

THE MEDIATING ROLE OF JOB SATISFACTION AT PT. POS INDONESIA SURABAYA ON EMPLOYEE PERFORMANCE

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ABSTRACT: The organization must foster employees' passion and excitement for their work to enable them to collaborate and complete projects on schedule while feeling fully accountable. This study examines the impact of work-life balance, workload, and work spirit on employee happiness. Examine whether employee satisfaction functions well as a mediator as well. In the Indonesian city of Surabaya, PT Pos Indonesia employees were surveyed for this study. employing a purposive sample of 155 respondents who have worked for at least a year and are at least 18 years old. After that, structural equation modeling was used to examine the data. The results demonstrate that work-life balance, workload, and work-ethics ethos all positively impact employee satisfaction. Additionally, studies demonstrate that the relationships among work-life balance, workload, and employee spirit and performance are mediated by employee satisfaction. By using a paradigm for measuring employee performance and satisfaction applicable to all businesses, this study advances our understanding of employee behavior.

Keywords: Spirit at work, Workload, Work-life balance, Employee satisfaction, Employee performance.

INTRODUCTION

Companies need to thrive and compete with other big companies due to fierce competition in the business world today. Naturally, raising staff performance is one tactical move. A company's ability to compete also depends on its ability to provide quality human resources. Since a company's development is greatly influenced by its people resources (Nurhasanah et al., 2022). When people work with enthusiasm, their performance will be at its peak. Sugiarto et al. (2022) demonstrate the impact of work morale on employee satisfaction and performance. Conversely, Yo, Melati, and Surya (2015) claimed that job happiness is negatively impacted by workload, with a fall in job satisfaction occurring when

workload rises and vice versa. Employee workloads must be balanced with each employee's skills and abilities; otherwise, issues may arise that could impair performance in the future.

The ability to balance work and personal obligations, with an individual's level of commitment varying across the roles they play in the workplace, is a key component of work-life balance (Hudson, 2005). Thus, for workers to continue delivering consistent labor, employers must focus on employee work-life balance. According to Weerakkody et al. (2017), employees must be happy in order to perform to the best of their abilities, and one source of happiness is one's family and

personal life. Work-life balance is therefore important to support employees in doing their best work. Employees occasionally struggle to strike a balance between their personal and professional lives (Wambui et al., 2017). If employee duties are unbalanced, an imbalance may arise that affects the tension across all responsibilities. According to Greenhaus et al. (2003), imbalance is the inability of an individual to attain a work-life balance, which can lead to high levels of stress, decreased productivity, and a lower quality of life.

However, as workers in any organization are the primary factor in achieving the organization's goals, job satisfaction levels are crucial. Workers who are dissatisfied with their jobs will exhibit negative behaviors, such as a lack of excitement and sluggishness in completing tasks. Employees who are happy in their jobs, on the other hand, will go above and beyond to complete their work, thereby improving their output. Research by Fajri et al. (2022) and Prasetyo & Marlina (2019) demonstrates how employee performance is impacted by work satisfaction.

The state-owned enterprise PT. Pos Indonesia (Persero) provides expedition services; however, several competitors have recently entered this market. In order to compete with major rivals like TIKI, JNE, and J&T, this company needs to perform better. Issues that persist in the organization include subpar work-life balance, excessive workload, and low employee satisfaction. The purpose of this study was to close this gap and develop a model that included employee happiness as a mediating variable. This study employs a conceptual framework, unique to the context of expedition services, that integrates ideas of work satisfaction, morale at work, workload, and employee

work-life balance to explain staff performance.

Although the topic may appear less innovative or complementary compared to research in more technologically advanced or disruptive industries, its contribution lies in offering practical insights for improving human resource management within a state-owned enterprise that continues to play a vital role in national logistics and public services.

LITERATURE REVIEW

Hypothesis Development

A strategic role for human resources (HR) in deciding the success and accomplishment of business objectives. The HR department will continue refining its role to enhance performance and support the company's survival in an attempt to achieve this goal. Performance is the culmination of actions taken by staff members to meet predetermined goals. Performance is the outcome of a person's work achieved when they fulfill their obligations in light of their abilities, efforts, and opportunities (Hasibuan, 2020). According to Edison et al. (2017), performance is the outcome of a process that is measured and referred to over a predetermined length of time using pre-established guidelines or agreements. Effectiveness, efficiency, quality, punctuality, and productivity are performance metrics (Moeheriono, 2012).

Spirit at work

Spirit at work is a process, as the first step for someone to take action due to physical and psychological deficiencies, or in other words, it is an encouragement shown to fulfill

certain goals (Luthans, 2018). Work enthusiasm is an individual or group mental attitude that motivates people to carry out their work, encouraging them to work together and complete tasks on time with a sense of responsibility for the work assigned to them. Karsini et al. (2016) prove the influence of work enthusiasm on job satisfaction and its impact on performance. Basri & Rauf (2021) stated that work morale influences employee satisfaction and performance. Indicators of work morale include enthusiasm for work, strength to withstand frustration, ability to survive, and group spirit (Anggitasari & Badar, 2021). This description leads one to propose the following hypothesis:

H1: Employee satisfaction is significantly impacted by workplace spirit.

Workload

Workload is the set of activities that must be completed by an organizational unit or position holder within a specified period of time (Rohman & Ichsan, 2021). According to Fransiska & Tupti (2020), workload is a process or activity that is excessive and can cause tension in a person. This can lead to a decrease in employee performance due to the level of skill required being too high, the speed being too high, the work volume being too high, and so on. A workload intensity that is too high can create work stress, whereas one that is too low can cause boredom. Hermingsih & Purwanti (2020) prove the influence of workload on job satisfaction. Workload indicators include working conditions, use of working time, targets to be achieved, and work standards (Koesomowidjojo, 2017; Putra & Achmad, 2012). This description leads one to propose the following hypothesis:

H₂: Employee happiness is significantly impacted by workload.

Work-life balance

Work-life balance is an individual's ability to manage their personal and work lives, as well as to be committed to activities outside of work and other pursuits (Parkes & Langford, 2008). Life balance is a state of balance between two conditions: work life and personal life are equal (Lockwood, 2003). Employees assume that work-life balance is a must at work and are also responsible for their families. Meanwhile, companies assume that life balance is a challenge in order to build a contributive culture in the company where employees are consistent in their work responsibilities and responsibilities outside the work environment. Lingga (2020) and Dina (2018) prove the influence of work-life balance on employee performance. While Rahmawati et al. (2021) prove the opposite that work-life balance has no effect on employee performance. Rondonuwu et al. (2018) found that work-life balance influences job satisfaction, whereas Endeka et al. (2020) found that work-life balance has no effect on job satisfaction. Indicators of work-life balance are time balance, engagement balance, and satisfaction balance (Hudson, 2005). This description leads one to propose the following hypothesis:

H₃: Employee satisfaction is significantly impacted by work-life balance.

Employee Satisfaction

According to Hasibuan (2020), employee job happiness is a function of moral motivation, discipline, and work performance, and it assists the organization in realizing its objectives. Whether a scenario is good or bad, job satisfaction refers to how

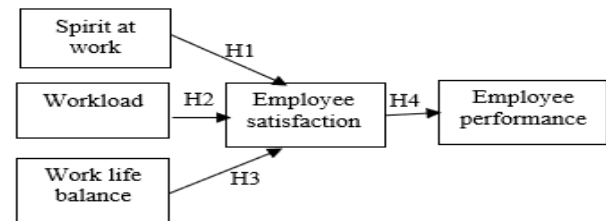
employees feel about their employment. A person's attitude toward their work is reflected in their level of job satisfaction (Rosita & Yuniati, 2016). Job satisfaction is influenced by two factors: employee factors and job factors. Employee factors are intelligence (IQ), special skills, age, gender, physical condition, education, work experience, length of service, personality, emotions, way of thinking, perceptions, and work attitudes. Job factors, namely type of work, organizational structure, rank (class), position, quality of supervision, financial security, opportunities for promotion, social interactions, and work relationships (Mangkunegara, 2019). Afianto & Utami (2017) prove the influence of employee job satisfaction on employee performance. Putri (2021) shows that work morale has an indirect effect on employee performance through job satisfaction. Nurhasanah et al. (2022) state that workload influences job satisfaction and employee performance. Also, job satisfaction mediates the relationship between workload and performance. Haider et al. (2018) show that work-life balance influences employee performance through job satisfaction. Indicators of job satisfaction are mentally challenging work, supportive working conditions, appropriate salary or wages, personality suitability for the job, and supportive co-workers (Robbins, 2015). This description leads one to propose the following hypothesis:

H₄: Employee performance is significantly impacted by employee satisfaction.

H_{4a}: Positive work morale moderates the relationship between employee satisfaction and staff performance.

H_{4b}: The beneficial impact of workload on employee performance is mediated by employee satisfaction.

H_{4c}: Employee satisfaction mediates the positive influence of work life balance on employee performance



Based on the issue and literature review depicted in Figure 1, a research framework explaining the link between the research variables can be constructed.

Figure 1. Research Conceptual Framework

METHODOLOGY

This study is investigating causes. All PT Pos Indonesia Surabaya City employees made up the research population (Malhotra & Birks, 2007). Using a research sample of 155 respondents and the Lemeshow formula with a 5 percent margin of error, a minimum sample size with an unclear population was determined (Lemeshow et al., 2009). The study employs purposive sampling, and the sample consists of workers who have been employed for at least 1 year and are at least 18 years old. The structural equation modeling (SEM) method makes use of Warp PLS (Warp Partial Least Square) software in the analytical process. The data source for this research is primary data collected through questionnaire responses. Data were collected by providing several statements in the questionnaire regarding their demographic factors and perceptions of responses, using a 5-level Likert scale. Descriptive statistical analysis and hypothesis testing were then carried out (Kyriazos & Stalikas, 2018).

Three independent variables used in this research consist of spirit at work,

workload, and work-life balance. One mediating variable is employee satisfaction. Apart from that, this research uses one dependent variable, namely employee performance. The spirit at work variable uses 4 indicators, namely: enthusiasm for work, strength to fight frustration, quality to survive, and group spirit (Anggitasari & Badar, 2021). Variable workload comprises 4 indicators: working conditions, use of working time, targets to be achieved, and work standards (Koesomowidjojo, 2017; Putra & Achmad, 2012). The work-life balance variable uses 3 indicators, namely time balance, engagement balance, and satisfaction balance (Hudson, 2005). The employee satisfaction variable uses 5 indicators, namely: mentally challenging work, supportive working conditions, appropriate salary or wages, personality suitability with work, and supportive colleagues (Robbins, 2015). The employee performance variable comprises 5 indicators: effectiveness, efficiency, quality, timeliness, and productivity (Moeheriono, 2012).

Finally, a Likert scale was used to assess respondents' answers with a score interval from 1 (strongly disagree) to 5 (strongly agree). Previously, validity and reliability tests were carried out on 20 respondents as a trial before the questionnaire was distributed. The results

show that all variables have an r -table with a significance value of 5% (0.05). Thus, it is concluded that this statement can be used as a data collection tool because it has been proven to be valid. A questionnaire is also reliable if its Cronbach's alpha is greater than 0.60.

After testing the instrument, a measurement model is carried out, namely testing the outer model and inner model. The overall model goodness-of-fit test was conducted to assess the structural and measurement models in an integrated manner. Finally, a hypothesis test is carried out. The questionnaire passed instrument testing, including tests of validity and reliability. The validity of the instrument was tested using product-moment correlation; with a p -value $< \alpha$ 0.05, all questionnaire instruments are valid. This process is also a reliability test of the instrument with the results; all variables are reliable with Cronbach's Alpha (α) > 0.05 . The results of this test mean that the questionnaire instrument can be used at other times and places in the same situation and produce valid data (Hair et al., 2014).

RESULT AND DISCUSSION

Table 1 explains the demographics of respondents including gender, age, marital status, and how long they have owned a smartphone.

Table 1. Respondent Demographics (N=155)

Characteristics		Frequency	Percentage (%)
Gender	Male	98	63.2
	Famale	57	36.8
Age	18-25 years	32	20.6
	26-35 years	67	43.2
	Greater than 35 years	56	36.2
Status	Mate	121	78.0
	Single	34	22.0
Years of service	1 – 2 years	21	13,5
	3 – 5 years	97	62,6
	Greater than 5 years	37	23,9

Descriptive data analysis of 155 respondents showed that 63.2% were male and 36.8% were female. Characteristics of respondents by age are dominated by those aged 26-35 years (43.2%) and those aged 18-25 years (20.6%). The working period of respondents was as follows: 13.5% in the range of 1-2 years; 62.6% in the range of 3-5 years; and 23.9% in the range of more than 5 years.

Based on Table 2, the loading factor value for each indicator is greater than 0.5, and the AVE (average variances extracted) value is greater than 0.5. Thus, all indicators and measures of convergent validity of research variables meet the requirements.

Table 2. Loading Factor values, and AVE

Research variables	Indicator	Outer Loading Factor Value	AVE
Spirit at work (X1)	X1-X1.1	0.871	0.764
	X1-X1.2	0.922	
	X1-X1.3	0.878	
	X1-X1.4	0.823	
Workload (X2)	X2-X2.1	0.947	0.706
	X2-X2.2	0.856	
	X2-X2.3	0.796	
	X2-X2.4	0.824	
Work life balance (X3)	X3-X3.1	0.920	0.829
	X3-X3.2	0.704	
	X3-X3.3	0.938	
Employee satisfaction (Z)	Z-Z.1	0.977	0.787
	Z-Z.2	0.782	
	Z-Z.3	0.995	
	Z-Z.4	0.974	
	Z-Z.5	0.702	
Employee performance (Y)	Y-Y1	0.962	0.730
	Y-Y2	0.974	
	Y-Y3	0.933	
	Y-Y4	0.974	
	Y-Y5	0.732	

Discriminant validity is shown by the AVE's (square roots of average variance extracted) value, where the AVE's value is found in a diagonal position in the correlations among latent variables output of WarpPLS, and the expected value is

greater than the correlation value in the same block. Based on Table 3, the value in the diagonal block is greater than the value in the same block. Thus, all variables meet the criteria for discriminant validity.

Table 3. Correlations among latent variables

Variable	X1	X2	X3	Z	Y
X1	0.681	0.288	0.068	0.416	0.237
X2	0.288	0.711	0.403	0.585	0.086
X3	0.068	0.403	0.793	0.359	0.102
Z	0.416	0.585	0.359	0.622	0.348
Y	0.237	0.086	0.102	0.348	0.757

Cronbach's alpha and composite reliability were used to evaluate the reliability test of the research variables. Based on Table 4, the Cronbach's alpha

values for each variable are greater than 0.6. In addition, the composite reliability value exceeds 0.7. Thus, all buildings have met the requirements.

Table 4. Reliability Test Results

	X1	X2	X3	Z	Y
Cronbach's Alpha	0.682	0.670	0.704	0.699	0.689
Composite Reliability	0.760	0.802	0.835	0.782	0.733

Notes: All items meet the requirements

Goodness-of-fit test on the overall model. The three fit indicators in WRAPPLS are the average path coefficient (APC), the average R-squared (ARS), and the average variance inflation factor (AVIF). The results of the fit indices model test indicated APC (P-value <0.001) and ARS (P-value <0.05). Significant APC and ARS values (smaller than 0.05) mean the

model is fit (suitable or supported by the data). Then the AVIF value is less than 5, indicating no multicollinearity in the data. Table 5 shows the results of the analysis. Where AVIF and APC show multicollinearity of independent variables and their relationships. The data from this evaluation informs us that the model is acceptable.

Table 5. Goodness of fit model

Title	Result	Criteria	Description
Apc	0.321	> 0.100	Supported
Ars	0.297	> 0.100	Supported
Avif	1.180	< 5.000	Supported

This research uses SEM analysis. This analysis is used to determine the influence of predictors on the predicted variables. The predictors in this research are spirit at work, workload, work-life

balance, and employee satisfaction. while the predicted variable is employee performance. The data are then coded and further analyzed using WarpPLS.

Hypothesis testing is carried out based on the estimated significance values of the

research model parameters shown in Table 6

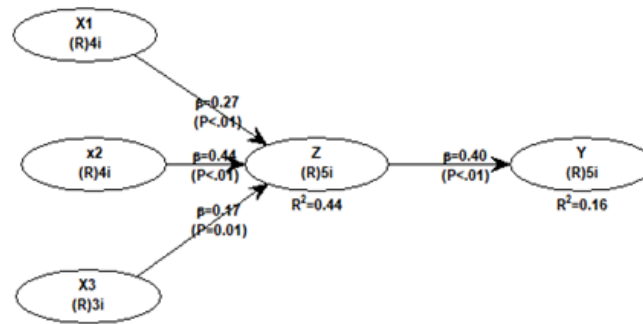


Figure 2. Influence between research variables
Source: PLS Wrap Output

Table 6. Hypothesis Testing

H	Relationship	Standardized Coefficient	P	Decision
H1	X1 → Z	0.272	0.000	accepted
H2	X2 → Z	0.442	0.000	accepted
H3	X3 → Z	0.173	0.015	accepted
H4	Z → Y	0.396	0.000	accepted
H4a	X1 → Z → Y	0.108	0.029	accepted
H4b	X2 → Z → Y	0.175	0.000	accepted
H4c	X3 → Z → Y	0.068	0.115	rejected

The coefficient value of the spirit at work variable is positive at 0.272 and significant at 0.000, where the value is below 0.05. Thus, the spirit at work variable has a positive and significant effect on employee satisfaction. This shows that H1 is accepted. The coefficient for the workload variable is positive (0.442) and significant ($p=0.000$), indicating that the workload variable is significant at the 0.05 level. Thus, it can be seen that the workload variable has a positive and significant effect on employee satisfaction. This shows that H2 is accepted. The coefficient value of the work

life balance variable is positive at 0.173 and significant at 0.000, where the value is below 0.05. Thus, it can be seen that the work life balance variable has a significant effect on employee satisfaction. This shows that H3 is accepted. The coefficient value of the employee satisfaction variable is positive at 0.396 and significant at 0.000, where the value is below 0.05. Thus, the employee satisfaction variable has a positive and significant effect on employee performance. This shows that H4 is accepted.

There is an indirect and significant effect of the spirit at work variable

mediated by the employee satisfaction variable on employee performance of 0.108; there is an indirect and significant effect of the workload variable mediated by the employee satisfaction variable on employee performance of 0.175; and there is a non-significant indirect effect of the work-life balance variable mediated by the employee satisfaction variable on employee performance of 0.068. Of the three indirect influence relationships, two are supportive and one is not supportive. This shows that H4a and H4b are accepted, stating that spirit at work influences employee satisfaction. This evidence shows that the spirit of work among PT Pos Indonesia employees in Surabaya is good and meets the standards that should be upheld. This is in accordance with the theory which states that work enthusiasm is a mental attitude of employees who show enthusiasm for carrying out their work so that they are able to work together and complete tasks on time with a sense of responsibility for the work assigned to them. Respondents stated that employee morale at work was high, because they were placed in positions that suited their respective expertise and skills. The company also provides opportunities for advancement, where the company gives employees the opportunity to develop themselves in accepting greater responsibilities than before, and provides promotions and salary increases to employees who excel. This research is in accordance with the findings of Karsini et al. (2016), Basri & Rauf (2021), which proves the influence of spirit at work on job satisfaction.

The second hypothesis confirms that workload affects employee satisfaction. This shows each PT employee's workload. Pos Indonesia in Surabaya is good and meets the standards that should be met.

Where this workload refers to the tasks given by the company to employees to be completed at a certain time, using the employees' skills and potential. Respondents stated that the workload given to employees was appropriate. The company has well-arranged working periods, rest periods, shift work, night work, wage systems, organizational structure models, and the delegation of duties and authority. The company's work standards are good, and every employee can meet them. The results of this study are in line with the findings of Nurhasanah et al. (2022) and Mahendrawan & Indrawati (2015), which proves the influence of workload on job satisfaction.

The research results show that the third hypothesis is accepted. This confirms that work-life balance strengthens employee satisfaction. Work-life balance is the level of satisfaction related to multiple roles in an employee's life. Work-life balance is generally related to the balance in maintaining all aspects of an employee's life. Respondents stated that employees of PT. Pos Indonesia Surabaya City can set the same amount of time for work and family roles, and can set the same level of psychological involvement in work and family roles. Can also regulate the same level of satisfaction between work and family roles. This research supports the findings of Lingga (2020) and Dina (2018), which prove the influence of work-life balance on job satisfaction.

The fourth hypothesis confirms that employee satisfaction influences employee performance. This shows that employee satisfaction strengthens employee satisfaction. Employee job satisfaction reflects a person's attitude towards their work. Job satisfaction is a situational condition that is pleasant or unpleasant and is in accordance with the employee's

view at work. Respondents stated that they were very satisfied with their employment at PT. Indonesian Post. Respondents also mentioned liking jobs that give them the opportunity to use their skills and abilities and offer a variety of tasks, freedom, and feedback. Respondents also stated that the company had a wage system and promotion policies that were perceived as fair and in line with expectations. Friendly and supportive co-workers so that job satisfaction increases. This research supports the findings of Berliana et al. (2018), which proves the influence of job satisfaction on employee performance.

Research findings show that spirit at work has a significant indirect effect on employee performance via employee satisfaction. This shows that spirit at work has a positive relationship to employee satisfaction and employee performance. This means that by improving the spirit at work, employee satisfaction will increase, which in turn will encourage an increase in employee performance scores. Thus, employee satisfaction is a mediating variable in the relationship between spirit at work and employee performance. It was also found that workload had a significant indirect effect on employee performance via employee satisfaction. This shows that workload has a positive relationship to employee satisfaction and employee performance. This means that a well-balanced workload will increase employee satisfaction and, in turn, improve employee performance scores. This research informs that there is an indirect and insignificant influence of work-life balance on employee performance through employee satisfaction. Although not significant, this shows that work-life balance has a positive relationship to employee satisfaction and employee

performance. This means that employees with a high level of work-life balance will be more satisfied and, in turn, achieve higher performance scores. Thus, employee satisfaction is a mediating variable in the relationship between product quality and employee performance.

CONCLUSIONS

Employee performance at PT Pos Indonesia in Surabaya is correlated with a model of work-life balance, work spirit, workload, and employee satisfaction; employee satisfaction serves as a mediating variable in this relationship. The model's significance for research on worker performance and satisfaction is concluded, particularly regarding workload, work-life balance, and workplace morale. These results will help develop a conceptual model that integrates work-life balance, workload, employee satisfaction, work spirit, and performance. This study establishes the theoretical groundwork for human resource management.

Spirit at work, workload, and work-life balance have a significant positive effect on employee satisfaction. Employee satisfaction mediates significantly positively in the relationship between spirit at work, workload and employee performance. Employee satisfaction mediates positively and is not significant in the relationship between work-life balance and employee performance. Of the three hypothesized variables, workload has the dominant effect on employee satisfaction.

This research shows implications for researchers and added value to science. First, there is the influence of spirit at work, workload, and work-life balance on employee satisfaction, where the dominant

influence is workload. Second, the mediating effect of employee satisfaction can greatly influence employee performance. Workload is a key factor in improving employee satisfaction, which in turn increases employee performance. Therefore, improving employee performance can be done by maintaining employee workload well. For employees to feel comfortable carrying out their workload, they must have work time, rest time, work shifts, work systems, and a well-organized work environment. This research model is effective in increasing employee satisfaction and performance.

Because this study's focus was limited to PT. Pos Indonesia employees in Surabaya, it is advised that future researchers broaden the scope of their investigation, perhaps to include other East Javan cities, and take into account additional variables that have not yet been examined but which undoubtedly affect worker performance.

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