



## Model of Satisfaction Employee Service: Knowledge Management and Work Motivation

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**ABSTRACT:** This study aimed to analyze the Influence of Knowledge Management and Motivation Satisfaction Services Employees Working against both partially and simultaneously, a study on teachers Madrasah Aliyah Negeri Jambi Province. Unit analysis of teachers with a population of 293 people. The sampling technique with probability sampling technique with 169 samples. Method of quantitative analysis by multiple linear regression analysis tool, followed by analytical determination (R Square), testing the hypothesis partially (t test) and simultaneous (test F) with alpha 5 percent (0.05). Before the first analysis in a test instrument (questionnaire) to test the validity and reliability as well as classical assumptions. Analysis tools SPSS version 20.0. The results of the analysis of determination of 0.332 that variable Motivation, Knowledge Management and Service Employee Satisfaction explained by 33.2 percent, while the remaining 66.8 percent is influenced by other variables. This research resulted in: 1) Knowledge Management and significant positive effect on employee satisfaction partially Service; 2) Work Motivation positive and significant impact to the satisfaction of Service Employees partially; and 3) Knowledge Management and Work Motivation positive and significant impact on the Service Employee Satisfaction simultaneously at Madrasah Aliyah Negeri Jambi Province.

**Keywords:** Knowledge Management, Work Motivation, Employee Satisfaction Services

### I. INTRODUCTION

The challenge facing organizations is the ability to adapt to environmental and other organizational components are rapidly changing. Workforce diversity has important implications for management practice. The managers must change their philosophy of treating everyone the same way into recognizing and addressing their different ways that ensure the loyalty of employees and increased productivity, while, at the same time does not discriminate. These changes, among others, involving, for example, provide diversity training and repair programs are allowances to accommodate the needs of different employees.

The important aspect that determines the success of an educational unit is the implementation of the organization's activities efficiently. Because it needed professional management, supported by the administration of the school / madrasah professionals as well, which are handled by administrative personnel who are competent in their fields. All levels of school / madrasah ranging from elementary to college level requires the support of the administrative management of the orderly and effective.

Madrasah organizational structure consists of a secretariat unit located under the head of school / madrasah. Unit secretarial function is to provide support in the form of administrative services so as to enable the school / madrasah carrying out a duty well. Unit secretariat headed by a chief administrative personnel who must meet certain qualifications and competence. Chief administrative employee supervises a number of administrative personnel in charge of providing services to internal and external customers.

Principals, teachers, and other administrative employees are internal customers, external customers while all those who are out of school / madrasah who have an interest in the school / madrasah. In such a context, the role of the secretariat unit at a school / madrasah can not be ignored because without the support of good administration services, less likely Madrasah successfully achieve the vision and mission that has been set. Administrative support not only in order to facilitate the implementation of the main activities that are routine but also in the context of management development Madrasah.

Employees Madrasah specifically stipulated in the national education ministerial decree number 24 of 2008 on standard administrative staff of the school / madrasah. Under the regulation, administrative staff of the school / madrasah grouped into three types: (1) The head of the administrative staff of the school / madrasah, (3)

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a special service officers and (3) implementing affairs in addition to specialized services. The existence of educators and education personnel, school / *madrasah* able to support the achievement of the school / *madrasah*, so that the minimum qualifications and competencies must be clearly defined. The task of educators and educational staff or school employee is specifically regulated in Law of the Republic of Indonesia number 20 of 2003 on National Education System Article (27: 2008)

Based on the above regulations, staff in charge of the administration, management, development, monitoring, and technical services to support the educational process in the educational unit. Educators are professionals in charge of planning and implementing the learning process, assessing the results of learning, coaching and training, and conduct research and community service.

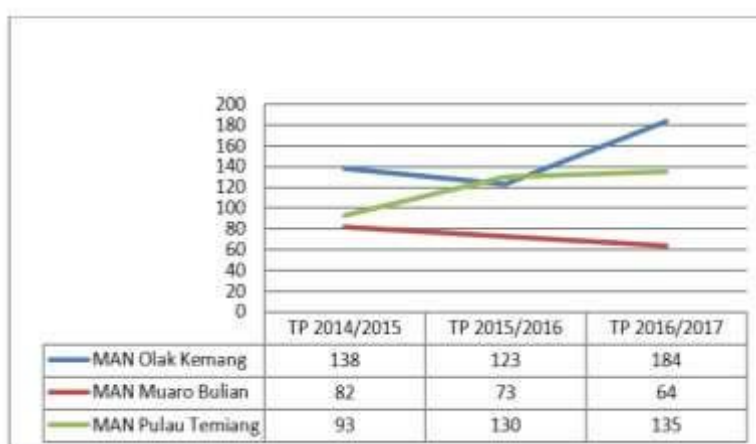
Principals as a manager have defined roles, functions, and responsibilities to the success of educational progress in *madrasah*. Ngalim Purwanto execute its responsibilities as a manager, an employee can not be separated from the function and its role as both a leader, manager, administrator. (1987: 158) A *madrasah* employees must prepare themselves as agents of change in the work situation. Function and the role of a chief administrative power as a leader, manager, administrator, causing the influence of the main functions as a head of administration staff in the school.

There are three important stages that must be considered in the success of productivity, with greater awareness, improvement and maintenance: Veithzal Rival (2013: 273) The leader must be able to create and enhance creativity himself and his subordinates to increase creativity. Creativity has a sense of creativity, the ability to create a creative job requires intelligence and imagination.

*Madrasah* is supposed to satisfaction guarantee to internal or external customers, not only in teaching and learning, but also includes the administration of service. Administrative services are an integral part of all educational activities in schools / *madrasah*. One of the factors that may affect the quality of school / *madrasah* is the quality of service to internal and external customers. Good service to internal and external customers can reflect the quality of school / *madrasah* in the eyes of internal and external customers. Quality according Erward Deming and Joseph Juran is situated capable least provide results in accordance with customer expectations, in other words Deming and Juran put the quality on the predicate that can give hope that customers want, or are able to provide customer satisfaction. School / *madrasah* as an institution that provides services to internal and external customers if it is to promote the quality, it is required to provide services oriented towards customers, that the longer the better, the more precise the procedure is simple and straightforward, so that people who are as customer was bored, neglected and feeling unappreciated in the service process.

From the description of the background, issues and identification of the problem, the problem only on matters related to Customer Satisfaction administrative personnel. Given the various limitations that make constraint studies, this research will not disclose all with ties to the Customer Satisfaction Employees at *Madrasah Aliyah*, but research is directed at the variables that allegedly have links to Customer Satisfaction employees are Knowledge Management and Work Motivation. Guiltinan (2007: 7) argues that one of the benefits of customer satisfaction (satisfaction) are able to increase customer loyalty.

Based on the pre-survey fielded, the data obtained and Opera which indicates customer dissatisfaction towards implementing education in *Madrasah Aliyah* in Jambi. It is based with the data drop in the number of students over a period of three Years Education as figure 2 below.



**Figure 1:** Number of Students MAN Kemang, Muaro Bulian and Temiang Island, Education Year period (TP).

Based on the background of the problem, the purpose of this study was to investigate and analyze:

1. Effect of Knowledge Management to Service Employee Satisfaction partially.

2. Influence of Work Motivation on Employee Satisfaction Services partially.
3. Effect of Knowledge Management and Work Motivation on Employee Satisfaction Services simultaneously.

## **II. LITERATURE REVIEW**

### **Employees Satisfaction Services**

Service satisfaction in this context according to the Employee Satisfaction Service (Kotler and Armstrong 2001: 9): The extent to which the notion of performance products such as jasa and goods to meet consumer expectations (Power Administration). When performance of services is lower than the expectations of customers, the customers were satisfied or very happy. Satisfaction is the response or responses of consumers regarding the fulfillment (Zeithaml and Bitner, 2000: 75). Contentment is the assessment of the characteristic or feature products or services, or the product itself, which provides consumers the level of excitement associated with the fulfillment of consumption needs of consumers.

Subsequently (Pasuraman, Zeithaml, and Berry, 1998), suggests that customer satisfaction is the customer's feelings toward one type of service he got. According to (Kevin Lane Keller, 2009) quoted from the book Marketing Management said that Customer Satisfaction is feeling happy or disappointed someone who emerged after comparing the performance (yield) of products considered against the expected performance.

Quality of service is an attitude or the way employees serve customers in a satisfactory manner, Tjiptono (2007), with the dimension Tangibles, Reliability, responsiveness, assurance and empathy. Quality services focused on addressing the needs and desires of consumers and accuracy of delivery to keep pace with consumer expectations. According to (Wyckof in Tjiptono, 2007), the quality of services is the expected level of excellence and control over the level of excellence to meet consumer desires. Consumers who consume and enjoy services companies should determine the quality of services provided. If the services received by consumers exceeds or equals the expectation, it can be stated that the services provided by the service provider is a good or satisfactory and vice versa.

### **Knowledge Management.**

Knowledge Management is accessing, evaluating, managing, organizing, and distribution of information with certain ways so it is useful for the user. Knowledge according to Bloom covering Know understanding application, analysis, synthesis, and evaluation, (Luthans, Fred, 2006: 7-15).

Knowledge management is a human feeling to make the process of knowledge sharing, as well as learn and work together more effectively, as a process that is mentally fun (fun mentality). With this concept, Gurteen creating knowledge-sharing process, known as Knowledge Caffee (David Gurteen, 2012).

Knowledge management is the systematic process of finding, selecting, organizing, extracting and presenting knowledge in a certain way, so that workers are able to utilize and improve the mastery of knowledge in a field of study that is specific, then there is a process of institutionalization that knowledge is created as knowledge companies (Jann and Lantu, 2006). Management includes management functions such as planning, organizing, implementing and monitoring according to (George R Terry, 2009:30).

### **Work motivation.**

Motivation is the impetus generated from a person, consciously or unconsciously, to perform an action with a specific purpose; or business that causes a person or group of people to move to do something because they want to reach the desired destination or to get satisfaction. So motivation is the strength or encouragement that there is on the employee to act or behave in certain ways. The strength of the form of the individual's willingness to do something, or in accordance with the individual capabilities of each, Stephen P Robbins (2006: 42)

Mc Galton states that motivation is tremendous pressure resulting from a persistence and genius, while Mr Cok defines motivation as different creativity in various efforts to encourage or stimulate and lead or channel behavior towards achieving the needs of the member satisfaction or reduce imbalances (Elliot, Andrew J, Dweck, Carol S. Handbook of Competence and Motivation, New York: The Guilford Press, 2005:209).

### **Conceptual Framework**

That Knowledge Management and Work Commitment positive influence and significant impact on customer satisfaction (Mukhtar, Animar, Shoffa, Hapzi Ali, 2016). Work Motivation positive and significant effect to job satisfaction (Hapzi Ali, MukhtarAnsori, 2016). Work Motivation and Job Satisfaction positive and significant impact on Organizational Commitment and impact on Employee Performance / Employee (Masydzulhak, Hapzi Ali, at. al, 2016) From the study of theory and previous research results above, the framework of this study as figure 2 below.

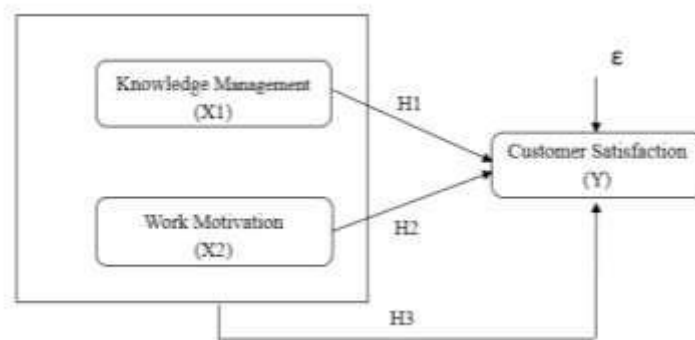


Figure 2. Conceptual Framework

Description: X1 = Knowledge Management; X2 = Work Motivation; and Y = Satisfaction Service Employees; ε = Other variables

Based on research objectives and conceptual framework, then the hypothesis of this study are as follows:

- 1) Knowledge Management affect the Service Employee Satisfaction partially;
- 2) Work Motivation affect the Service Employees partial satisfaction; and
- 3) Knowledge Management and Work Motivation affect the Service Employee Satisfaction simultaneously.

## II. RESEARCH METHODS

The unit of analysis of this study are educators, educators at Madrasah Aliyah Negeri Jambi Province. The population in this study are all teachers and employees of Madrasah Aliyah Negeri Jambi province, amounting to 293 people and a sample of his formula Slovin by the number of sample 169 respondents. Method of quantitative analysis, multiple linear regression analysis, the equation  $Y = a + b_1X_1 + b_2X_2 + e$ , where Y is the variable Employee Satisfaction Service Madrasah Aliyah Jambi Province, b1 and variable coefficient b2 adalah Knowledge Management and Work Motivation. Data analysis tool is an application program SPSS version 20 o'clock under windows.

Once analyzed with multiple linear regression, followed by analysis test of determination (R Square), testing the hypothesis partially (t test) and simultaneous (test F) with error rate of 5 percent. Before the process of multiple linear regression on the test instrument must first study to test the validity and reliability.

## III. RESULTS AND DISCUSSION

Multiple linear regression model that is both qualified classical assumptions, among others all the normal distribution of data, the model should be free of heteroscedastisity. From the previous analysis, it has been proven that the model equations are proposed in this study meets the requirements of the classical assumption that the model equations proposed in this study is considered good. Multiple linear regression analysis was used to test hypotheses and simultaneous partial influence of independent variables on the dependent variable. Based on the multiple linear regression coefficient using SPSS 20.0 was obtained the results as shown in Table 1 below.

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	32.592	4.771		6.832	.000
	Knowledge_Management_X1	.199	.057	.282	3.519	.001
	Work_Motivation_X2	.339	.076	.358	4.469	.000

a. Dependent Variable: Customer\_Satisfaction\_Y

Source: Output SPSS 20.00 under windows

From table 2 above we get the result of multiple linear regression equation:  $Y = \alpha + \beta_1X_1 + \beta_2X_2 + e = 32,592 + 0,199 X_1 + 0,339 X_2 + e$ . Description: Y = Satisfaction of Employee Service; X<sub>1</sub> = Knowledge Management, and X<sub>2</sub> = Work Motivation. Based on this equation can be interpreted:

- 1) Variable Knowledge Management and Work Motivation has a coefficient which marked positive direction to the satisfaction of Service Employees;
- 2) Constant value shows the effect of variable Knowledge Management (X1) and Work Commitment (X2). If the variable Knowledge Management rose one unit, it will affect the variables of one unit at Service Employee Satisfaction. This means that the variable Employee Satisfaction Service will rise or fulfilled by a single-unit variable Knowledge Management and Work Commitment;
- 3) The value of variable regression coefficient on the variable Knowledge Management Service Employee Satisfaction is 0.199, meaning that if the Knowledge Management rose 1 point, the Employee Satisfaction Service will be increased by the constant 32.592. Coefficient is positive, it means between Knowledge Management and Service Employee Satisfaction positive effect;
- 4) The value of work motivation variable regression coefficient on the variable Employee Satisfaction Service amounted to 0,339, meaning that if the Work Motivation increases one unit, then the Service Employee satisfaction increased by constant = 32.592. Coefficient is positive, it means positive influence on the working motivation Employee Satisfaction Service.

### 1. Determination Analysis Results (R<sup>2</sup>).

To see the total effect of variable Knowledge Management (X1) and work motivation (X2) to the satisfaction of Service Employees (Y) can be seen from the coefficient of determination R2 as shown in Table 2 below:

**Table 2. Model Summary**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.576 <sup>a</sup>	.332	.324	8.780
a. Predictors: (Constant), Work_Motivation_X2, Knowledge_Management_X1				

*Source: Output SPSS 20.00 under windows*

The R value of 0.576 indicates a double Effect (knowledge management challenge and work commitments) with Service Employee Satisfaction. Considering the variation of the value of R Square of 0.332 which indicates the magnitude of the role or contribution of Knowledge Management and Work Motivation able to explain the variable Employee Satisfaction Service (Y) by 33.2 percent and the remaining 66.8 percent is influenced by other variables.

Another variable that can influence Service Employee Satisfaction among them is the quality of their service, (Hapzi Ali, Nanda Limakrisna, Said Djamalluddin, 2016). Furthermore, quality of service is also positive and significant impact on the Customer satisfaction in this case the teacher or education personnel, (Nandan Limakrisna, Hapzi Ali, 2016),

### 2. Test Results Effect of Partial (t test) and Simultaneous (Test F)

Assessment of the effect of partial aims to examine whether each of the independent variables significantly influence the dependent variable partially with  $\alpha = 0.05$  and also the acceptance or rejection of the hypothesis. Partial test (t test) to answer a hypothetical one and two of this study.

**Table 3. Test Results t (Partial)**

No.	Independent Variabel	t Value	Sig. Level
1	Knowledge Management(X <sub>1</sub> )	3.519	0,000
2	Work motivation (X <sub>2</sub> )	4.469	0,000

*Source: Output SPSS 20.00 under windows*

Based on Table 4 above with figures obtained t count X1 variable Knowledge Management for 3519, due to the value of  $t > t$  table ( $3,519 > 1,96$ ), then H0 rejected and H1 accepted, meaning partially significant effect on the satisfaction of Service Knowledge Management employees (Y). In addition, to conduct tests based on significance testing, can be seen from the output of significance of 0.000, due to the significance level figures more  $< 0.005$  ( $0.000 < 0.05$ ), it can be concluded that the Knowledge Management influence to the satisfaction of Service Employees (Y), so the hypothesis The first is received.

Based on Table 4 above, figures obtained t arithmetic variable work motivation (X2) sebesar 4.469, because  $t \text{ count} > t \text{ table}$  ( $4,469 > 1,96$ ), then H0 is rejected, meaning a partial no significant effect on the Work Motivation Satisfaction Services employees (Y). Based on significance testing, can be seen from the output of

significance of 0.000, due to the significance level figures much  $<0.05$  ( $0.000 < 0.05$ ), it can be concluded that the effect on the Work Motivation Customer Satisfaction, thus the second hypothesis is accepted.

**Table4. Anova**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6355.153	2	3177.577	41.224	.000 <sup>b</sup>
	Residual	12795.379	166	77.081		
	Total	19150.533	168			
a. Dependent Variable: Customer_Satisfaction_Y						
b. Predictors: (Constant), Work_Motivation_X2, Knowledge_Management_X1						

**Source:** Output SPSS 20.00 under windows

The third hypothesis, that the Knowledge Management (X1) and work motivation (X2) positive and significant impact to the satisfaction of Service Employees (Y) simultaneously. Based on Table 5 above (ANOVA table) obtained F value 66.911 F table greater than 2.67 ( $41.224 > 2.67$ ) and a significant value of 0.000 is less than 5 percent ( $0.000 < 0.05$ ). Then the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted, meaning that there is a positive and significant effect of the variable Knowledge Management (X1) and work motivation (X2) to the satisfaction of Service Employees (Y) simultaneously. Based on this, the third hypothesis is accepted. From the results of this study can be explained by the three following discussion:

### 3. Knowledge Management affect the Employee Satisfaction Services

Knowledge Management is a drive to be the best, to achieve success in accordance with established standards and as a weapon or a tool to fight for success. Someone with such encouragement is hoping to achieve goals and develop the ability through knowledge, this includes schools of tasks, understand and know about the duties and responsibilities.

Service Employee satisfaction is something it wants to achieve all of management to manage something in the field in performing its duties and obligations. As someone head of the administrative personnel who have the responsibility of not only how to create the Service Employee Satisfaction but other than that he should be accountable to the government through a department that is on it, the presence of these things, of course, has a big challenge in carrying out their duties. In addition to functional limitation due to the lack of opportunity to develop intellectual skills due to the absence of costs and time resulting in overall Customer Satisfaction can be said is not optimal.

Based on the description can be expected no knowledge of the relationship with the service satisfaction administrative personnel. Then the knowledge of the management of an employee in performing their duties related to the task. In societies, will create a good service when duty accompanied by knowledge of the art, one of which is the knowledge of management.

This research is consistent with prior research (Hapzi Ali, Nanda Limakrisna, Said Djmalluddin, 2016), in which the Service Employee Satisfaction can be affected by the quality of their service. Next Quality of service is also positive and significant impact on the Customer satisfaction in this case the teacher or education personnel, (NandanLimakrisna, Hapzi Ali, 2016).

### 4. Work Motivation affect the Service Employee Satisfaction.

Motivation is the impetus generated from a person, consciously or unconsciously, to perform an action with a specific purpose; or business that causes a person or group of people to move to do something because they want to reach the desired destination or to get satisfaction with his deeds it. So motivation is the strength or encouragement that there is on the employee to act or behave in ways. The power the form of the individual's willingness to do something, or in accordance with the individual capabilities of each, Stephen P Robbins (2006: 42)

Based on the description to be expected there is a connection with the service satisfaction Work Motivation administrative personnel. Work Motivation then an employee in performing their duties relate to anyone who does it. In societies where the school will create services and Employee Satisfaction Service was good.

Service Employee satisfaction is one of the objectives to be achieved by each head of administrative personnel in carrying out its duties and responsibilities as a manager that can be shown in their managerial activities. Commitment is to target employees and become one and the same organization, as well as having a strong target premises to target groups. Employees who are highly committed in performing their duties are expected to be effect of services. The high commitment of a head or an employee can not be separated from the trust will be a better deal to their management that their approach to human resource

management as a valuable asset and not merely as a commodity that can be exploited at will of management.

The results are consistent with research (Hapzi Ali, Nanda Limakrisna, Said Djamalluddin, 2016), in which the Service Employee Satisfaction can be affected by the quality of their service. Furthermore, quality of service is also positive and significant impact on the Customer Satisfaction in this case the teacher or education personnel, (Nandan Limakrisna, Hapzi Ali, 2016).

#### **5. Knowledge Management and Motivation Job Satisfaction effect on employee performance.**

Knowledge Management a series of activities that are used by organizations to identify, create, describe, and distribute knowledge for reuse, known and studied in the organization. This activity is typically associated with an objective of organization and aims to achieve a specific outcome such as shared knowledge, improved performance, competitive advantage, or higher levels of innovation.

Motivation is the impetus generated from a person, consciously or unconsciously, to perform an action with a specific purpose; or business that causes a person or group of people to move to do something because they want to reach the desired destination or to get satisfaction with do it. So motivation is the strength or encouragement that there is on the employee to act or behave in way. The power form of the individual's willingness to do something, or in accordance with the individual capabilities of each, Stephen P Robbins (2006: 42)

Mc Galton states that motivation is tremendous pressure resulting from a persistence and genius, while Mr Cok defines motivation as different creativity in various efforts to encourage or stimulate and lead or channel behavior towards achieving the needs of the member satisfaction or reduce imbalances (Elliot, Andrew J, Dweck, Carol S. Handbook of Competence and Motivation, New York: The Guilford Press, 2005: 209).

Someone who has a high working motivation can utilize the knowledge and skills they have to produce something useful for the organization. And someone who has a high working motivation can produce good quality products. Deming and Joseph Juran say about the quality of the product or result is conformity to customer expectations.

Satisfaction is the assessment of a person about how much his work as a whole to satisfy needs or the general attitude is the result of some special attitude towards factors of work, adjustment and social relationships of individuals out of work. In Islam, the service is a brotherhood, so to optimize the service and in service of workers should have the same sense of brotherhood so the higher the sense of brotherhood will be the higher the level and the quality of its services.

Based on the description result that Knowledge Management and Work Motivation and simultaneously affect the Service Employee Satisfaction. If someone has knowledge management and high working motivation can do their job properly on the school environment.

This study in line and strengthen the research: 1) Mukhtar, Animar, Shoffa, Hapzi Ali, (2016). That Knowledge Management and Work Commitment positive effect and significant impact on customer satisfaction; 2) Hapzi Ali, Mukhtar Ansori, (2016). Work Motivation positive effect and significant effect to Job Satisfaction; 3) Masydzulhak, Hapzi Ali, at.al, (2016). That Work Motivation and Job Satisfaction positive and significant impact on Organizational Commitment and impact on Employee Performance / Employee.

Another variable that can effect on Service Employee Satisfaction among them is the quality of their services (Hapzi Ali, Nanda Limakrisna, Said Djamalluddin, 2016). Furthermore, quality of service is also positive and significant impact on customer satisfaction in this case the teacher or education personnel, (Nandan Limakrisna, Hapzi Ali, 2016),

### **IV. CONCLUSION**

**Based on the analysis and discussion the findings of this study can be summarized as follows:**

1. Knowledge Management positive and significant impact to the satisfaction of Service Employees partially. To boost the Service Employee Satisfaction in serving in Madrasah *Aliyah Negeri* Jambi Province is increasing consistently Knowledge Management.
2. Work Motivation positive effect and significant impact on Service Employee Satisfaction partially. To enhance the Service Employee Satisfaction in serving in Madrasah *Aliyah Negeri* Jambi Province is increasing consistently Employee Motivation. The better the commitment it works the better the Service Employee Satisfaction.
3. Knowledge Management and Work Motivation and positive and significant impact on the Service Employee Satisfaction simultaneously. Employee satisfaction can be increased through the Service Knowledge Management and Work Motivation. The better the Knowledge Management and Work Commitment in Madrasah *Aliyah Negeri* Jambi province, it can also increase employee satisfaction service that is expected.

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