



Internal Service Quality to Improve Job Performance Through Job Satisfaction

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ABSTRACT

This study aims to examine the influence of Internal Service Quality to Increase Job Performance through Job Satisfaction as a Mediation Variable at PT. JDM in Surabaya, Indonesia. The number of samples used in this study were 72 employees with the saturated sample method. The data analysis technique used is simple linear regression analysis and Sobel test to measure the mediating variable. The results of this study show that: the internal service quality variable has a significant effect on job performance, the internal service quality variable has a significant effect on job satisfaction, the job satisfaction variable has a significant effect on job performance, and job satisfaction can mediate the relationship between internal service quality and job performance. This study adds scientific discussion discourse related to the variables discussed.

Keywords: Job Performance; Job Satisfaction; Service Quality.

1. Introduction

In managing the business, human resources are crucial. This can be used by businesses to manage the company effectively and encourage performance in line with the established work standards. The attraction of the organization will increase as a result of strong staff performance. Early in February 2022, Job Street performed a poll that revealed 73% of workers were unsatisfied with their jobs, which led to poor employee performance. Employee performance has a significant impact on the growth of the business, so it is crucial to pay attention to employee satisfaction.

Employee performance in the workplace is still relevant and crucial to examine because employees have a significant influence in determining an organization's success. To assess how well people are doing their jobs and obligations, employee performance appraisal is necessary. The outcomes of this performance review can be utilized to assess employee performance growth and make decisions about human resources. If workers are happy with the tasks they are in charge of, their performance will improve. People who are happy at work will be motivated and passionate.

Employees that are unhappy at work, on the other hand, will be less motivated and enthusiastic, which will result in subpar performance. In order for employee performance to improve, it is crucial to pay attention to employee pleasure at work (Hannum & Lubis, 2022). The quality and amount of work completed by Human Resources (HR) while carrying out job assignments in accordance with the duties assigned determines employee performance. Because a company's or organization's people resources are what determine how far it may advance, employee performance is a crucial factor. If performance improves, the company's objectives will be met.

According to (Herawati & Ermawati, 2020) performance is a method obtained from achievement in completing one's tasks or work and an important matter in the company's efforts to achieve goals, according to (Rifa'i et al., 2021) performance is a result that can be evaluated based on how well human resources or other resources do their tasks in accomplishing the company's goals and objectives.. Employees who are satisfied with their jobs usually have high motivation to improve their performance, be more productive, and be effective in carrying out their duties.

Satisfaction greatly affects their work, if satisfaction increases then there are lots of positive things in their work to produce better work results. In line with that, according to (Anwar et al., 2021) job satisfaction is a person's pleasant emotional state for the results of work achievements, work environment, and work life. According to (Hermingsih & Purwanti, 2020) job satisfaction is something that can build Human Resources to face the globalization era which is full of challenges. Job satisfaction is a positive feeling that arises in an employee in looking at his work. Job satisfaction will be achieved when individuals provide good service that comes from within themselves. Internal service quality is a form of service that comes from within the individual to be able to provide good service in carrying out his work.

In providing the best service without any coercion from outside, the employee will feel satisfied with himself and if he feels satisfaction then his performance will be good. According to (Rusvitawati, 2022) Internal service quality is how well employees in various organizational units perceive the services they deliver to other employee groups inside the organization. According to (Abdullah et al., 2021) Internal service quality is a form of service for an employee's perception of his work in order to create work results within the organization.

In this study, the variables that have been explained form a conceptual framework based on Resource-Based theory. The Resource-Based Theory was founded by (Wernerfelt, 1984) explain how a corporation might gain competitive advantages if it possesses resources that are not held by other enterprises. This conceptual framework model will be tested on all employees of PT JDM Surabaya.

Based on this background, the following problem formulation emerges:

- Does internal service quality affect employee job satisfaction?
- Does job satisfaction affect employee job performance?
- Does the internal service quality affect employee job performance?
- Does job satisfaction mediate the influence of internal service quality on employee job performance?

2. Literature Review

Resource Based Theory

An explanation of how a corporation can use its resources to get a competitive edge and perform better is provided by the resource-based theory. The resources a firm has, including its physical assets, people resources, technology, branding, managerial expertise, and other resources, determine its ability to compete. The hypothesis holds that businesses will have a significant competitive advantage if they have resources that are uncommon, valuable, hard to duplicate, and hard for rivals to replace (Wernerfelt, 1984). According to (Ulum, 2017) A firm resource with a competitive edge and the ability to guide the organization toward strong long-term performance is resource-based theory. Resources can be channeled to make something valuable and unique last for a long period and be difficult to duplicate. In order to create value for the company and perform at its best, a company must have a competitive advantage. Conclusion: The company's resources have an impact on its performance, which will ultimately raise the company's worth.

Internal Service Quality

Internal service quality is a form of service that comes from within the individual to be able to provide good service in carrying out his work. In providing the best service without any coercion from the outside, the employee feels satisfied with himself. If he feels satisfied, his performance will be good. According to (Slack & Brandon-Jones, 2018) Internal service quality is the level of service quality provided by departments or units within an organization to other departments or units within the organization that require these services. Internal service quality is concerned with how a department or unit treats other departments or units in the organization and how they respond to their needs and demands. Internal service quality is the ability of an organization to provide a work environment that allows employees to give their best performance in supporting external customers. Includes topics like having enough resources available, having good managerial support, and having clear communication.

A healthy and inclusive workplace culture, as well as employee training and development. Enhancing employee work satisfaction through internal services can help firms meet their objectives. Based on the theory above, it can be concluded that internal service quality is a form of service that comes from within the individual to be able to provide good service in carrying out his work. In providing the best service without any coercion from the outside, the employee feels satisfied with himself. If he feels satisfied, his performance will be good.

According to (Zeithaml, 2018) internal service quality indicators are as follows:

- Collaboration or teamwork.

Mutually beneficial and supportive relationship in a organization carried out by 2 or more people to achieve an agreed goal.

- Job fit or employee job fit.

Circumstances in which employees feel in accordance with the work currently occupied.

- Suitability to technology or technology job fit.

The accuracy of the tools or technology used in work.

- Self-control ability or perceived control.

Relationship between individual reaction to pressure and ability to control the situation.

- Monitoring and control system or supervisory control system.

It determines the activity of supervising employees, besides that too includes social support.

- Role conflict or role conflict.

A situation that occurs when a person is expected to play two conflicting roles.

Job Performance

Employee job performance is the end result of employee work evaluated in terms of quality, quantity, working hours, and cooperation to complete and meet the objectives set by the company in a manner that is in accordance with organizational policy. Employee job performance, according to (Sutrisno, 2019), is the work done by employees in carrying out their duties and responsibilities within the organization or company. This includes requests for targets or goals that have been set, quality of work, productivity, and contributions to the organization's or company's progress, it takes into account requests for the targets or goals that have been established, as well as the caliber of the work, productivity, and contribution to the advancement of the group or business. The effectiveness of an employee's job can be evaluated in a number of ways, including through performance reviews, measurements of work output, and assessments of a leader or coworker. Employee job performance is a term used to describe the output an employee produces while performing duties for the firm. A number of factors, including productivity, work quality, innovation, and contribution to the company's moral objectives, can be used to evaluate an employee's success on the job. Employees with strong ability and motivation who can work successfully and efficiently on schedule tend to have good job performance. According to (Prabu, 2005) performance is a metric used to assess how well an organization, person, or system has carried out tasks or reported job outcomes in order to meet predetermined goals. According to the numerous theories discussed above, it can be concluded that an employee's job performance is a result of their labor as measured by quality, quantity, working hours, and cooperation to reach organizational goals.

According to (Kasmir, 2016) the job performance indicators are as follows:

- Quality.

A characteristic that determines the ability of a product or service to meet customer needs and expectations.

- Quantity.

To measure performance, it can also be done by looking at the quantity (amount) that a person produces.

- Time.

For certain types of work, there is a time limit for completing the work. If there is a violation or non-compliance with the deadline, it can be assumed that the performance is not good and vice versa.

- Effectiveness.

Increase efficiency in the use of each unit of resources used, including labor, costs, technology, and raw materials.

- Independence.

The ability of an organization or business unit to manage and control its performance independently, without depending on external factors that cannot be controlled.

Job Satisfaction

Job satisfaction is a person's level of satisfaction or happiness with his work and work environment, including relationships with colleagues, supervisors, salary, working conditions, and career development opportunities. Job satisfaction can affect the motivation, performance, and retention of employees in a company. According to (Sinambela, 2021) job satisfaction is a psychological condition that is formed from the results of individual evaluations of their work, which encompassing feelings of pleasure or displeasure at work and the work environment helps minimize employee turnover. According to (Bismala et al., 2019) job satisfaction is an individual's subjective evaluation of the compatibility between expectations and work experience experienced in the organization. Job satisfaction includes aspects such as appreciation, communication, the ability to grow and develop, fairness, support from colleagues and management, and a pleasant work environment. Job satisfaction is a feeling of satisfaction or dissatisfaction felt by employees with work, salary, work environment, and other factors related to work. Job satisfaction can affect motivation, performance, and loyalty.

Based on the various theories above, it can be concluded that job satisfaction is a psychological condition that is formed from the results of individual evaluations of their work, which includes feelings of pleasure or displeasure at work and the work environment helps minimize employee turnover.

According to (Afandi, 2018) indicators of job satisfaction are:

- Work.

How employees receive and perform all the tasks and activities that need to be done to see the level of satisfaction with the performance of employees in the work done.

- Wages.

How employees receive fair wages on the level of employee job satisfaction to see how employees perform satisfied with the wages that have been given.

- Promotion.

Providing adequate and appropriate remuneration to employees, such as promotions, will certainly have an impact on employees so that they are enthusiastic about working.

- Supervisor.

Assistance in creating favorable working conditions is provided, of course, in order to enable employees to perform in a manner consistent with the expectations of the business.

- Work colleague.

Collaboration that has been carried out to complete work that has a positive impact.

Conceptual framework and Hypothesis

Based on the description above that has been explained. For more details, the conceptual framework in this study is described as follows:

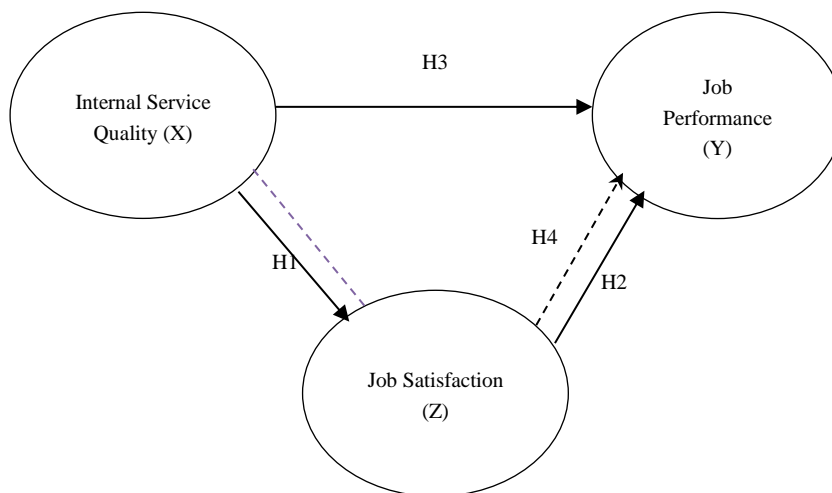


Fig. 1 – conceptual framework

Hypothesis:

The temporary answer to the formulation of the problem is a hypothesis. The main function of the hypothesis is to open up the possibility to test the truth of the theory. The hypothesis in this study are:

H1: Internal service quality has an effect on job satisfaction.

H2: Job satisfaction has an effect on job performance.

H3: Internal service quality has an effect on job performance.

H4: Job satisfaction mediate the influence of internal service quality on employee job performance.

3. Methods

This research collects information about internal service quality, job performance and job satisfaction to improve service in the company properly so that employees feel satisfied to produce good job performance. This research uses exploratory nature of science research with basic research developing science using quantitative causes and effects to test hypothetical theories. According to (Sugiyono, 2019, p. 16) the quantitative research method is a type of research that uses numerical data or data in the form of numbers as material for analysis. This study emphasizes more on hypothesis testing, variable measurement, and statistical analysis to look for relationships between variables. How to take samples with a survey and using a questionnaire. Online surveys are utilized as data gathering tools, with respondents answering the questions on their own using electronic devices (Blumberg et al., 2014). a Likert scale-based questionnaire was utilized to collect data.

Population and Sample

Population, according to (Sugiyono, 2019, p. 126) is an entity or subject that has specific measurements and traits that researchers have determined to study in order to develop conclusions. The population used in this study were all employees of PT JDM Surabaya with a total of 72 people.

The sample design used in this study is a saturated sample, where all members of the population are used as research samples. So that the sample and this research are all employees of PT JDM Surabaya as many as 72 people. The saturated sample strategy, according to (Sugiyono, 2017, p. 85) involves sampling every member of the population.

Data collection technique

A data collection technique is a way of gathering facts or information from the field in order to draw a conclusion. A questionnaire was used as the method for gathering data for this investigation. A questionnaire, as defined by (Sugiyono, 2017, p. 142) is a method of data collection that involves asking respondents to reply to questions or written comments. Questionnaires were conducted openly and closed.

A Likert scale is used as the variable measuring approach in this investigation. The Likert scale is used to gauge someone's attitude, opinion, and impression of them or a collection of social phenomena (Sugiyono, 2019, p. 146).

Table 1 - 5 levels of preference for answers.

Statement	Weight
Strongly Agree	5
Agree	4
Less agree	3
Disagree	2
Strongly Disagree	1

4. Results and Discussion

4.1. Respondent Profile

The demographic profile of the respondents is presented in Table. The data obtained shows that 55.6 percent of the respondents are male, while the rest are female. Most of the respondents belong to the age group of 26 to 28 years, it is 48.6%.

Table 2 - Respondents profile.

Variable	Description	Frequency	Percentage (%)
Gender	Male	40	55.6%
	Female	32	44.4%
Total		72	100%
	22 - 25 years	22	30.6%
	26 – 28 years	35	48.6%
	>29 years	15	20.8%
Total		72	100%

4.2. Validity Test

The degree to which a measurement tool assesses what it intends to measure is known as a validity test (Ghozali, 2018). A valid instrument is one that was utilized to collect or measure accurate data. When an instrument is considered valid, it can be used to measure the object being examined. Comparing r count with r table for each item is the validity requirement.

- The instrument is regarded as legitimate if r count exceeds r table.
- If the instrument is deemed invalid (dropped) if r count is less than r table.

Table 3 - Result of validity test.

Statement Item	r-count X	r-count Z	r-count Y	r-table	Remark
1	0.764	0.774	0.542	0.2319	Valid
2	0.741	0.724	0.587	0.2319	Valid
3	0.766	0.486	0.683	0.2319	Valid
4	0.659	0.726	0.552	0.2319	Valid
5	0.711	0.745	0.607	0.2319	Valid
6	0.711	0.530	0.596	0.2319	Valid
7	0.813	0.454	0.551	0.2319	Valid
8	0.644	0.458	0.458	0.2319	Valid
9	0.738	0.361	0.504	0.2319	Valid
10	0.757	0.474	0.497	0.2319	Valid
11	0.191	-	-	0.2319	Valid
12	0.180	-	-	0.2319	Valid

It is clear from the table above that all statement items derived from all variables are all legal. Each statement item's findings from the tabulation of correlation values have an r-count value larger than an r-table. The validity test findings show that every statement item for every variable has been deemed legitimate and can be utilized as a research instrument.

4.3. Reliability Test

A reliability test is a device to measure the accuracy of a questionnaire that serves as a variable indicator. If a construct or variable provides a Cronbach Alpha value of greater than 0.6, it is deemed dependable (Ghozali, 2011).

Table 4 - Result of reliability test.

Variable	Calculation of Cronbach alpha	Limit Value	Remark
X	0.884	0.6	Reliable
Z	0.784	0.6	Reliable
Y	0.735	0.6	Reliable

Because all Cronbach's alpha values are higher than the threshold value of 0.6, which indicates that all variables in this study are reliable and there is consistency in the results, it is clear from the data above that all variables are reliable and the analysis can move forward.

4.4. Simple Linear Regression Analysis

4.4.1. Model 1 equation

As for the results of the analysis of the data that has been processed, found the results of the following equations:

Table 5 – Simple Linear Regression Test X and Y

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	35.845	3.340		1.801	0.000
Internal Service Quality	0.326	0.076	0.454	4.278	0.005

a. Dependent Variable: Job Performance

The table above can be used to create the following basic regression equation:

$$Y = 0.454 X + e$$

The figures in the above straightforward linear regression equation can be This indicates a strong correlation between the job performance variable, which is equal to 0.454, and the internal service quality variable. The internal service quality provided to PT JDM Surabaya personnel is able to influence job performance as expected, according to these data, which suggest that good internal service quality will affect the ensuing job performance.

4.4.2. Model 2 equation

As for the results of the analysis of the data that has been processed, found the results of the following equations:

Table 6 – Simple Linear Regression Test X and Z

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	28.219	3.291		8.576	0.000
Internal Service Quality	0.325	0.065	0.515	5.029	0.000

a. Dependent Variable: Job Satisfaction

The table above can be used to create the following basic regression equation:

$$Z = 0.515 X + e$$

The figures in the above straightforward linear regression equation can be This indicates a strong correlation between the internal service quality variable and the job satisfaction variable, which is equivalent to 0.515. As a result of these findings, it can be concluded that the internal service quality provided to PT JDM Surabaya personnel has the potential to influence job satisfaction in the manner anticipated.

4.4.3. Model 3 equation

As for the results of the analysis of the data that has been processed, found the results of the following equations:

Table 7 – Simple Linear Regression Test Z and Y

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	26.468	4.372		6.054	0.000
Internal Service Quality	0.426	0.098	0.463	4.365	0.000

b. Dependent Variable: Job Performance

Based on the table above, a simple regression equation can be determined as follows:

$$Y = 0.463 X + e$$

The numbers in the simple linear regression equation above can be This means that the job satisfaction variable has a close relationship with the job performance variable, which is equal to 0.463. These results indicate that with good job satisfaction it will affect the resulting job performance, so it can be said that job satisfaction shown to employees of PT JDM Surabaya is able to influence job performance as expected.

4.4.4. Model 4 equation

As for the results of the analysis of the data that has been processed, found the results of the following equations:

Table 8 – Simple Linear Regression Test X and Z and Y

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	25.463	4.490		5.671	0.000
Internal Service Quality	0.071	0.072	0.122	0.989	0.326
Job Satisfaction	0.368	0.114	0.400	3.231	0.002

c. Dependent Variable: Job Performance

The table above can be used to create the following basic regression equation:

$$Y = 0.122X + 0.400Z + e$$

The magnitude of direct and indirect influence is determined by equations 1 and 2 and 3 as shown in the table above:

- Internal service quality has a 0.122 impact on work performance.
- The ratio of internal service quality to work satisfaction, which acts as a mediating factor, is 0.122×0.400 , or 0.04.

Based on calculations of the direct and indirect effects of internal service quality on job performance, it is found that job satisfaction can moderate the relationship because the indirect effect of the internal service quality variable shows a larger number than the direct effect between internal service quality and job performance.

4.5. Sobel Test

A statistical technique called the Sobel test is used to determine whether mediator effects in path analysis or structural equation models are significant. Regression coefficient value for internal service quality for job satisfaction is 0.325 with a standard error of 0.065 and a significance value of 0.000, according to the table of regression results (Model II equation & Model IV equation). Then, for Job Satisfaction, the coefficient value is 0.368, the

standard error is 0.114, and the significant value is 0.002, indicating that both Job Satisfaction and Internal Service Quality have a substantial direct effect on Job Performance.

If the calculated Z value > 1.98 then proves that the relationship is significant and can mediate. Meanwhile, if the calculated Z value is <1.98, the relationship is not significant and cannot mediate.

Find the Z value:

$$Z = \frac{A \cdot b}{\sqrt{(b^2 \cdot SE_a^2) + (a^2 \cdot SE_b^2)}}$$

Z = 2.820

Since the Z value obtained from the Sobel test calculation above is 2.820 > 1.98 with a 5% level of significance, it can be concluded that the job satisfaction variable is significant and can mediate the relationship between internal service quality and job performance.

4.6. Hypothesis test

4.6.1. t test (Partial)

Table 9 – Result of t test

Variable	t-table	t-count	Sig. limit	Sig. count
Variable X - Z	1.99444	5.029	0.05	0.000
Variable Z – Y	1.99444	4.365	0.05	0.000
Variable X - Y	1.99444	2.906	0.05	0.005

Based on the table above, it can be used as a reference in explaining the results of testing the hypothesis in this study, along with the explanation:

- Internal service quality variable t test on Job satisfaction.

The following formulation of the H1 hypothesis using the t test:

The internal service quality variable at PT JDM Surabaya has a positive and significant impact on job satisfaction, as shown by the t test results in the table above, which show that the t count is 5.029, which is greater than the t table's 1.99444 with a significant value of 0.000 0.05. H0 is thus rejected and H1 is accepted.

- Job satisfaction variable t test on job performance.

Using the t test, formulate the H2 hypothesis as follows:

The job satisfaction variable at PT JDM Surabaya has a positive and significant influence on job performance, as shown by the results of the t test in the table above, which show that the t count is greater than the t table with a significant value of 0.000 0.05 and a significant value of 4.365.

- Internal service quality variable t test on job performance.

Using the t test, formulate the H3 hypothesis as follows:

The internal service quality variable at PT JDM Surabaya has a positive and significant influence on job performance, as shown by the results of the t test in the table above, which show that the t count is 4.278, which is greater than the t table's 1.99444 with a significant value of 0.005 0.05.

4.7. Discussion

The Effect of Internal Service Quality on Job Satisfaction

Internal service quality and work satisfaction are tightly related, because Since employees are the major topic when discussing satisfaction and loyalty, enhancing service quality is one strategy to increase employee satisfaction. Additionally, it is claimed that consistent service quality can help a business succeed in terms of employee happiness. Based on the analysis's findings, it can be seen that the Internal Service Quality variable has an impact on job satisfaction, which includes factors like work, pay, promotions, supervision, and coworkers. The first hypothesis, which reads Internal Service Quality Influences Employee Job Satisfaction at PT JDM Surabaya in accordance with the study's findings, can be accepted because it can be seen from the t-count and significant test values that have been tested that the Internal Service Quality variable has positive and significant influence on job satisfaction.

The Effect of Job Satisfaction on Job Performance

Employee performance is influenced by many factors, one of which is job satisfaction. Employees will be satisfied if work procedures and regulations applied in the company support the improvement of employee performance. Based on the results of the analysis, it shows that job satisfaction has an

influence on job performance with employee performance indicators namely quality, quantity, time, effectiveness and independence. It can be seen from the t-count value and the significance test that has been tested so that it can be concluded that the Job Satisfaction variable has a positive and significant influence on Job Performance, thus the second hypothesis reads Job Satisfaction Has an Influence on Employee Job Performance at PT JDM Surabaya in accordance with the results research, so that the hypothesis can be accepted.

The Effect of Internal Service Quality on Job Performance

Internal service quality refers to the standard of services offered by organizational departments or units to other departments or units that need the services. Internal service quality refers to how a department or unit interacts with other departments or organizational units and how they handle their requests and needs. Based on the analysis's findings, it can be concluded that the Internal Service Quality variable has a positive and significant impact on job performance. This is demonstrated by the results of the t-count and significance test, which show that the Internal Service Quality variable is based on aspects of teamwork cooperation, suitability for work, suitability for technology, self-control abilities, monitoring and control systems, and role conflicts.

The Effect of Internal Service Quality on Job Performance Through Job Satisfaction

Based on the findings of the analysis in Table 8, the magnitude of direct or indirect influence is determined to be 0.122 for the effect of internal service quality on job performance and 0.122×0.400 for the effect of internal service quality on job performance through the mediating variable, job satisfaction. The internal service quality variable's indirect effect is found to be greater than its direct effect based on the results of the calculations for both the direct and indirect effects. Consequently, the fourth hypothesis, which reads: employee job satisfaction influences job performance through internal service quality at PT JDM Surabaya is in accordance with the results of the study, so that the hypothesis can be accepted.

Conclusion

Based on the research findings "Internal Service Quality to Improve Job Performance Through Job Satisfaction", it can be concluded as follows:

- The internal service quality variable has a significant effect on job performance.
- The internal service quality variable has a significant effect on job satisfaction.
- The job satisfaction variable has a significant effect on job performance.
- The internal service quality influences job performance through job satisfaction.

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