

# The Role of Job Satisfaction Mediate the Effect of Motivation on Employee Performance

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**Abstract:** LPD is a Village Credit Institution in Bali, as a savings and loan business entity owned by a customary village with the main function and purpose of encouraging the economic development of rural communities through targeted savings and efficient capital distribution. The LPD has an explicit position as a financial institution based on customary law. As one of the financial institutions that plays a significant role in the economic cycle of the community, especially in the villages. One of the LPD institutions in Bali is the Desa Mengwi LPD. The purpose of this study was to determine the effect of motivation on job satisfaction, to determine the effect of motivation on employee performance, to determine the effect of job satisfaction on employee performance and to determine the mediating role of job satisfaction on the effect of motivation on employee performance. The population in this study were all employees in the Desa Adat Mengwi LPD, amounting to 38 employees. The sampling technique used was saturated sampling, where all employees who worked in the Indigenous Village of Mengwi were 38 people, consisting of 16 male employees and 22 female employees used as research samples. Data analysis techniques used are descriptive analysis, path analysis and multiple test.

The results showed that motivation had a positive and significant effect on job satisfaction, motivation had a positive and significant effect on employee performance, job satisfaction had a positive and significant effect on employee performance, and job satisfaction had a positive and significant effect as a mediation between motivation on employee performance.

**Keywords:** Job Satisfaction, Motivation, Employee Performance.

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## I. INTRODUCTION

According to Bali Province Regional Regulation No. 8/2002 and Bali Province Regional Regulation No. 3/2007, LPD is a Village Credit Institution in Bali, as a savings and loan business entity owned by traditional villages with the main function and purpose to encourage community economic development villages through targeted savings and efficient capital distribution. Based on the 2013 Microfinance Institution Law Chapter XII, Article 9, Paragraph (3), LPD explicitly have a clear position as a financial institution based on customary law. As one of the financial institutions that plays a significant role in the economic cycle of the community, especially in Bali, LPD should have good service quality. Good service quality requires employees at the institution to have good performance and high motivation to develop and compete in this globalization era.

Based on preliminary observations made at Mengwi LPD, employee absenteeism data shows fluctuations in the number of attendances that are less than optimal. The absenteeism data indicate that the motivation of the LPD Mengwi employees is not yet optimal, which is feared could reduce the quality of service of the institution to the community who are customers in the LPD and also have a negative effect on employee performance. Performance and motivation of employees that have not been maximized can be caused by several things, one of which is employee satisfaction at work.

Changgriawan (2017) states that employee performance is one of the impacts or benchmarks of job satisfaction. In addition, according to Wijaya and Sutanto (2014), employees with high job satisfaction certainly have high morale, so that the resulting performance will be maximal. Conversely employees with low job satisfaction, causing poor performance. They become not enthusiastic at work, and this will greatly impact the company. Employee performance

greatly impacts the maximum company performance. That is why employee job satisfaction is considered very important, especially to support company performance in competition in this globalization era. This shows that employee satisfaction at work needs to be considered if you want to improve employee performance, the satisfaction can be in terms of work comfort, work safety and others.

Damayanti *et al.*, (2018) states that dissatisfaction and low levels of employee satisfaction can cause disruptions and obstacles as well as the disruption of a company as well as all the processes that are in it. Job dissatisfaction is marked by the high level of absenteeism, delays, gaps, slowing work even to the refusal of orders from superiors. Conversely employee satisfaction at work can foster a motivation and enthusiasm to work in showing better performance, finally it can be concluded that employee performance affects the level of success of a company. According to Sopiah (2008), job satisfaction is influenced by several things, including promotion, salary, work itself, supervision, work colleagues, work comfort, working conditions, company administration / policy, communication, responsibility, recognition of work performance, and opportunities to develop.

Shazahdi *et al.* (2014) states that employee motivation is very important for organizations because every concern requires physical, financial and human resources to achieve goals. Through motivation, human resources can be fully utilized. This can be done by building employees' willingness to work. This will help companies secure the best possible use of resources thereby increasing productivity, reducing operating costs, and increasing overall efficiency. According to Arief (2016) motivation is defined as an individual process to know the direction and goals, persistent, and intense in achieving its goals. Furthermore, Wibowo (2014) states motivation is the drive to act through a series of human behavior by considering the direction, intensity and perseverance in achieving goals. High and low motivation will determine the level of employee performance. Based on this study, it can be seen that employee performance is not only influenced by job satisfaction of employees, there are also motivation factors that also affect employee performance.

Motivation is important for an individual, not only internal motivation, but also external motivation that comes from outside the individual, through the environment, the people closest to and from the inspiring figures. In the world of work, employees who have high motivation are important assets for the company, of course employee motivation also depends on leadership in the company, how leaders are able to encourage motivation of their employees. So that employee performance can be improved and can meet the targets to be achieved.

According to Colquitt *et al.* (2009), performance is a reflection of behavior that contributes positively to the achievement of organizational goals. The definition of performance described by Colquitt *et al.*, (2009) can imply that performance includes positive attitudes and behaviors in seeing employee work behavior to carry out work activities and appropriate quality targets set by the organization. Good employee performance will be supported by good motivation and satisfaction, so it will be easier to achieve goals in a company or organization. According to Arief (2016) many factors can affect the performance of a person or employee. Of the several aspects that influence, there are important aspects that must be examined, namely aspects of motivation and job satisfaction.

## **II. CONCEPTUAL MODEL AND HYPOTESIS DEVELOPMENT**

### **The Effect of Motivation on Job Satisfaction**

Dzaki (2015) concluded that achievement motivation and affiliated motivation significantly influence job satisfaction. While the power motivation does not significantly influence job satisfaction. Priatno (2014) concluded together all the independent variables of motivational factors have a significant effect on the employee's job satisfaction dependent variable, this shows that the higher the motivational factors are given, the higher the employee's job satisfaction. Rahma & Askar (2018) explained that the higher a person's motivation, the higher the level of employee job satisfaction. Vice versa, the lower the motivation, the lower employee job satisfaction. So it is concluded that motivation has a positive and significant effect on job satisfaction. Correspondingly, research conducted by Wansyahdio (2015) also concluded that motivation has a positive and significant effect on job satisfaction. Based on the results of previous studies, a hypothesis can be formulated as follows:

**H<sub>1</sub>: Motivation has a positive effect on job satisfaction**

### **The Effect of Motivation on Employee Performance**

Research conducted by Kurniawati (2015) states that the results of the influence of motivation are quite good, then the direction of a positive correlation with a strong correlation and shows that there is a significant influence between motivation on employee performance. In line with previous research, Herawati (2015) concluded that there is a positive

correlation direction and has a strong relationship and there is a significant influence between motivation on employee performance. Research conducted by Amalia & Mahendra (2016) concluded that there was a positive and significant effect between motivation on employee performance. Research conducted by Cahaya (2015) concluded that motivation has a positive and significant effect on employee performance. Motivation has a positive and significant effect on employee performance, this means that the higher the motivation of the employee, the higher the performance that will be given to the organization. Based on the results of previous studies, a hypothesis can be formulated as follows:

**H<sub>2</sub>: Motivation has a positive effect on employee performance**

**The Effect of Job Satisfaction on Employee Performance**

Research conducted by Rindiantika & Heru (2018) concluded that job satisfaction has a positive and significant effect on employee performance. In line with this research, research conducted by Fei & Hotlan (2018) also concluded that job satisfaction has a positive and significant effect on employee performance. Research conducted by Surya (2017), concluded that job satisfaction has a positive and significant effect on employee performance so it can be concluded if job satisfaction has a positive impact on the performance of the employees themselves.

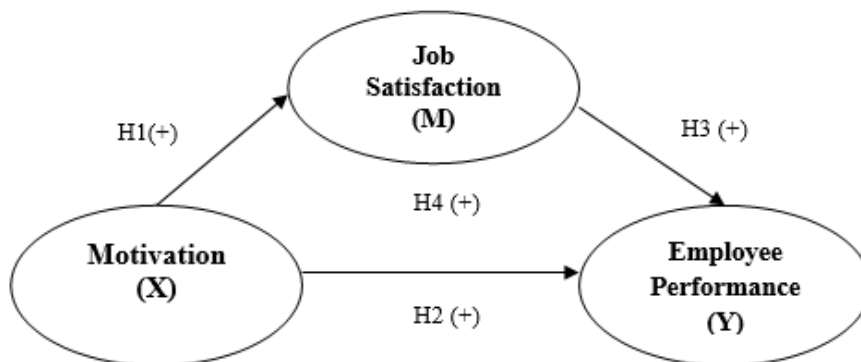
Research conducted by Sari and Susilo (2015) concluded that job satisfaction has a positive and significant effect on employee performance. The higher job satisfaction possessed by employees will greatly affect the performance that will be generated. Job satisfaction has a positive and significant effect on employee performance, and job satisfaction has a very large impact on the performance of the employees themselves. Based on the results of previous studies, a hypothesis can be formulated as follows:

**H<sub>3</sub>: Job satisfaction has a positive effect on employee performance.**

**The Role of Job Satisfaction Mediate The Effect of Motivation on Employee Performance**

Research conducted by Lusri & Hotlan (2017) concludes that job satisfaction acts as a mediating variable. The results of this study found that motivation has a significant effect on job satisfaction, job satisfaction has a significant effect on employee performance and job satisfaction is a mediating variable between motivation and employee performance. So it can be concluded that in order for companies to improve employee performance, it is not only the factors forming motivation that need to be considered, but also the factors forming job satisfaction. In line with research conducted by Nafi Atqiya (2017) concluded that job satisfaction is able to mediate the relationship of the influence of motivation on employee performance. Other research conducted by Nawawi (2018) also concluded that job satisfaction is able to mediate the effect of motivation on employee performance. Another study also conducted by Arya Lantara (2017), concluded that the variable job satisfaction can mediate the effect of motivation on employee performance. Based on the results of previous studies, the following hypothesis is formulated:

**H<sub>4</sub>: Job satisfaction mediate the effect of motivation on employee performance**



**Figure 1: Conceptual Model**

**III. RESEARCH METHODOLOGY**

The design of this research is a quantitative approach that is associative. The location of this study was conducted at the Mengwi LPD, located on Jalan Rama Mengwi No.29 Mengwi, Badung. This location was chosen as the research location due to the discovery of internal problems related to employee performance that was not optimal. The population used in this study were all employees who worked at Mengwi LPD, amounting to 38 people. The sample of this study was

determined as many as 38 employees of Mengwi LPD employees because the population was below 100 according to Arikunto's opinion that if the population was less than 100, the sample was taken from the entire population so it was called a population study. Data collection in this study was carried out using interview and survey methods. In this study using path analysis techniques. Basically, the calculation of path coefficients requires calculations from correlation and regression analyzes which are then outlined in software in the form of SPSS.

#### IV. RESEARCH FINDING AND DISCUSSION

The characteristics of the respondents in this study were profiles of 38 respondents who participated in filling out the questionnaire. The profile of the respondents contained in the questionnaire consisted of four aspects, namely: gender, age, education, and tenure. The description of the characteristics of respondents can be seen in Table 2:

**TABLE 1: CHARACTERISTICS OF RESPONDENT**

Characteristic	Classification	Respondent	(%)
Gender	Male	16	42,1
	Female	22	57,9
	<b>Total</b>	<b>38</b>	<b>100</b>
Age	21 – 25 years	8	21,1
	26 - 30 years	19	50,0
	31 - 35 years	4	10,5
	> 35 years	7	18,4
	<b>Total</b>	<b>38</b>	<b>100</b>
Education	High School	13	34,2
	Diploma	5	13,2
	Bachelor	20	52,6
	<b>Total</b>	<b>38</b>	<b>100</b>
Tenure	1 - 5 years	23	60,5
	6 - 10 years	10	26,3
	> 10 years	5	13,2
	<b>Total</b>	<b>38</b>	<b>100</b>

Source: Primary data processed, 2019

In this study respondents when viewed from age, respondents with ages 26-30 years most dominate among others, this is because the age, including productive work. If seen from the characteristics of respondents in the gender section, respondents are dominated by women, this is because at the time of the recruitment of employees who are most needed in their fields and meet the requirements are women. In Table 4.1 above, it can be seen that most respondents with a service period of 1 - 5 years, this is because the company regularly holds employee recruitment, so that employees are new employees. If seen from the characteristics of respondents in the education department, respondents are dominated by Bachelor education, this is because the dominant recruitment chosen is by graduating and in accordance with their fields.

**TABLE 2: THE RESULT OF PATH ANALYSIS STRUCTURE 1**

Variable	Unstandardized Coefficients		Standardized Coefficients Beta	t Statistic	Sig. t
	B	Std. Error			
(Constant)	6.860	1.891		3.627	.001
Motivasi Kerja (X)	.400	.065	.718	6.185	.000
R Square	0,515				
F Statistic	38,260				
Sig. F	0,000				

Source: Primary data processed, 2019

Based on the results of analysis of substructural path 1 as presented in Table 2, the structural equation can be made as follows:

$$M = 6,860 + 0,718 X + 0,065$$

The value of the regression coefficient is positive market orientation variable with a significance value of t test less than 0.05. This shows that the variable motivation has a significant positive effect on the variable Job Satisfaction. The magnitude of the influence of the independent variable on the dependent variable shown by the total determination value (R Square) of 0.515 means that 51.5% of the variation in Job Satisfaction is influenced by variations in motivation, while the remaining 48.5% is explained by other factors not included into the model.

**TABLE 3: THE RESULT OF PATH ANALYSIS STRUCTURE 2**

Variabel	Unstandardized Coefficients		Standardized Coefficients Beta	t statistic	Sig. t
	B	Std. Error			
(Constant)	6.080	2.337		2.602	.014
Motivasi Kerja (X)	.409	.098	.500	4.164	.000
Kepuasan Kerja (M)	.641	.176	.437	3.636	.001
R Square	0,755				
F Statistic	53,924				
Sig. F	0,000				

Source: Primary data processed, 2019

Based on the results of analysis of substructure 2 pathways as presented in Table 3, the structural equation can be made as follows:

$$Y = 6,080 + 0,500 X + 0,437 M + 0,176$$

The regression coefficient value of each independent variable is positive with a significance value of t test less than 0.05. This shows that all independent variables have a significant positive effect on the dependent variable. The magnitude of the effect of independent variables on the dependent variable shown by the total determination value (R Square) of 0.755 means that 75.5% of variation in Employee Performance is influenced by variations in motivation and job satisfaction, while the remaining 24.5% is explained by other factors which is not included in the model.

A total determination value of 0.685 means that 68.5% of variation in Employee Performance is influenced by variations in motivation and job satisfaction, while the remaining 31.5% is explained by other factors not included in the model.

**TABLE 4: DIRECT EFFECTS, INDIRECT EFFECTS, AND TOTAL EFFECTS**

Variable Effects	Direct Effects	Indirect Effect through Job Satisfaction	Total Effects
The effect of Motivation on Job Satisfaction	0,718	-	0,718
The effect of Motivation on Employee Performance	0,500	0,313	0,813
The effect of Job Satisfaction on Employee Performance	0,437	-	0,437

Source: Primary data processed, 2019

Table 4 shows that the direct effect of motivation on job satisfaction is 0.718. The direct effect of motivation variables on Employee Performance of 0.500. The direct effect of the Job Satisfaction variable on Employee Performance is 0.437. This means that the Employee Performance variable is more influenced by Job Satisfaction than motivation. While the indirect effect of motivation variables on Employee Performance through Job Satisfaction is 0.313. So the total effect of motivation variables on Employee Performance through Job Satisfaction is 0.813. So it can be concluded that the greater effect of motivation on Employee Performance through Job Satisfaction, than the direct effect of motivation on Employee Performance without going through the variable Job Satisfaction. Sobel test results obtained Z count of 2.413 > 1.96. This means that job satisfaction has a positive and significant effect as a mediation between motivation and employee performance.

### The Effect of Motivation on Job Satisfaction

The results of the analysis show that motivation has a positive and significant effect on job satisfaction, which means that the higher the motivation possessed by employees, the job satisfaction of Mengwi LPD employees will increase. Based on the results of the distribution of questionnaires showed the motivation of employees in the Mengwi LPD as a whole is good, this can be seen from the overall average value of motivation is 3.60. The motivation of Mengwi LPD employees



can be well formed, because most employees have complied with every regulation in the Mengwi LPD institution and employees feel recognized by the environment as professional workers. Then employees have received enough salary to meet their daily needs so that it can improve employee motivation to get better.

These findings are consistent with Dzaki's (2015) study which concluded that achievement motivation and affiliated motivation significantly influence job satisfaction. Priatno (2014) concluded together all the independent variables of motivational factors have a significant effect on the employee's job satisfaction dependent variable, this shows that the higher the motivational factors are given, the higher the employee's job satisfaction. Rahma & Askar (2018) explained that the higher a person's motivation, the higher the level of employee job satisfaction. Vice versa, the lower the motivation, the lower employee job satisfaction. So it was concluded that motivation has a positive and significant effect on job satisfaction. Correspondingly, research conducted by Wansyahdio (2015) also concluded that motivation has a positive and significant effect on job satisfaction.

### **The Effect of Motivation on Employee Performance**

The analysis shows that motivation has a positive and significant effect on performance which means that the higher the motivation of employees, the performance of Mengwi LPD employees will increase. Based on the results of the distribution of questionnaires showed the motivation of employees in the Mengwi LPD as a whole is good, this can be seen from the overall average value of motivation is 3.60. The motivation of Mengwi LPD employees can be well formed, because most employees have complied with every regulation in the Mengwi LPD institution and employees feel recognized by the environment as professional workers. Then employees have received enough salary to meet their daily needs so that they can improve employee performance for the better.

These findings are consistent with Kurniawati's research (2015) which states that the effect of motivation is quite good, then the direction of positive correlation with strong correlation and shows that there is a significant influence between motivation on employee performance. In line with previous research, Herawati (2015) concluded that there is a positive correlation direction and has a strong relationship and there is a significant influence between motivation on employee performance. Research conducted by Amalia & Mahendra (2016) concluded that there was a positive and significant effect between motivation on employee performance. Research conducted by Cahaya (2015) concluded that motivation has a positive and significant effect on employee performance. Motivation has a positive and significant effect on employee performance, this means that the higher the motivation of the employee, the higher the performance that will be given to the organization.

### **The Effect of Job Satisfaction on Employee Performance**

The results of data analysis show that job satisfaction has a positive and significant effect on employee performance, which means that the more satisfied the employees are working in the Mengwi LPD, the employee's performance will increase. The results of the distribution of the questionnaire showed that overall employees were satisfied working in Mengwi LPD, this can be seen from the overall average response of respondents to the variable Job Satisfaction had a value of 3.68. Job satisfaction is able to form well in Mengwi LPD employees, because most employees are already satisfied with their work in the Mengwi LPD at this time, then are satisfied with the environment and colleagues in the Mengwi LPD. In addition, the institution also provides promotions to employees who are performing well, so that it can form high job satisfaction and can encourage better employee performance.

These findings are consistent with research by Rindiantika & Heru (2018) who concluded that job satisfaction has a positive and significant effect on employee performance. In line with this research, research conducted by Fei & Hotlan (2018) also concluded that job satisfaction has a positive and significant effect on employee performance. Research conducted by Surya (2017), concluded that job satisfaction has a positive and significant effect on employee performance so it can be concluded if job satisfaction has a positive impact on the performance of the employees themselves. Research conducted by Febriayana (2015) concluded that job satisfaction has a positive and significant effect on employee performance. The higher job satisfaction possessed by employees will greatly affect the performance that will be generated. Job satisfaction has a positive and significant effect on employee performance, and job satisfaction has a very large impact on the performance of the employees themselves.

### **The Role of Job Satisfaction Mediate the Effect of Motivation on Employee Performance**

Based on the results of data analysis, it is known that job satisfaction has a positive and significant effect as a mediation between motivation and employee performance. This means that motivation is able to directly influence employee performance variables without going through / involving job satisfaction variables. In other words, motivation provides a significant impact on employee performance without having to be mediated by job satisfaction.

Job satisfaction has a positive and significant effect as a mediation between motivation and employee performance. Motivation can provide encouragement and motivation so that the quality of job satisfaction increases. High quality job satisfaction will provide high performance standards for employees. Thus it can be stated that job satisfaction has a positive and significant effect as a mediation between motivation on employee performance.

The results of this study are in accordance with the findings of Lusri & Hotlan (2017) who concluded that job satisfaction acts as a mediating variable. The results of this study found that motivation has a significant effect on job satisfaction, job satisfaction has a significant effect on employee performance and job satisfaction is a mediating variable between motivation and employee performance. So it can be concluded that in order for companies to improve employee performance, it is not only the factors forming motivation that need to be considered, but also the factors forming job satisfaction. In line with research conducted by Nafi Atqiya (2017) concluded that job satisfaction is able to mediate the relationship of the influence of motivation on employee performance. Another study conducted by Panut (2017) also concluded that job satisfaction is able to mediate the effect of motivation on employee performance. Another study also conducted by Arya Lantara (2017), concluded that the variable job satisfaction can mediate the effect of motivation on employee performance.

## **V. CONCLUSIONS AND SUGGESTIONS**

Based on the results of the analysis and discussion in the previous chapter, it can be concluded as follows:

- 1) Motivation has a positive and significant effect on Job Satisfaction. This shows that if motivation increases, it will also increase Job Satisfaction.
- 2) Motivation has a positive and significant effect on Employee Performance. This shows that if motivation increases, it will also improve Employee Performance.
- 3) Job Satisfaction has a positive and significant effect on Employee Performance. This shows that if Job Satisfaction is increasing it will also improve Employee Performance.
- 4) Job satisfaction is able to mediate the effect of motivation on Employee Performance. This shows that motivation has a significant impact on Employee Performance without having to be mediated by Job Satisfaction

Suggestions that can be given based on the results of the study are as follows:

- 1) The results of the lowest respondent's answers on motivation variables, it is recommended for the Mengwi LPD to provide training related to the delivery of innovative and creative ideas / ideas. With the education and training, employees are expected to be able to give ideas without any obstacles in themselves.
- 2) The lowest respondent's answer results on the job satisfaction variable, it is recommended for the Mengwi LPD to evaluate employee salary wisely, because there are still a number of employees who are dissatisfied with the salary received from the Mengwi LPD at this time.
- 3) The lowest respondent's answer results on employee performance variables, it is recommended for the Mengwi LPD to provide education to their employees about the importance of a sense of responsibility in completing work properly, because there are still a number of employees in Mengwi LPD who are less responsible for completing work.
- 4) For further researchers, it is recommended to expand the object of research, for example by conducting research on all LPDs in Gianyar Regency, so that results can be generalized more broadly. In addition, further researchers are advised to add the variables studied, for example by adding variables of work discipline, compensation or work environment.

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