



Research Paper

## Analysis The Effects of Competence Job Stress and Work Environment on Job Satisfaction of Employees Heavy Equipment Manufacturing Company

Indah Astri Anggraeni<sup>1\*</sup>, Beti Nurbaiti<sup>2</sup>, Zahara Tussholeha Rony<sup>3</sup>

<sup>1,2,3</sup>(Department of Master Management, Faculty of Economics and, Business, Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia)

\*Corresponding Author: Indah Astri Anggraeni

**ABSTRACT:** This research was conducted to determine the effect of competence, job stress and, work environment on job satisfaction of employees in heavy equipment manufacturing. This research is a type of quantitative research that will examine the effect of variables, namely exogenous and, endogenous variables by testing hypotheses. The sample used in this study was 103 respondents. The author uses a quantitative method using Structural Equation Modeling (SEM) with the help of Lisrel 8.8 Software and, anova ( $t\text{-value} \geq 1.96$ ) and,, the primary data is obtained from questionnaires whose measurements use a Likert scale that is tested for validity and,, reliability. The results of the study based on the validity and, reliability test showed that the data was valid and, reliable. Based on the  $t$ -test and,  $F$ -test shows that competence and, job stress, simultaneously influence the job satisfaction of employees in heavy equipment manufacturing, while the most significant is the competence in job satisfaction of employees in heavy equipment manufacturing.

**KEYWORDS:** Human Resource Management, Competence, Job Stress, Work Environment, Job Satisfaction

Received 14 May, 2021; Revised: 28 May, 2021; Accepted 30 May, 2021 © The author(s) 2021.  
Published with open access at [www.questjournals.org](http://www.questjournals.org)

### I. INTRODUCTION

Given the importance of analyzing the factors involved in carrying out the company's business activities are human resources, in this case, employees. Employees are company assets that must be improved and, refined company strategy. One of the things that companies must pay attention to is employee job satisfaction. The next problem that arises is how to create job satisfaction for employees to produce effective, efficient and, optimal work. It is not surprising that there is a large body of literature exploring this issue that focuses on various measures of job satisfaction (see, for example, Bagia and, Cipta, 2019, Singh, et. al., 2019, and, Agbozo, et. al., 2017). Much of the research in this area focuses on job satisfaction in determining employee performance.

One plausible interpretation of this finding is that not all employees have the performance or work results as expected by the company. In line with this argument, a competent workforce with good performance and, maintaining it, an important factor that must be considered employee job satisfaction includes maintaining the work environment and, preparing competencies to carry out their roles and, responsibilities[1].

Our findings suggest that The level of employee job satisfaction is not optimal, which is indicated by problems related to competence such as not all employees have the performance or work results as expected by the company. High defects of the product, the result of reading errors in drawings, limited knowledge in the machine setting process or, not the following work in procedure. Some employees do not master the substance of the work, where work completion is only hand,led by a few employees, both individually and, in teams, so that work tends to be concentrated only on employees who are considered competent, while others work modestly with unclear targets. Competence is a skill needed to complete a job or carry out a position, with the knowledge, skills, abilities and, self-concept of employees. So thus the employee's knowledge, skills, abilities, self-concept can complete the job properly[2].

Competence has a significant effect on job satisfaction in employees. Competence and, job mastery interact with each other in influencing job satisfaction and, employee performance. Employee competence will affect the level of employee job satisfaction at their job. The better the employee's competency, the more job satisfaction they feel but not significantly increases (see, for example, Khan, et. al., 2015, Mukhtar, 2018, Bagia and, Cipta, 2019 and, Adam and, Kamas 2019)

Apart from competence, some things need to be considered related to the problem of work stress in the shift work system or work shift. This has an impact on employees, causing fatigue. This system policy was taken by the company to increase production optimally and, optimize the working power of machines to achieve work results as expected by the company. In addition, there is no opportunity for job rotation, causing a level of boredom due to monotonous and, repetitive work.

Negative relationship between job stress and, job satisfaction of employees. has negatively impacted employees in the form of decreased morale and, motivation, decreased productivity, and, increased burnout. (see, for example, Venkataraman and, Ganapathi, 2013, Akhtar, et. al., 2018, Nagori and, Sigh, 2019 and, Singh, et. al., 2019) and, does not show a significant effect of job stress on job satisfaction, assuming other factors which affect the measure of job satisfaction are considered constant[3].

In addition, the company is faced with problems related to the work environment, such as the condition of the work area in one of the divisions is less than ideal, this can be seen by the fact that the production area and, storage area for production materials, supporting materials and, production process support equipment are not neatly arranged, do not reflect comfort, so that the situation becomes uncomfortable. Actually, it can be said that it is very good. However, based on the results of interviews with several production employees, it is known that the presence of large machines and, equipment in the production department hampers communication among employees due to the noise generated from these machines. To maintain communication with fellow employees, employees often have to speak loudly with other employees in the production room. Furthermore, the problem that arises in the production area is hot temperatures. This high temperature makes employees feel hot and, tired quickly. While previous research conducted, shows the influence between the work environment and, job satisfaction of bank employees. The results of these studies are the same as several other studies which state that the work environment with employee job satisfaction. By using work stress indicators as follows work atmosphere, relationships with coworkers and, superiors, working hours or rest hours, work facilities and, work safety (see, for example, Jain and, Kaur, 2014, Raziqa and, Maulabakhsh, 2014, Salunke, 2015 and, Agbozo, et. al., 2017). The work environment does not have a significant effect on job satisfaction, because most employees feel that the work environment is less supportive or less conducive, especially in terms of access from home to work which they consider quite remote. This does not support a work environment that is not satisfactory for most employees[4].

This paper seeks to fill this gap in the existing literature. We begin, in Section 2, by developing a theoretical framework that establishes an effect between competence, job stress and, work environment on job satisfaction of employees in heavy equipment manufacturing. In Section 3, we analyze the study method, the data were taken in the form of primary data, using quantitative methods by distributing questionnaires as research instruments using Structural Equation Modeling (SEM) with the help of Lisrel 8.8 software. and, Annova. Section 4, we examine the effect of variables, namely exogenous and, endogenous variables by testing hypotheses. Section 5 concludes the paper.

## **II. LITERATURE REVIEW**

### **A. Human Resources Management**

Human resource management is a management field that studies the relationship and, role of humans in companies. The element involved in human resource management is the workforce at the company. Humans always play an active and, dominant role in every company activity because humans can become planners, actors in realizing company goals. Meanwhile, according to the role of human resource management, it is very important to create a mechanism and, system by the socio-cultural and, institutional context of each company, including: Helping the organization achieve its goals by carrying out organizational tasks effectively and, efficiently; Helping the employee work system where this system is very important to have by the company because it is a tool to measure employee performance[5].

Human resource management is an administrative activity related to planning, recruitment, selection, orientation, training, assessment, human resource motivation, and, functions in organizations that focus on humans[6].

As for the challenges of human resource management, as follows: External Challenges; External challenges can be grouped into four, namely: the technology sector, the economic sector, the socio-cultural sector, the political sector, and, the international sector. Internal Challenges; Internal challenges arise because of the presence of human resources who pursue considerations or trade-offs, including financial, sales, service, production and, others[7].

## B. Competence

Competence is defined as the expectation to be able to improve performance and, work results, while competence is needed to have capabilities that match the needs of the organization so that it can provide the best performance. Competence allows a person to realize work-related tasks needed to achieve goals[8].

Competence shows the characteristics that underlie behavior that describe; Knowledge of these factors includes technical, administrative, humanitarian and, systemic problems. Skills; refer to one's ability to do an activity. Self-concept and, values; refer to one's attitudes, values and, self-image, such as a person's belief that he can succeed in a situation. Personal characteristics; Look at the physical characteristics and, consistency of responding to situations or information, such as self-control and, the ability to stay calm under stress. Motive; are emotions, wants psychological needs, or other drives that trigger action[9].

Meanwhile, competence provides several benefits to employees as follows: The ability to transfer skills, values, recognized qualifications, and, career development potential. There are opportunities for employees to get education and, training through access to existing stand,ards-based national certification. Target placement as a means of career development. Existing competencies and, their benefits will be able to add value to learning and, growth. More obvious career change options to change at a new position, one can compare their current competence with the competencies required for a new position. More objective performance appraisal and, feedback based on clearly defined competency stand,ards. Increased skills and, marketability as employees[10].

LOMA,s Competency Dictionary a competency model is an important series for the superior performance of a job or group of jobs. This competency model provides a map that helps a person understand, how to best achieve success in a job or understand, how to cope with a particular job. The competency models are as follows: Core Competencies, Role Competencies and, Functional Competencies. This functional competency consists of technical competence (hard skills) and, behavioral competencies (soft skills)[11].

## C. Job Stress

Stress can be caused by too much or too little work, pressure on time and, deadlines and, having to make too many decisions. Many are jobs that are linked with the working conditions of a job with physical and, mental health[12].

Categorized the types of stress into two, namely: Eustress; the result of a response to stress that is healthy, positive and, constructive (constructive). Distress; the result of a response to stress that is unhealthy, negative and, destructive (destructive)[13]. Job stress is caused by organizational aspects, long working hours, lack of organizational support and, organizational changes, lack of support from supervisors and, colleagues, and, conflicts with demand,s and, pressures[14].

The following are various things, including Environmental factors; just as environmental uncertainty affects the design of organizational structures, it also affects stress levels among employees in the organization. Organizational Factors; these factors around tasks, roles, and, interpersonal demand,s. Personal Factors; Our final category, then, is factored in employees' personal lives: family problems, personal economic problems, and, inherent personality characteristics. Stressors; additives when we review the causes of stress one by one, it is easy to overlook that stress is an additive phenomenon as stress builds up[15].

Indicators of work stress include Workload; workload that exceeds the stand,ard ability of an employee will encourage work stress. Pressure and, attitude from leadership that is not fair and, reasonable; leadership must regulate and, rule under them. Inadequate work time and, equipment; time and, work equipment are aspects of supporting employees to complete their work. Interpersonal conflicts with leaders or groups; co-workers and, leaders in the workplace are social aspects that can affect whether a person is comfortable in the environment or not. Remuneration is too low; every job has different risks and, responsibilities[16].

## D. Work Environment

The characteristics of the work environment are as follows: Visible and, Open Communication; In essence, it addresses employees' feelings that they belong in the organization. Work-Life Stability; There must be a balance between work and, personal life. Impartiality; Employees need to identify that they are being rewarded impartially based on their performance. Consistency; Consistency means predictability[17].

A good work environment because this conducive workplace will lead to physical enjoyment or pleasure. Its main aim is to create an environment that ensures ease of effort and, eliminates all causes of frustration, anxiety and, worry. If the environment is pleasant, fatigue, monotony and, boredom are minimized and, work performance is maximized. Work has economic, mechanical, and, psychological aspects. An effective work environment encourages happiness[18].

Stated that different factors in the work environment such as salary, working hours, autonomy granted to employees, organizational structure and, communication between employees and, management can affect job satisfaction[19]. The concept of a work environment is a very complete concept covering physical,

psychological and, social aspects that mark working conditions and, consists of work environment indicators as follows: Working Atmosphere, Relationships with Colleagues and, Bosses, Working Hours or Resting, Work facilities and, work safety[20].

The benefits of creating and, maintaining a positive work environment are enormous. Greater productivity, happier people, employee stability, business benefits, higher profits, greater security, and, better health. Improving the work environment results in a decrease in the number of error rates, complaints, absences, and, hence improved performance[21].

#### E. Job Satisfaction

Job satisfaction is effectiveness or emotional response to various aspects of work. A person sometimes feels satisfied with one aspect of his job and, dissatisfied with one or more other aspects. Job satisfaction is the result of employees' perceptions of how well their jobs provide things that are considered important according to him. It is generally recognized in the field of organizational behavior that job satisfaction is the most important and, often studied attitude[22].

Meanwhile, there are 5 theories about job satisfaction, namely as follows: Maslow's Theory, The Two-Factor Theory of Herzberg, Mausner and, Snyder, X & Y Theory (Douglas McGregor), Needs theory-Achievement theory, and, ERG theory[23]. Job satisfaction is formed from multidimensions consisting of overall job satisfaction, as well as various other aspects of job satisfaction. Job satisfaction refers to an individual's positive emotional reaction to a particular job. Several indicators that determine employee job satisfaction, are as follows: Mentally Challenging Work, Appropriate Benefits, Favorable Working Conditions, Supportive Colleagues and, Personal Fit to Work[24].

Several factors are responsible for employee job satisfaction in an organization, including money, culture, an attractive workplace, appreciation, low stress, respect, trust, job security, and, so on. The level of job satisfaction or dissatisfaction is influenced by factors that affect job satisfaction, namely as follows: Psychological factors, factors related to psychiatric employees, which include interest, calm at work, attitudes towards work, talents, and, skills social[25]. Physical factors are factors related to the physical condition of employees, including the type of work, setting time, and, rest time, working equipment, room conditions, temperature, lighting, air exchange, employee health conditions, age. Financial factors are factors related to employee security, and, welfare protection of the system, and, the amount of salary, social security, benefits, facilities provided, promotions, and, so on [26]. The research framework can be seen in the chart below:

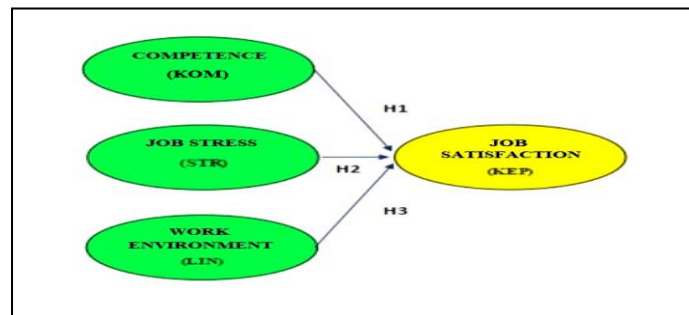


Figure 2.1. Research Framework Model

- Hypothesis 1: There is a significant relationship between competence on job satisfaction of employees in heavy equipment manufacturing;
- Hypothesis 2: There is a significant relationship between job stress on job satisfaction of employees in heavy equipment manufacturing; and,
- Hypothesis 3: There is a significant relationship between work environment on job satisfaction of employees in heavy equipment manufacturing.

### III. RESEARCH METHODS

The research was conducted in heavy equipment manufacturing which lasted for 4 months from October 2020 to January 2021. Data collection was primary data using quantitative methods by distributing questionnaires as a research instrument. Research variables include exogenous latent variables (variables that explain or influence other variables), including competence, work stress, and, work environment; and, endogenous variables (variables described or influenced by exogenous variables), namely job satisfaction. The sampling technique in this study used a proportional random sampling of 103 people, where the respondents were employees at the heavy equipment manufacturing. The questionnaire contains questions that represent indicators of each research variable, using 4 Likert scales, namely: (1) Strongly Agree (score 4); (2) Agree (score

3); (3) Disagree (score 2), and, (4) Strongly Disagree (score 1). Data is processed using Lisrel software because it contains simultaneous structural equations[27]. SEM aims to test the relationships between variables that exist in a model. Structural Equation Modeling can be described as an analysis that combines a factor analysis approach, structural model, and, path analysis. This study uses the Confirmatory Factor Analysis technique on SEM which is used to confirm the most dominant factors in a group of variables. To get the best model, through CFA the selection of valid latent variable indicators with Stand,ardized Loading Factor (SLF)  $\geq 0.50$  is selected [28].

Table 3.1. Details of the 9 Goodness Of Fit Index (GOFI) indicators

GOFI Indicator	Remarks of GOFI Indicator	Stand,ard Values for Good Match
RMSEA	Root Mean Square Error of Approximation	$\leq 0.08$
NFI	Normed Fit Index	$\geq 0.90$
NNFI	Non-Normed Fit Index	$\geq 0.90$
CFI	Comparative Fit Index	$\geq 0.90$
IFI	Incremental Fix Index	$\geq 0.90$
RFI	Relative Fit Index	$\geq 0.90$
Std. RMR	Stand,ardized Root Mean Square Residual	$\leq 0.05$
GFI	Goodness of Fit Index	$\geq 0.90$
AGFI	Adjusted Goodness of Fit Index	$\geq 0.90$

A variable has good validity to the construct or latent variable if the value of Stand,ardized Loading Factor (SLF)  $\geq 0.50$  ). Good construct reliability is if the value of Construct Reliability (CR)  $\geq 0.70$  and, Variant Extract (VE)  $\geq 0.50$ . The formula used is as follows:

$$\text{Construct Reliability} = \frac{(\sum \text{std.loading})^2}{(\sum \text{std.loading})^2 + \sum e_j}$$

$$\text{Variance Extracted} = \frac{(\sum \text{std.loading})^2}{N}$$

Where N is the number of observed variables.

Fit/structural model with a significance level of 0.05, the t value of the structural equation must be  $\geq 1.96$ . The hypothesis is accepted if the absolute value of t (t-value)  $\geq 1.96$ , and, the coefficient of t value (either positive or negative) matches the relationship between the variables listed in the research hypothesis[29].

#### IV. RESULTS AND DISCUSSION

The results of the following data processing below show that all latent variables of the study with the indicators have a good match, good validity, and, good reliability as well.

##### 1. Latent Variable of Competence (KOM)

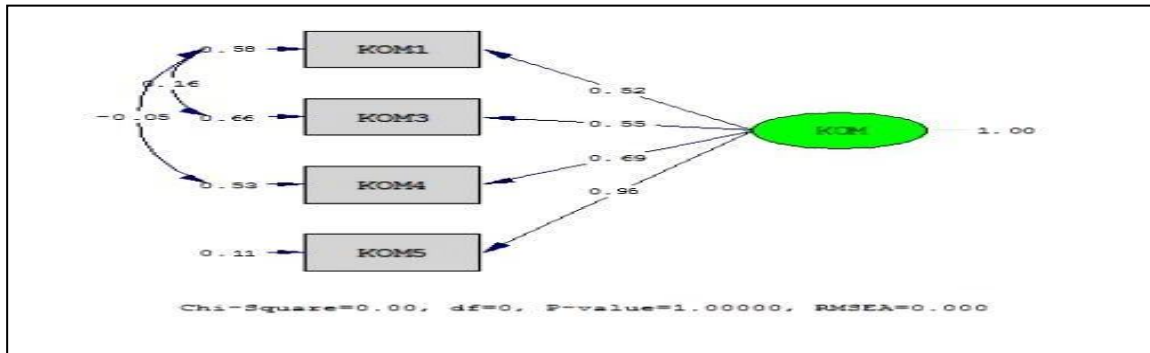


Figure 4.2. Path Diagram Test Model Measurement

2. Latent Variable of Job Stress (STR)

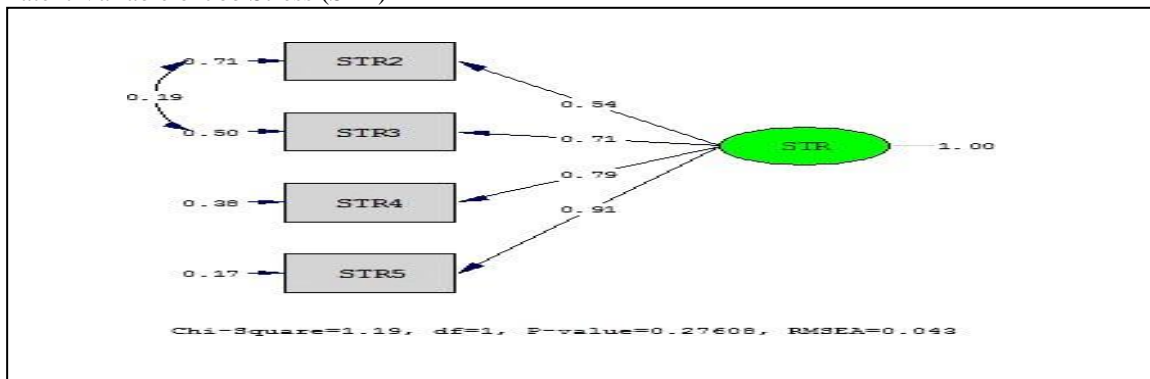


Figure 4.3 Path Diagram Test Model Measurement

3. Latent Variables in Work Environment (LIN)

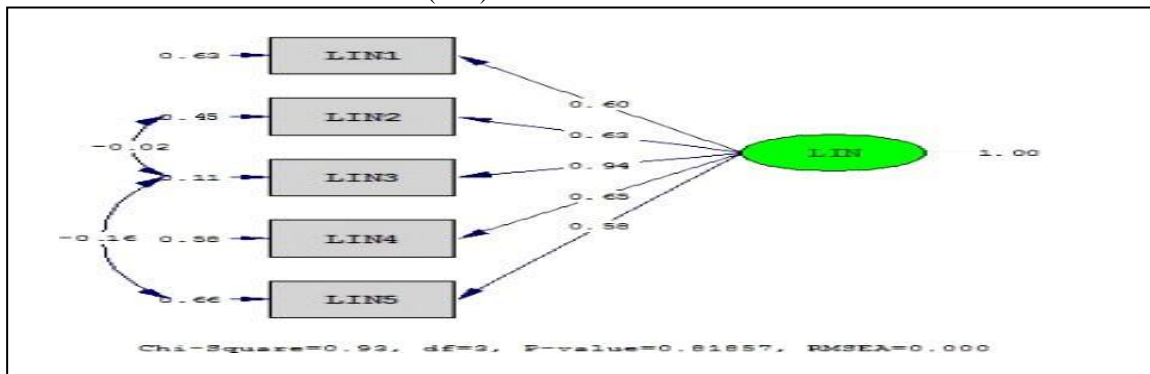


Figure 4.4. Path Diagram Test Model Measurement

4. Latent Variable of Job Satisfaction (KEP)

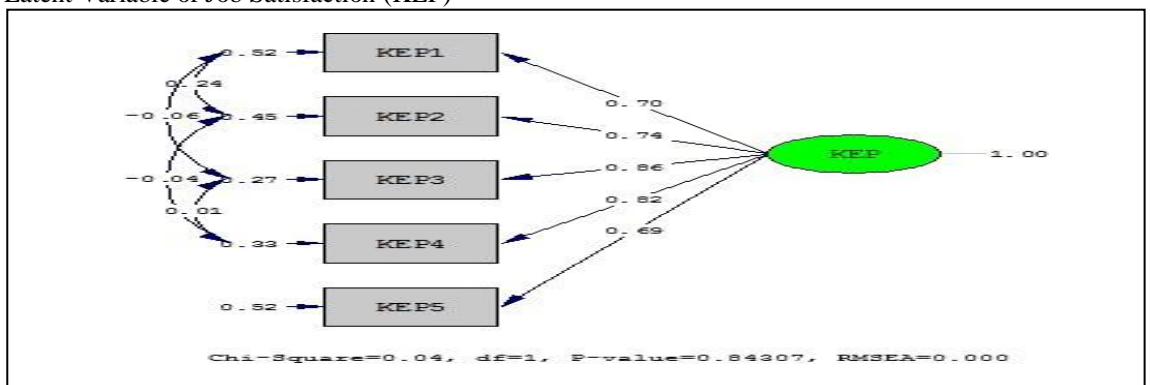


Figure 4.5. Test Diagram Path Model Measurement

5. Confirmatory Factor Analysis Test (CFA)



Figure 4.6. Lisrel Path Diagram Output Confirmatory Factor Analysis Test (CFA)

6. Structural Model Test (Research Hypothesis Test)

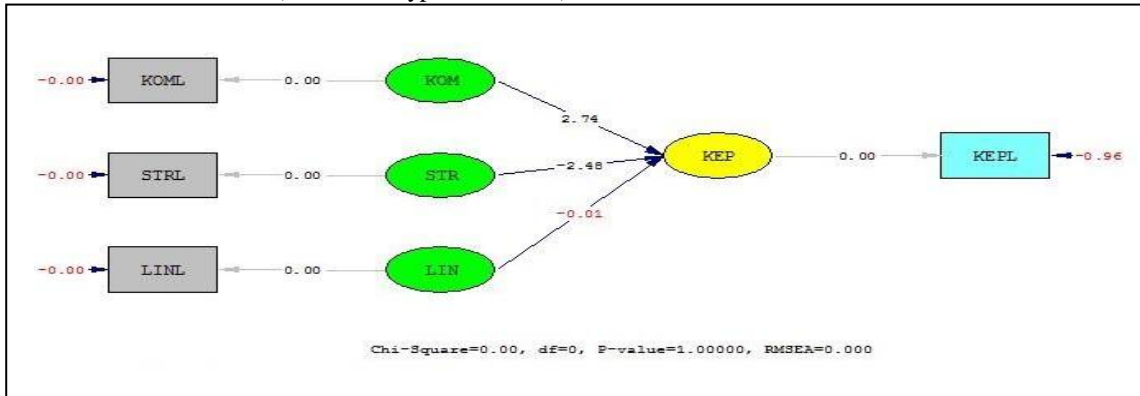


Figure 4.7. Research Structural Model Test Results (T-Value)

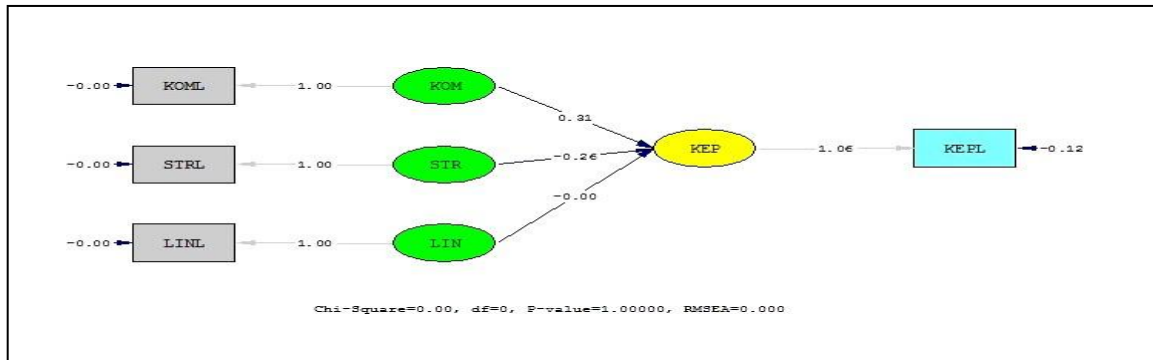


Figure 4.8. Research Structural Model Test Results (Standard Coefficient)

Table 4.2. Structural Model Test Results (Research Hypothesis Tests)

Information	Relationship Between Variables	T-Value	Stand,ard Coefficient	Conclusion of Hypothesis Test
Hypothesis 1	There is a significant relationship between competence (KOM) on job satisfaction (KEP) of employees in heavy equipment manufacturing.	2.74	0.31	Hypothesis 1 was accepted because t-value $\geq$ 1.96, and, positively correlated between KOM and, KEP variables.

<b>Hypothesis 2</b>	There is a significant relationship between job stress (STR) on job satisfaction (KEP) of employees in heavy equipment manufacturing.	-2.48	0.26	Hypothesis 2 was accepted because of the value of $t\text{-value} \geq 1.96$ , and, the negative correlation between STR and, KEP variables.
<b>Hypothesis 3</b>	There is a significant relationship between the work environment (LIN) on job satisfaction (KEP) of employees in heavy equipment manufacturing.	-0.01	0.00	Hypothesis 3 was rejected because the value of $t \leq 1.96$ , so there was no correlation between the LIN and, KEP variables.

## V. CONCLUSION AND SUGGESTIONS

Competence on job satisfaction of employees in heavy equipment manufacturing has a positive significant effect. This is because that if the competence is better, it will be able to make employees satisfied at work. Companies should review the current efforts by evaluating and, fixing the stand,ard operating system, especially on competency factors for example can further increase the intensity of employee training evenly for all employees by providing hard skill training programs needed by employees to facilitate and, improve the ability. Job stress on job satisfaction of employees in heavy equipment manufacturing has a significant negative effect. This is because if the work stress is higher, it will be able to make employees dissatisfied with their work in their respective fields. It is better if holding a counseling program which is a process of communication to management and, provides opportunities for mentors to interpret management problems and, explain various views to employees. Re-evaluating the demand,s of employees roles in completing their work, companies can perform work rotations or adjust workloads to the employee's ability level, so as not to interfere with employee performance in completing their work.

Work environment on employee job satisfaction in heavy equipment manufacturing does no effect. This is because if it is good or not the work environment has no effect and, does not have an impact on employee job satisfaction. Improve the quality of the work environment, especially in the production section, where it is known that there are large machines and, equipment in the production department that hinder communication between employees due to the noise generated from the engine and, air circulation by adding a fan to this section so that employees in the production section do not feel overheated and, so easily tired.

## REFERENCES

- [1]. Rony, Z. T., Lubis, F. M., Santoso, B., & Rizkyta, A. 2020. The Relevance of Political Skills for Leaders and, Managers in the Industrial Revolution 4.0: A Case Study of the Indonesian Private Television Industry. *International Journal of Innovation, Creativity and, Change*, Vol. 12, Issue 1, Page 447-466.
- [2]. Sihombing, F.A., Muspita, M. and, Iskandar, R., 2015. Analisa Pengawasan dan Kompetensi Terhadap Kepuasan Kerja Melalui Kinerja PT. East West Seed Indonesia. *Jurnal Ilmiah Inovasi*, Vol. 15, No. 3, Page 109-119.
- [3]. Anwar, A.B., Haris, M., Muhammad, A. and, Muhammad, I. 2013. The Effect of Work Stress and, Compensation on the Employees Performance Trough Motivation and, Job Satisfaction at the Private Life Insurance Companies in Jakarta, Indonesia. *IOSR Journal of Business and, Management (IOSRJBM)*. Vol. 9 No. 2, Page. 49-54.
- [4]. Budiyanto, B., Oetomo, H. W. 2011. The Effect of Job Motivation, Work Environment and, Leadership on Organizational Citizenship Behavior, Job Satisfaction and, Public Service Quality in Magetan, East Java, Indonesia. *World Academy of Science, Engineering and, Technology, Open Science Index 51, International Journal of Economics and, Management Engineering*, Vol. 5, No. 3, Page 277-285.
- [5]. Rony, Z. T. 2017. Peran Manajemen sumber Daya Manusia mengelola Turnover Karyawan.
- [6]. Francis, F., Oaya, Z. C. T., & Nagga, M. 2019. Impact of Human Resource Management System on Organisational Performance. *International Journal of Research in Management*, Vol. 1, Issue 3, Page No. 12-17
- [7]. Zainal, R. V., Ramly, M. Mutis, T. & Arafah, W. 2015. Manajemen Sumber Daya Manusia Untuk Perusahaan. Depok, PT. Rajagrafindo Persada.
- [8]. Adam, F. & Kamas, J. 2019. The Effect Competence And Motivation To Satisfaction And Performance. *International Journal Of Scientific & Technology Research* Vol. 8, Issue 03, Page 132-140
- [9]. Mukhtar, A. 2018. The Influence of Competence, Organizational Culture And Work Stress on Job Satisfaction and, Performance of Sharia Bank Employees in Makassar. *Journal of Research in Humanities and, Social Science*, Vol. 6, Issue 5, Page 1-6.
- [10]. Hatta, M. , Ramly, M., Hamid, S., & Alam, R. 2020. Impact of Competency on Performance Through Work Motivation and, Job Satisfaction Employees Hotels In City Makassar. *IOSR Journal of Business and, Management (IOSR-JBM)*, Vol. 22, Issue 6, Page No. 23-40.
- [11]. Nagori, P. Dan Sigh, R. 2019. Study of Relationship Between Job Stress and, Job Satisfaction in Print Media. *Proceedings Of 10th International Conference On Digital Strategies For Organizational Success*, Vol, 10, Page 1461-1473



- [12]. Rony, Z.T. 2016. *Siapa Harus Pergi, Siapa Harus Tinggal (Strategi Mencegah Turnover Karyawan Gen-Y)*. Jakarta, Pusat Studi Sumber Daya Manusia.
- [13]. Venkataraman, P.S. & Ganapathi, R. 2013. A Study of Job Stress on Job Satisfaction Among The Employees of Small Scale Industrie. *IOSR Journal Of Business And Management*, Vol. 13, Issue 3, Page 18-22.
- [14]. Robbins, S. P. & Judge, T. A. 2015. *Perilaku Organisasi*. Jakarta, Salemba Empat.
- [15]. Zainal, R. V., Hadad, M. D., & Ramly, M. 2014. *Kepemimpinan dan Perilaku Organisasi*. Jakarta, Kharisma Putra Utama Offset.
- [16]. Singh, M. M. Amiri, M & Sabbarwal, S. 2019. Role of Job Stress on Job Satisfaction. *International Journal of Management Studies*, Vol. 4, No. 4, Page 57-60
- [17]. Salunke, G. 2015. Work Environment and, its Effect on Job Satisfaction in Cooperative Sugar Factories in Maharashtra, India. *Abhinav International Monthly Refereed Journal Of Research In Management And Technology*, Vol. 4 No. 5, Page 20-31.
- [18]. Jain, R. dan Kaur, S. 2014. Impact of Work Environment on Job Satisfaction. *International Journal of Scientific and, Research Publications*, Vol. 4, Issue 1, Page 1-8.
- [19]. Raziq, A. dan Maulabakhsh, R. 2015. Impact of Working Environment on Job Satisfaction. *Procedia Economics and, Finance*, Vol. 23, Page 717-725.
- [20]. Agbozo, G. K., Owusu, I. S. , Hoedoafia. M. A, & Atakorah, Y. B. 2017. The Effect of Work Environment on Job Satisfaction: Evidence From The Banking Sector in Ghana. *Journal of Human Resource Management* Vol. 5, No.1, Page 12-18.
- [21]. Samson, G. N., Waiganjo, M., & Koima, J. 2015. Effect of Workplace Environment on the Performance of Commercial Banks Employees in Nakuru Town. *International Journal of Managerial Studies and, Research (IJMSR)*, Vol. 3, Issue 12, Page 76-89.
- [22]. Ezeanyim, Ezinwa, E., Therasas, U. E & Ajakpo. 2019. The Impact of Job Satisfaction on Employee Performance in Selected Public Enterprise in Awka, Anambra State. *Global Journal of Management and, Business Research: A Administration and, Management*, Vol. 19 Issue 7, Page 39-50.
- [23]. Fadllah, A. W. A. 2015. Impact of Job Satisfaction on Employees Performance an Application on Faculty Of Science and, Humanity Studies University of Salman Bin Abdul-Aziz-Al Aflaj. *International Journal of Innovation and, Research in Educational Sciences*, Vol.2, Issue 1, Page 26-32.
- [24]. Kertiriasih,N. N. R., Sujana, I. W., & Suardika, I. N. 2018. The Effect of Leadership Style to Job Satisfaction, Employee Engagement and, Employee Performance (Study at PT. Interbat, Bali, Nusra, and, Ambon). *International Journal of Contemporary Research and, Review*, Vol. 9, Issue 3, Page No. 20592-20600.
- [25]. Ndulue, T. I. & Ekechukwu, H. C. 2016. Impact of Job Satisfaction on Employees Performance: A Study of Nigerian Breweries Plc Kaduna State Branch, Nigeria. *Kuwait Chapter Of Arabian Journal Of Business And Management Review*, Vol. 5, No.11, Page 13-23.
- [26]. Destari, Y., Lumbanraja, P., & Absah, Y. 2018. The Influence of WorkSatisfaction on Employees Performance With Organizational Commitment as Intervening Variable at The Mining and, Energy Agency of North Sumatera. *International Journal of Research & Review*, Vol.5, Issue 12, Page 355-364.
- [27]. Wijanto, S. H. 2008. *Structural Equation Modelling dengan Lisrel 8.8*. Yogyakarta, Graha Ilmu.
- [28]. Dewi, N.K., Hermawan, A. and, Affand,i, M.J., 2019. Pengaruh Job Characteristics dan Leader Member Exchange (LMX) Terhadap Work Engagement di PT Elang Perdana Tyre Industry. *Jurnal Aplikasi Bisnis dan Manajemen (JABM)*, Vol. 5, No. 3, Page 430-430.
- [29]. Hidayah, N. and, Betty, N., 2019. Pengaruh Delegation Authority, Kompensasi Insentif dan Disiplin Kerja Terhadap Produktivitas Kerja di PT. Dewi Permata Perkasa. *Sains: Jurnal*