



Elevating Success: The Impact of a High-Performance Work System and Job Satisfaction on Employee Performance at the Bank

Rafiq Zainur Rosyadi^{1*}, Keumala Hayati², Nova Mardiana³
Management Department, University of Lampung

Corresponding Author: Rafiq Zainur Rosyadi rafiqzainurrosyadi01@gmail.com

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ABSTRACT

Human resources are crucial to a business. Human resources must be managed well to give the company an edge. Companies must consider high-performance work systems and job satisfaction because they affect employee performance. A high-performance work system shows employees that the company cares about their competence, motivation, contribution, and career growth, which improves performance. Job satisfaction is also essential because it improves performance. This causal, quantitative study examines how high-performance work systems and job satisfaction affect PT Bank Lampung Head Office employees' performance. Primary data for this study comes from a Likert scale questionnaire. This study used SPSS 26 to analyze 141 employees using multiple linear regression. Results showed that high-performance work systems significantly improved employee performance. Job satisfaction positively and significantly impacts employee performance, according to the study. This means this study supports the hypothesis. Companies should prioritize high-performance work systems and their implementation to improve employee mobility and promotion, job satisfaction, especially regarding compensation and career expansion, and sick leave rights

INTRODUCTION

Effective human resource management (HRM) plays a pivotal role in an organization's success. As defined by Dessler (2018), HRM involves a systematic approach to hiring, training, evaluating, compensating employees, managing labor relations, ensuring well-being, and upholding equity and fairness. To enhance employee performance and achieve organizational goals, companies must promote engagement and cultivate high-performing teams (Rodwell et al., 1998). Performance, as articulated by Koopmans et al. (2014), is the manifestation of an organization's goals in action. Consequently, HR management plays a significant role in shaping employee performance, and adopting high-performance work systems (HPWS) can have a substantial impact.

HPWS are known to enhance both employee and organizational performance (Chang & Chen, 2011). These systems encompass various aspects, including recruitment, extension, performance improvement, and the alignment of organizational goals (Lu et al., 2015). Delery and Shaw (cited in Lu et al., 2015) assert that HPWS contribute to employee development by enhancing their knowledge, skills, motivation, and overall performance. This approach harnesses human capital and motivation by prioritizing staffing, training, career development, compensation, and employee participation (Pak & Kim, 2016). The effectiveness of an HR management system is closely linked to organizational success. However, employee job satisfaction is another critical factor to consider. Research has consistently shown that high job satisfaction positively influences work performance (Smith et al., 2020). In today's globalized environment, job satisfaction is recognized as a catalyst for improved firm performance and competitiveness (Wijaya & Sutanto, 2014).

Job satisfaction can be defined in various ways, such as an individual's emotional state upon recognizing positive work outcomes (Irawanto et al., 2021), contentment with one's job (Furnham et al., 2009), or a positive emotional state resulting from the assessment of work quality and suitability (Luthans, 2011). Lund (2003) suggests that job satisfaction is the degree to which a job meets an individual's employment expectations. PT Bank Lampung, established on January 31, 1966, has been instrumental in promoting economic growth and regional development. The bank aims to be a competitive institution, focusing on supporting micro, small, and medium-sized enterprises (MSMEs) and regional development. Achieving its Vision and Mission necessitates improved employee performance, as high-quality customer service relies on it. Consequently, PT Bank Lampung places a strong emphasis on fostering a work environment that enhances employee performance and satisfaction.

Bank Lampung has implemented various policies and strategies to support its employees' development and job satisfaction. These include workload analysis for optimal workforce allocation, comprehensive employee development programs, clear company culture guidelines, well-defined critical performance indicators, comprehensive career management guidelines, regular reviews of employee compensation, and the development of a Human Resources Information System (HRIS) application. In its pursuit of excellence, PT Bank Lampung prioritizes the development of a skilled workforce. The bank offers

advanced training, career advancement opportunities, and nationally recognized professional certification programs to top performers. In 2022, all PT Bank Lampung Head Office staff underwent comprehensive education and training, achieving a 100% training rate. Employee performance is closely monitored through Key Performance Indicators (KPIs), which motivate and sustain performance at PT Bank Lampung. The company places significant importance on its recruitment process, seeking candidates with company-specific skills to maximize efficiency and effectiveness. Open recruitment methods and university databases are utilized to identify top graduates with the required skills.

However, despite the overall commendable performance of PT Bank Lampung employees, there is recognition that some employees may require additional support to consistently meet performance goals. This underscores the importance of continuous improvement and development to align with the bank's culture. PT Bank Lampung's commitment to improving organizational effectiveness is driven by regulatory changes, such as OJK regulation 12/POJK.03/2020, which requires banks to meet specific core capital requirements. To succeed in this competitive environment, PT Bank Lampung emphasizes the importance of employee engagement and motivation in reaching organizational goals. While previous research has explored the relationship between high-performance work systems and job satisfaction on employee performance, there is a need for further investigation to provide a comprehensive understanding of these factors within the context of PT Bank Lampung. This study aims to fill this gap by examining the multifaceted interplay between high-performance work systems, job satisfaction, and employee performance.

LITERATURE REVIEW

Performance Work Systems

High-performance work systems include rigorous and selective staffing, extensive training and development, incentive compensation, and merit-based performance appraisals to improve employee competency, motivation, contributing opportunities, and organizational performance. (2011) Chang and Chen. Li et al. (2019) said a high-performance work system includes HR activities like staffing, performance management, and intellectual capital retention. High-performance work systems are HRM policies and practices that improve organizational effectiveness, according to Dessler (2018). High-performance work systems are interconnected human resource practices that improve employee skills and effort, according to Takeuchi et al. (2007). According to the definition above, a high-performance work system is an HR management package that includes recruitment and selection, training and development to improve company capabilities and skills, compensation, decision-making, and performance assessment to provide promotion opportunities. The company can boost employee productivity and retain talent.

Job Satisfaction

According to Furnham et al. (2009), job satisfaction is employee satisfaction. Luthans (2011) defines employee job satisfaction as a positive feeling based on the employee's perception of how good his work is, meaning that what he gets at work meets his needs. Job satisfaction varies by person due to job or company

factors. Job satisfaction is positive feelings about one's job based on characteristics (Robbins, 2017). Someone with high job satisfaction will have a positive attitude toward their work, while someone with low will have a negative attitude (Susanto, 2019). Job satisfaction will determine employee performance, according to this statement.

Staff Performance

Dessler (2018) compares work performance, results, and standards. This definition says performance is about work results. Performance is a work result because it is essential to the organization's strategic goals, customer satisfaction, and economic contribution, according to Armstrong (2018). Mangkunegara (2012) states that employee performance is the quality and quantity of work done according to his responsibilities. Individual performance is organizationally relevant behavior or actions, according to Koopmans et al. (2014). According to these definitions, employee performance is the quality and quantity of individual work that meets organizational standards and goals. Employee performance is a behavior response to what the employee learned and gained. Management science is increasingly interested in employee performance because it affects individuals and companies. Abualoush et al. (2018) found that employee performance boosts organizational efficiency and productivity. Kianto et al. (2016) defined employee performance as behavior interaction. The employee's efforts and abilities determine his behavior because they represent his ability to achieve work goals. Any work an employee does in the organization yields it.

METHODOLOGY

Type of Research and Data Resource

This research is a causal research design that aims to prove the influence and influence relationship between high-performance work systems and job satisfaction on employee performance. A quantitative approach is used in the analysis process, with scientific methods where the data is in the form of numbers and can be processed and analyzed using mathematical or statistical calculations. The data sources in this research are divided into two groups, namely primary and secondary data, using interviews, questionnaires, and satisfaction study data collection methods.

Object of Research

This research was conducted at the Head Office of PT Bank Lampung, at Jl. Wolter Monginsidi No. 182, Betung Bay, Bandar Lampung City, Lampung. This research analyzes the influence of high-performance work systems and job satisfaction on the performance of PT Bank Lampung Head Office employees. The objects of this research are employees of PT Bank Lampung Head Office.

Research Instrument Test

A research instrument is a tool used to collect data or measure the object of a research variable (Yusuf, 2018). Yusuf (2018) also added that to obtain correct data for conclusions based on the actual situation, an instrument is needed that is valid, consistent, and precise in providing research data (reliable).

Table 1. Research Instrument Test

Variable	Definition	Indicator	Scale
High Performance Work Systems (X ₁)	A high-performance work system is a framework that aims to improve organizational functioning by increasing human capital, motivation, and opportunities to contribute (Pak and Kim, 2016).	1. <i>Staffing</i> 2. <i>Training</i> 3. <i>Career Development</i> 4. <i>Compensation</i> 5. <i>Participation</i> Pak dan Kim (2016)	<i>Likert</i>
Job satisfaction (X ₂)	Job satisfaction in general is a function of the relationship a person feels between what they want from their job and what they feel their job offers (Lund, 2003).	1. The work 2. Coworkers 3. Supervision 4. Salary 5. Promotional opportunities Lund (2003)	<i>Likert</i>
Employee performance (Y)	Individual performance is behavior or actions that are relevant to organizational goals (Koopmans et al., 2014).	<i>Self-rating scale</i> Rodwell et al., (1998)	<i>Likert</i>

Data Analysis and Hypothesis Testing Methods

Multiple Linear Regression Analysis

Ghozali (2018) stated that multiple linear regression analysis is used to determine the direction and how much influence the independent variable has on the dependent variable. The data analysis method in this research uses multiple linear regression analysis, which aims to measure the influence of high-performance work systems and job satisfaction on the performance of PT Bank Lampung Head Office employees.

T-test

The hypotheses proposed in this research were tested using the t-test (partial). Ghozali (2018) said that the t-test partially or individually determines the significance of an independent variable's influence in explaining the dependent variable. The independent variable is said to have a significant effect if $\text{sig} < \alpha$ (0.05).

RESULT

The results of distributing questionnaires at the PT Bank Lampung Head Office showed that the number of questionnaires filled out was 141 respondents with details which can be seen in Table 4.1, which shows that the questionnaires were distributed to 193 employees at the PT Bank Lampung Head Office, but there were 52 unfilled questionnaires. Questionnaire so that the data collected and processed was 141 respondents.

Respondent Characteristics

The characteristics of respondents based on age can be seen in Table 4.3, which shows that the most significant number of respondents in this study were respondents aged 31 - 40 years, namely 55 people (39.01%), while the smallest number of respondents were respondents aged 41 - 45 years, namely eight people (5.67%). Respondents aged 26 - 30 years were 49 people (34.75%), and respondents aged 21 - 25 years were 15 people (10.64%), while for respondents aged 46 - 55 years, there were 14 people (9.93 %). The results of data processing on respondents' characteristics based on gender showed that 80 employees (56.74%) were men and 61 people (43.26%) were women. Based on the data obtained, it can be seen that as many as three people (2.13%) earn < 2 million/month, 64 people (45.39%) earn 3 - 5 million/month, respondents who earn 6 - 8 million/month 45 people (31.91%), then 13 people (9.22%) earning 9 - 10 million/month, and 16 people (11.35%) earning > 10 million/month.

Table 2. Description of Respondents' Answers to High-Performance Work System Variables

No	Statement	Mean
X _{1.1}	In my opinion, selection at this company emphasizes the individual's ability to work together in a team.	4,36
X _{1.2}	In my opinion, selection at this company is based on overall suitability for the company.	4,22
X _{1.3}	I regularly participate in training programs.	4,20
X _{1.4}	This company provided an extensive training program for me.	4,08
X _{1.5}	I had little chance of upward mobility. (R)	3,35
X _{1.6}	I think promotions in this company are based on seniority. (R)	3,29
X _{1.7}	My performance appraisal includes developmental feedback.	4,12
X _{1.8}	In my opinion, employee evaluation at this company emphasizes long-term, group-based achievements.	4,09
X _{1.9}	My performance appraisals are based on objective measurable results.	4,12
X _{1.10}	There is a close relationship between salary and individual/group performance.	4,10
X _{1.11}	My incentives are based on team performance.	3,65
X _{1.12}	There is a wide salary range within the same job grade depending on performance.	3,74
X _{1.13}	I am often asked by my team manager to participate in decision making.	4,04
X _{1.14}	I am allowed to make decisions.	4,16
X _{1.15}	I was given the opportunity to suggest improvements in things that had been done.	3,85
Mean		3,96

This table results from a survey or assessment of various statements relating to certain aspects of a company's work environment. Respondents were asked to provide their assessments using a rating scale, where the numbers listed represent the average assessment of all respondents. The overall average of the ratings given was 3.96. This table covers various aspects: selection, training, career mobility, performance appraisal, remuneration, and decision-making participation. A high rating average (more than 4) indicates a high level of agreement with the statement, while a lower average (less than 4) indicates a lower level of agreement. Some statements (marked with (R)) had a lower average rating than others, indicating differences of opinion or specific concerns regarding the company's work environment.

Table 3. Description of Respondents' Answers Regarding Job Satisfaction

No	Statement	Mean
X _{2.1}	Overall, I am satisfied with my current job.	4,28
X _{2.2}	Overall, I am satisfied with my current coworkers.	4,14
X _{2.3}	Overall, I am satisfied with the supervision of my superiors.	3,93
X _{2.4}	Overall, I am satisfied with my current salary.	3,55
X _{2.5}	Overall, I am satisfied with the current promotional opportunities.	3,55
Mean		3,89

This table is the result of a survey or assessment regarding the respondent's level of satisfaction with several aspects of their current job. Respondents were asked to provide their assessments using a specific rating scale, and the numbers listed represent the average assessment of all respondents. The overall average of the ratings given was 3.89. A higher rating average (more than 4) indicates a high level of satisfaction with that aspect, while a lower average (less than 4) indicates a lower level of satisfaction. In this case, satisfaction with salary and promotion opportunities appears to have a lower average rating than other aspects, indicating potential concerns or improvements that need to be addressed within the organization.

Table 4. Description of Respondents' Answers About Employee Performance

No	Statement	Mean
Y.1	I am currently working at my best performance level.	4,15
Y.2	I have the right to use my sick leave at any time (R).	3,80
Y.3	Employees should only work enough to survive (R).	4,21
Y.4	I try to go to work as often as possible.	4,16
Y.5	I am one of the best at the job I do.	4,22
Y.6	I am one of the slowest at the work I do (R).	4,5
Y.7	I set very high standards for my work.	3,98
Y.8	My work is always of high quality.	4,13
Y.9	I am proud of my work achievements.	4,14
Mean		4,14

This table lists the results of a survey or assessment of the respondent's level of perception and attitude towards their performance at work. Respondents were asked to provide their assessments of various statements covering aspects such as motivation, attitude towards work, level of work quality, and pride in work performance. The overall average of the ratings given was 4.14, indicating that, in general, respondents had a positive attitude toward their performance on the job. Statements with a higher average rating indicate that respondents feel confident and satisfied with their performance. In contrast, statements marked with (R) indicate some differences of opinion or specific concerns that need to be addressed.

Regression Analysis

The multiple linear regression test is a data test that aims to analyze and determine the influence between two independent variables, in this research, high-performance work system (X1) and job satisfaction (X2), as well as the dependent variable, namely employee performance (Y). The data in Table 4.9 shows that the constant (a) value obtained is 13.110, the high-performance work system coefficient value (X1) is 0.152, and the job satisfaction coefficient value is 0.762.

T Test

The T-test or partial hypothesis testing is used to determine whether or not there is an influence of the independent variables high-performance work system (X1) and job satisfaction (X2) partially on the dependent variable employee performance (Y). The results show that the t-test on the high-performance work system variable is 2.858 (count = 2.858 > ttable = 1.656) and sig = 0.00 < 0.05, which means that there is a significant influence between high-performance work systems on the performance of PT Bank Lampung Head Office employees. Furthermore, the results of the count test on the job satisfaction variable are 14.334 (count = 14.334 > ttable = 1.656) and sig = 0.00 < 0.05, which means that there is a significant influence between job satisfaction and the performance of PT Bank Lampung Head Office employees.

DISCUSSION

The Influence of a High-Performance Work System on the Performance of PT Bank Lampung Head Office Employees

The first hypothesis in this research is that a high-performance work system boosts employee performance. Research data indicates a positive and significant impact of a high-performance work system on Head Office employee performance (t value = 2.858, p-value < 0.05). Lampung Bank. These findings support the first hypothesis. Staffing, training, career development, compensation, and participation were the five indicators from Pak and Kim (2016) that measured respondents' high-performance work system variables. The average score was 3.96. This indicates that PT Bank Lampung Head Office employees have implemented a high-performance work system. According to statement X1.1, "In my opinion, selection at this company emphasises the individual's ability to collaborate and work in a team." The highest and second highest average scores for X1.2, "In my opinion, selection at this company is based on overall fit with the company." show that the company's selection process

emphasizes the individual's ability to collaborate and work together in a team to achieve company goals and that the company accepts employees based on overall suitability. Statement item X1.14, "I am allowed to make decisions.", the third highest answer, shows that PT Bank Lampung Head Office employees can make work-related decisions like completing work and solving problems. Statement item X1.3, "I regularly participate in training programmes." has a high average answer value, indicating that the company has implemented regular training programs to improve employee consistency and performance. This study found that a high-performance work system boosts employee performance. Multiple linear regression yielded a coefficient of 0.152 for high-performance work systems (X1). Higher implementation of a high-performance work system in a company increases employee performance.

A high-performance work system boosts human capital, motivation, and contribution to improve organizational performance (Pak & Kim, 2016). Chang and Chen (2011) defined a high-performance work system as strict and selective staffing, extensive training and development, incentive compensation, and achievement-based performance appraisals to increase competence. Motivated employees, opportunities to improve organizational performance. High-performance work systems offer many opportunities for decision-making, skill development, and career growth (Li et al., 2019). The lowest scores for high-performance work systems are statement X1.6, "I think promotions in this company are based on seniority. (R)" (3.29), and statement X1.5, "I have little opportunity for upward mobility (R)" (3.35). One PT Bank Lampung Head Office employee said upward mobility was still limited. Seniority determined promotion. However, the promotion system was improving.

According to Chang and Chen (2011), a high-performance work system can benefit employees and show them that the company cares about them, improving individual and organizational performance. A continuous HR management process from recruitment to getting the best candidates, training and developing employee competencies to support work, implementing clear career development rules to increase employee motivation, providing performance-based compensation, and involving employees more in company activities will make employees feel necessary. According to Chang and Chen (2011), these policies will boost employee ability, motivation, and enthusiasm, improving performance. According to research, PT Bank Lampung Head Office employees believe the company has implemented a high-performance work system to improve employee performance. According to Ximenes et al. (2019) and Imran and Atiya (2020), a high-performance work system positively and significantly affects employee performance.

The Influence of Job Satisfaction on the Performance of PT Bank Lampung Head Office Employees

This study's second hypothesis is that job satisfaction improves employee performance. The study found a significant difference ($14.334 > 1.656$) and a significance value of $0.00 < 0.05$ on the count value. This means job satisfaction positively and significantly impacts employee performance. Multiple linear regression test results showed a job satisfaction coefficient of 0.762, indicating that employee job satisfaction increases performance. This research supports

hypothesis 2—responses to the job satisfaction variable (X2) average 3.89. The highest score on the job satisfaction item shows that employees are satisfied with their work. According to statement X2.2, "Overall, I am satisfied with my current coworkers." the second highest answer value shows that employees are happy with their coworkers.

According to Furnham et al. (2009), job satisfaction is employee satisfaction. According to Lund (2003), work conditions, coworkers, superiors or supervisors, salary, and promotion opportunities can affect job satisfaction. Someone with high job satisfaction will have a positive attitude toward their work, while someone with low will have a negative attitude (Susanto, 2019). This study also found a 3.55 minor average of respondents' job satisfaction answers in statement items X2.4 and X2.5. This shows respondents are neutral or dissatisfied with their salary and company promotions. These findings led one PT Bank Lampung Head Office employee to conclude that their promotional opportunities must be expanded, contributing to low job satisfaction.

CONCLUSION AND RECOMMENDATION

Based on research and discussions, high-performance work systems and job satisfaction positively and significantly affect PT Bank Lampung Head Office employees' performance. Better implementation of a high-performance work system in a company increases employee performance. Job satisfaction boosts PT Bank Lampung's Head Office performance significantly. Job satisfaction increases employee performance. Based on research results showing that high-performance work systems and job satisfaction affect PT Bank Lampung Head Office employee performance, researchers recommend that companies reconsider job promotion mechanisms and systems. Companies must establish promotion rules and conditions so that promoted employees have skills and accomplishments that boost company performance. Additionally, companies must review salary systems, bonuses, and promotion opportunities. These indicators can be more critical to companies as they try to boost employee work satisfaction and performance. Employees should also be honest with the company and not force themselves to work if conditions make working impossible to raise awareness of sick leave rights. Companies must also consider employee leave rights to maintain productivity and performance.

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