _{2.3})	
	Cooperation (Y _{2.3})	
	Initiative (Y _{2.4})	

The standardized regression coefficients value in the structural equation modeling was calculated using multiple linear regression techniques assisted by the SPSS statistical program. The research structural equation modeling is presented in Figure 1.

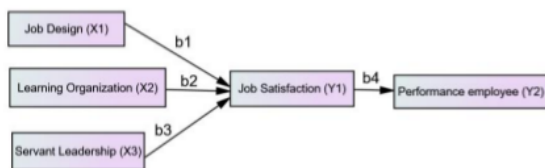


Figure 1 - Structural Equation Modeling

Linear regression I: $Y_1 = b_1X_1 + b_2X_2 + b_3X_3 + e_1$
 Linear regression II: $Y_2 = b_4Y_1 + e_2$

4 RESEARCH RESULT

The respondents' answers result from... people have been tabulated. Validity and reliability tests have been tested, resulting in the conclusion that the respondents understand the questionnaire contents, and it is proven to have a good level of consistency. Respondent profiles are presented in Table 2.

Table 2 Respondents Profile

Age	%	Education Level	%
21-30 years	1,67	Senior High School	36,67
31-40 years	20	Diploma	1,67
41-50 years	41,67	Bachelor	61,67
>50 years	36,67		
Gender	%		
Male	68,33		
Female	31,67		

Most of the respondents were male, at the age range of 41 to 50 years, meaning that the respondents were at a high level of maturity with a good level of intelligence, namely most of them had a bachelor's degree. Data processing used the SPSS (Statistical Package for Social Science) program. This research measured five variables and 22 research indicators. The description of respondents' perceptions could be analyzed using the average value for each variable and indicators. The statistical results of descriptions for each research variable and indicator are presented in Table 3.

Table 3 Value Description for Variables and Indicators

Variables	Mean	Indicators	Mean
Job design (X ₁)	4,09	Task Identity (X _{1.1})	4,08
		Task significance (X _{1.2})	4,38
		Autonomy (X _{1.3})	3,92
		Feedback (X _{1.4})	3,97
Learning Organization (X ₂)	4,15	Team learning (X _{2.1})	4,17
		Continuous learning (X _{2.2})	4,30
Servant Leadership (X ₃)	4,32	Empowerment (X _{2.3})	4,20
		System connection (X _{2.4})	3,94
		Listening (X _{3.1})	4,22
		Persuasion (X _{3.2})	4,26
Job Satisfaction (Y ₁)	4,03	Stewardship (X _{3.3})	4,40
		Commitment to the growth of employee (X _{3.4})	4,40
		Salary (Y _{1.1})	3,75
		Communication (Y _{1.2})	4,15
Employee Performance (Y ₂)	4,19	Performance appraisal system (Y _{1.3})	4,04
		Employee relationship with other employees (Y _{1.4})	4,19
		Promotion (Y _{1.5})	4,02
		Work quality (Y _{2.1})	4,18
		Work Behaviour (Y _{2.2})	4,30
		Responsibility (Y _{2.3})	4,19

Cooperation (Y _{2,3})	4,11
Initiative (Y _{2,4})	4,19

The explanation of Table 3 shows that the indicators that best describe the job design variables are the significance of the task and task identity. Continuous learning and empowerment indicators can explain learning organization well. Servant leadership prioritizes the aspects of stewardship and commitment to the growth of the employee. Employee job satisfaction appears on communication indicators, performance appraisal system, employee relationship with other employees and promotion. Employee performance appears in activities, such as work behaviour, aspects of responsibility, and initiative.

Twice regressions were performed to find out the standardized coefficient value on the structural equation modeling. The regression model equation results are as follows:

The first multiple linear regression model:

$$Y_1 = 0.275X_1 + 0.171X_2 + 0.279X_3 + e_1$$

The second multiple linear regression model:

$$Y_2 = 0.492Y_1 + e_2$$

The structural equation modeling results are presented in Figure 2.



Note: *) significant at the 0,05 level

Figure 2 - Structural Equation Modeling

Figure 2 shows the four standardized regression coefficient values in structural equation modeling. Job design on job satisfaction show significant impact. Learning organization does not affect job satisfaction. Servant leadership has a significant effect on job satisfaction. Furthermore, job satisfaction has a significant effect on employee performance. An explanation of the path analysis is presented in Table 4.

Table 4 The results of the path analysis evaluation

Independent	Variables Mediation	Dependent	Indirect Effect	Result
Job design	Job	Performance	0,275 X	H1- accepted
	Satisfaction	Employee	0,492 = 0,135	
Learning Organization	Job	Performance	0,171 X	H2- rejected
	Satisfaction	Employee	0,492 = 0,084	
Servant Leadership	Job	Performance	0,279 X	H3- accepted
	Satisfaction	Employee	0,492 = 0,137	

Note: Learning Organization pathway on Job Satisfaction shows the insignificant effect so that the coefficient value of

0.171 is considered Null ($\beta_2 = 0$ or H_0 is accepted) so this path is not counted.

Table 4 shows the indirect effect of servant leadership on employee performance with job satisfaction mediation, which is a value of 0.137 which is greater than the value of the indirect effect of job design on employee performance with job satisfaction mediation of 0.135. Although the difference is slight, according to statistical calculations, it is found that the strongest path in the structural equation modeling built in this study is the path of indirect influence of servant leadership on employee performance by mediating job satisfaction.

5 DISCUSSION

Respondents' perceptions of job design indicated that job design is formed from the aspects of task identity, significance, autonomy, and feedback. It was found that task identity and task significance are the most important indicators of job design. Respondents could understand the task identity because there was the suitability of work with standard operating procedures, and employees can understand the job in detail. While respondents could understand the significance of the task because all types of work performed by employees were closely related to other employees. Completion of work on the Regional Revenue Agency required identifying the task through the process from beginning to last until the output of the job is visible. Therefore, it required persistence and a high work ethic. Even though work standards have been determined, the organization gave freedom to employees to develop innovations without violating existing procedures, so that they are more effective according to the required developments. Employees were given the freedom to plan their work and determine the procedures used to encourage employee initiative and responsibility. It was in line with the characteristics of work in the Malang Regency Regional Revenue Agency which required public service innovation.

This research revealed that the learning organization was determined by team learning, continuous learning, empowerment and system connection. Learning organization at the regional revenue agency is especially formed by continuous learning, namely learning designed to support work and provide opportunities for employees to take part in education on an ongoing basis.

Learning was designed by the organization for employees to improve understanding of work according to their field of work. Lessons provided by the Malang Regency Regional Revenue Agency include technical guidance and outreach, but they are tailored to the needs so that they have not been carried out routinely.

The agreement resulting from the joint discussion about learning could be carried out by employees without rejection,

and employees were given the opportunity to develop ideas or ideas and innovate using information technology.

This study revealed that Servant Leadership is determined by Listening, Persuasion, Stewardship, and Commitment to the growth of employees. Servant leadership was primarily formed by stewardship and commitment to the growth of employees.

Leaders played an important role in the organization because they have the authority to formulate a policy. The leader is the captain for all members to determine where the goal is. It required the ability to manage agencies and subordinates as best as possible to achieve organizational goals. By being able to manage, it was used as an applied example which is the subordinates scope.

Organization members need direction to more excel. The leader looks directly into the fields and sees the workflow process at the technical operational level while giving direction to the difficulties faced to find solutions. It is in line with the research of Allameht et al. (2015) that serving leadership is understanding and practising leaders by giving preference to others.

The leadership is committed to helping everyone in the organization and establishing good relationships with all organization members. That a good leader is a leader who does not discriminate against all subordinates; all are the same. Likewise, there is a good relationship with everyone in the organization by considering subordinates as colleagues. Serving leadership is willing to accept and listen to the opinions of subordinates. Willing to accept the opinion of subordinates, the leader can understand what subordinates feel and want. If there is something unfavourable to an employee, they do not necessarily believe it but try to find the cause and do not rush to justify an opinion but still think positively to subordinates to become good energy for the organization.

Job Satisfaction is formed by salary, communication, performance appraisal systems, relationships with colleagues, and promotions. The main thing that shapes job satisfaction is the existence of good relationships between colleagues and communication.

Good relationships with colleagues are needed from one work system to another. Work can be done well if there is a harmonious relationship between employees and superiors and subordinates and vice versa. Employees were reluctant to solve problems that make working conditions worse. On the other hand, organizations often form work teams that involve several people with related tasks. Cooperation is important, and it is impossible for the team to achieve the goals of the members are not harmonious.

In addition, employee satisfaction was determined by well-established communication between co-workers and superiors. Organizations need members who exchange

information, ideas, and ideas conveyed by communicating. Communication produces attitude changes so that a good relationship exists between the one who gives the message and the recipient of it. The effectiveness of the communication process can be measured in terms of whether the objectives the convey message achieved. Sepahvand et al. (2015) explained that job satisfaction is an emotionally pleasant mood that comes from one's attitude, emotional reactions, and evaluation of work. It was felt by employees, especially in terms of communicating with colleagues and helping each other complete work.

This research found that employee performance was shaped by work quality, responsibility, cooperation, and initiative. Responsibility and cooperation were important measures to shape employee performance. Coordination and cooperation between employees and superiors were required to complete the task.

The performance will be maximized if employees have a combination of three important factors, namely the ability and interest of an employee; ability and acceptance of the delegation's explanation of tasks and roles; and also the level of individual employee motivation. Thus, the higher the three factors, the greater the employee's performance.

The research results prove that the job design in the regional revenue agency, especially task identity and task significance, positively impacts employee job satisfaction. Employees are satisfied with work activities because employees are aware that what they are doing is in accordance with the applicable rules in the organization so that there is a strong working relationship between each employee to complete the work with a full sense of responsibility.

Learning organizations in terms of continuous learning are primarily related to work support in the form of work innovation that has not been able to create job satisfaction, especially in work coordination in completing work on time. This research's findings contradict the findings of Nafei's (2015) research that organizational learning has a significant direct effect on organizational performance. Innovations or new ideas in organizations in the regional revenue agency became a barrier to work, and employees were less satisfied with the application of innovations or new ideas, especially hindering the speed of completing work. Employees still like old habits, even though employees were given the freedom to innovate.

This research's findings at the point of link between servant leadership and job satisfaction and its impact on employee performance. The leader's ability to manage the organization and the leadership's commitment to developing better employees has a positive impact on their job satisfaction. Employees felt protected to develop their potential so that there was a tendency among them to unite in completing work.

6 CONCLUSION

The findings of this study explained that the task identity is in accordance with standard operating procedures in the organization and the ability of leaders to understand the desires of employees, namely the desire to develop, which was proven to satisfy employees at work so that most employees were willing to work together to complete tasks with full responsibility. Innovations and new ideas in the organization could become obstacles to getting work done quickly. Organizational ability to accept innovation was still slow so that employees who implement new ideas or work innovations seem to be working with low responsibility.

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