

# THE EFFECT OF EDUCATION, DISCIPLINE, AND PERFORMANCE ON JOB SATISFACTION AT THE COMPANY

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**ABSTRACT** -- *Employee education, employee discipline, and employee performance have a positive and significant effect on job satisfaction, with a t.count value of 3.112 and a significant value of 0.002, and with a significance limit  $< 0.05$ , then  $H_0$  is rejected, and  $H_a$  is accepted. Work discipline has no individual relation on employee performance, with t.count of 0.864 and significant value of 0.390, and with a significance limit  $< 0.05$ , then  $H_0$  is accepted, and  $H_a$  is rejected. Job satisfaction has no particular effect on employee performance, with t.count of 0.228 and significant value of 0.820, and with a significance limit  $< 0.05$ , then  $H_0$  is accepted, and  $H_a$  is rejected. Based on the results, it is found that the adjusted  $R^2$  is 0.090, this means that 9% of dependent variables are influenced by independent variables consisting of variables of educational backgrounds, work discipline, job satisfaction. Employee education, work discipline, job satisfaction do simultaneously affect on job satisfaction at the company, which is based on the results of the regression test, it is found that the independent variables are normally distributed.*

**Keyword:** Education, work discipline, employee performance, job satisfaction

## I. INTRODUCTION

The manufacturing industry is an industrial company that produces many kinds of products with a different types of work. Fabrication companies are companies engaged in services, steel construction, mechanical work, plumbing, and shelves assembling panels and concrete structures, (Eastman & Liston, n.d.) Each company has

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different problems that must be faced; one of the problems is the workforce that employees are human resources that should be managed professionally to create a balance between the needs of employees and the capabilities of the company, (Bornay-barrachina, 2019). Human resources are the most dominant in any of company activities because human is considered as planners and actors, in determining the Company's goals, (Jassim, 2014)

The company's goals will not be realized without the participation of human resources, as the employees that manage all the equipment owned by the company, so the role of the employee is required to optimize the work so that the timing, amount and quality of products are by the predetermined targets, so the role of employees affects the company in improving discipline, performance, and job satisfaction, (Okoye & Ezejiofor, 2013) The company will continue to grow in the management of human resources is managed well in the continuity of a company that has always affected by various factors related to employee issues, (Abdullah, Mamun, & Hasan, 2017)

Management is a process to achieve the goals of the company as a collection of regular and systematic knowledge that is considered as creativity coupled with skills and knowledge., (Hussinki, 2017). The company's goal is organized for its efficient and effective achievement of the implementation of a management function. (Bandung, 2018), divided the essential functions of management, namely Planning, Organizing, Actuating, and Controlling abbreviated by POAC. Planning is an activity in setting company goals with the best ways to achieve the goals. Organizing is an activity in coordinating existing resources, assigning tasks, and authority among member companies to achieve company goals efficiently and effectively. Actuating is an activity in directing staff and employees in working to achieve company goals. Controlling is supervising and controlling the company that runs according to plan.

Companies need to be managed professionally so that the company's goals can be achieved. Policies to determine the human aspect. (Nations, n.d.) correctly, to utilize resources effectively, these activities include the following: 1). Human resource planning, 2). Staffing and placement, 3). Training and development, 4). Determine allowances

Definition of work discipline. Discipline is the awareness and willingness to comply with all rules and regulations of the company. (Journal et al., 2015). Discipline is an operative function in human resource management. The better the discipline of employees, the higher the performance of employees, namely: 1). The preventive discipline is an attempt to direct the employee to follow and adhere to the guidelines and rules set by the company 2). Corrective Discipline is an effort to direct and unite the employees to comply with regulations set by the company.

Factors affecting the work discipline as an indicator of work discipline variables include: 1). Workability charged should be commensurate with their skills so that employees can work well. 2). The role of a leader. The leaders who can serve as examples of employees in the act of discipline. 3). Justice. Impose discipline on employees without distinction of rank and class. 4). Remuneration. (Clawson & New, 2014). There is a remuneration in the satisfaction and pleasure of employees to work. 5). Supervision. Measures to prevent or aware of a mistake, maintain discipline, improve work performance, enable superior and subordinate role, dig a practical working system, create a sound internal control system in supporting the realization of objectives of the company, employees, and the community.

Job satisfaction, the definition of job satisfaction. Job satisfaction is an emotional attitude of fun and the extent to which an employee feels self-motivated and satisfied with his/her job. This attitude is reflected by morale, discipline, and work performance, (Eastman & Liston, n.d.). Job satisfaction happens when an employee feels he or she is having job stability, career growth, and a comfortable work-life balance. Job satisfaction outside of work is job satisfaction that can be enjoyed outside of work. Following the remuneration received, it will be able to cover personal and family needs. Job satisfaction combination of inside and outside of work is a job satisfaction and emotional attitude shown by the balance between the remuneration with job duties, (Abuhashesh, Aldmour, & Ed, 2019)

Job satisfaction refers to a person's attitude commonly shown towards his or her job. ((Saari & Judge, 2018). Job satisfaction is an emotional state that is favorable or unfavorable to which employees view their job. Factors that influence job satisfaction are as follows: 1). Remuneration that is fair and reasonable. 2). Placement of appropriate skills. 3). Severity of work. 4). Atmosphere and work environment. 5). Equipment that supports the execution of the work. 6). The attitude of the leadership. 7). The nature of the monotonous work or not. 8). Work appreciation for employees.

Employee performance is the result obtained in profit and non-profit-oriented company that is generated over a while. (Sageer, Rafat, & Agarwal, 2012). An overview of the level of achievement of the implementation of an activity, program, the wisdom to realize the company's goals set out in the job satisfaction as follows: 1). Manage company operations effectively and efficiently proportionally through the performance of employees 2). Decision-making in policy with employees. 3). Identify training and development needs of employees and provide criteria, selection, and evaluation of training programs 4). Feedback for employees with superior in assessing their performance 5). Regulate the distribution of rewards. Benefits obtained through the performance assessment become the reference in evaluating the company formation under the reward from various parties of company management.

## II. METHOD

Relevant theories and empirical facts are obtained through data collection. (Carmichael & Cunningham, 2017). The hypothesis in this study is: H1: Employee Education affects job satisfaction. H2: Work Discipline affects job satisfaction. H3: Employee Performance affects job satisfaction. H4: Employee Education, Work Discipline, and Employee Performance simultaneously effect on job satisfaction.

The subject of the study was conducted at the Company engaged in fabrication services. Implementation of the study began in June 2019. Employee Education (X1) Work Discipline (X2) Employee Performance (X3) Job satisfaction (Y) H1 H2 H3 H4.

(W, 2002) Population is a generalization region consisting of objects or subjects that has certain qualities and characteristics needed to be studied by the researchers and then drawn the conclusion. The population in this study was the employees at the Company, amounting to 350 employees. Sample is part of the number and characteristics possessed by the population. Samples of this study were taken from the population by using the Slovin formula. Then the formula is as follows:  $n = \frac{N}{1 + N(e)^2}$

Description: n = number of samples N = total population e = error margin due to sampling error that can be tolerated or desirable.  $n = \frac{350}{1 + 351(0,10)^2} = \frac{350}{351(0,01)} = \frac{350}{3,51} = 99,72 = 100$  peoples, from the calculation,

then sample of respondents was 100 people. Type and source of primary data were obtained by distributing questionnaires to the object of the study and were filled directly by the respondents. Primary data is composed of respondent data such as name, age, employee skills, gender, education, and job tenure. Secondary data is data obtained indirectly by the researchers.(Eastman & Liston, n.d.). This data comes from the documentation generated in the form of archives held by the company under investigation. Data collection method. Data collection technique was conducted by way of interview, questionnaire, survey, observation and the association of those three techniques

Interview is used in data collection techniques, to conduct preliminary studies to find and resolve the problems to be studied. The researchers wanted to find out from the respondents deeper.(Adams & Cox, 2008). Questionnaire is a technique of data collection that is done by giving a written question to the respondent to be answered, (Adams & Cox, 2008) The questionnaire is an efficient data collection technique if researchers know for certain variables to be measured, and that can be expected from the respondents,(Eastman & Liston, n.d.) The operational definition of the variables of this study are:

1.Employee Skills Indicators for employee skills variables are: a) Knowledge of work b) skills of relation c) Ability to adapt to the work environment d) Association of cooperation, (Biruta, Kantane, & Dzelme, 2015)

2.Work discipline (Razak, Sarpan, & Ramlan, 2018) Work discipline can be defined as the implementation of management to strengthen the company guidelines. Good discipline reflects a person's sense of responsibility to a series of tasks assigned. This led the morale for the realization of the company's goals. Indicators for work discipline variables are: a) Working according to procedure b) Discipline towards time c) Respect for colleagues d) Proficient and responsive in the work

3.Job satisfaction is a feeling of support or no support within employees related to work and the condition itself. (Rafferty & Griffin, 2016) job satisfaction is an emotional state that is pleasant or unpleasant. Job satisfaction reflects a person's feelings toward his/her work, which appears in employee attitudes toward work and everything that is faced in their work environment. Indicators of job satisfaction are: a) Satisfaction of salary b) Satisfaction with work colleagues c) position d) human relations

4.Employee performance (Arulrajah, Opatha, & Navaratne, 2016), the performance is the result of the quality and quantity of work accomplished by an employee in performing their duties following the responsibilities given to him/her. Employee performance indicators are : a) quality of work b) knowledge of work c) cooperative d) personal qualities.

### **III. RESULTS AND DISCUSSION**

Data collection of respondents The Population in this study was conducted on all employees of the company, amounting to 350 people, and samples were taken by using the slovin formula amounting to 100 people. (Inuwa, 2017). Researchers immediately distributed the questionnaire to carry out the study, that then the whole questionnaires were returned to the researchers. The distributed Questionnaires were about the variables of employee skills, discipline, job satisfaction, and employee performance.

## Respondents Data

### Respondents by age

Age of respondents has anything to do with behavior. (Abbas, Aman, & Nurunnabi, 2019) Because the behavior of individuals will describe the level of maturity, responsibility, discipline, experience, and maturity in dealing with various matters relating to the work. Data of respondents by the age of respondents can be seen in the table below.

Table 1. Age of Respondents

Age	Number of respondents	Percentage
≤ 25 years old	14	14%
26-35 years old	36	36%
36-45 years old	30	30%
46-55 years old	15	15% ≥
56 years old	5	5%
Total	100	100%

(Source: Primary Data processed)

### Respondents by education

Based on data from the table above. (Eastman & Liston, n.d.). It can be seen that the majority of employees aged between 26-35 years old as many as 36 people or 36%, employees aged 25 years old is 14%, employees aged 36-45 years old is 30%, employees aged between 46-55 years old is 15%, and employees aged ≥56 years old is 5%. Based on the age of the employee, it shows that the company has a productive value or rate that is quite high.

Table 2. Education of Respondents

Education	Respondents	Percentage (%)
Senior/Vocational		
High School	58	58%
Associate Degree	18	18%
Bachelor Degree	24	24%
TOTAL	100	100%

(Source: Primary Data processed)

Based on the table above. It can be seen that the majority of employee's education is senior/vocational high school as many as 58 people or 58%. It shows that the nature and characteristics of the work require the employees on the production line. This shows that the higher the education level, the better the quality of the employee.

### Respondents by Gender

Table 3. Respondents by Gender

Gender	Amount	Percentage
Male	70	70%
Female	30	30%
Total	100	100%

(Source: Primary data processed)

Based on data from the table above. It can be seen that the majority of employees are male as many as 70 people or 70%. While females as many as 30 or 30%. This type of work at the company of construction and fabrication requires more male employees than female employees, because it requires the intense power and is suitable for a male.

### Respondents By Skills

Table of Respondents by Skills

Skills	Amount	Percentage
Sew	10	10%
Weld	12	12%
English	10	10%
Marketing	13	13%
Electrical	10	10%
Mechanics	45	45%
Total	100	100%

(Source: Primary Data Processed)

Based on the table above, it can be seen that the majority of employees with the skills of English are 45 people (45%). It shows that the company provide opportunities for employees who are capable in speaking English.

### Respondents by Job Tenure

Table of Respondents by Job Tenure

Job Tenure	Amount	Percentage
1 year	30	30%
2 years	40	40%
3 years	15	15%
4 years	10	10%
5 years	5	5%
Total	100	100%

(Source: Primary Data Processed)

Based on the table above, it shows that the highest job tenure is one year with the number of 30 people (30%) and two years of 40 (40%), three years of 15 people (15%), four years of 10 people (10%), and five years of 5 people (5%). This indicates that the length of job tenure will affect the performance of the employees.

#### IV. Test Results

Data Instruments Test Validity Test As described in the previous section that the term validity refers to whether or not the test measures what it claims to measure. (Taherdoost & Group, 2017) On the study results, it will be valid if there are similarities between the data collected with with real data on the object under study , The level of significance in this study is  $(p) \leq 0.05$  or correlation coefficient of count  $(r\text{-count}) \geq$  correlation coefficient of a table (r-table). The instrument is said to be valid, (Alexandre, n.d.)

Reliability Test Results In addition to the data validity test, there are also other data tests to test the quality of data that is referred to as a reliability test. This test is conducted by using Cronbach Alpha analysis, (Tavakol & Dennick, 2011) An instrument is said to be reliable if the instrument can produce a relatively consistent measurement. The processing of the data in this study is by using SPSS 16.0. 18 program

Table of Instruments Reliability Test

No.	Variables	item	Cronbach Alpha	Information
1	Education	15	0.609	Reliable
2	Work Discipline	15	0.684	Reliable
3	Employee performance	15	0.648	Reliable
4	Job satisfaction	15	0.620	Reliable

Source: Primary Data processed (2020)

Based on the table above, it shows that the results of tests carried out in this study is reliable thoroughly. The results can be seen in Table of Cronbach Alpha, where values are above 0.6, which means that the variables are all reliable.

#### Data Normality Test Result

Data normality test is used to test whether on a regression model of independent variables and the dependent variable or both have distribution or not. The approach is made with histograms and figures approach., (“33.pdf,” n.d.)The test results can be seen in the figure below.

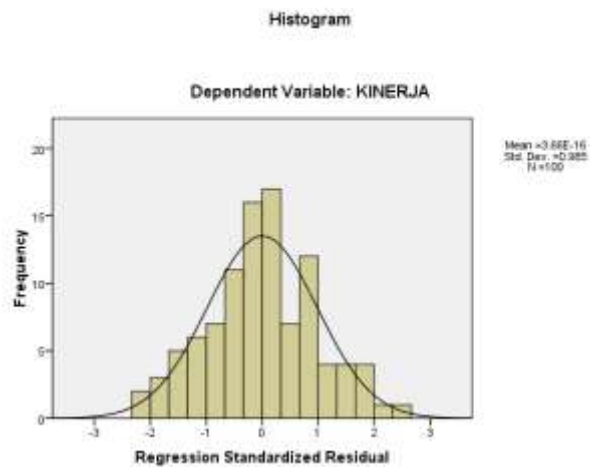


Figure of the histogram of Data Normality Test  
(Source: SPSS output Attachment)

Based on the results of the normality test above, it can be seen that the curve form a mountain, which means that the test results are normally distributed. Data Normality Test Results in this study, it can be seen in the histogram above by regarding the dots of a Normal P-P Plot of Regression Standardized Residual of the dependent variable.

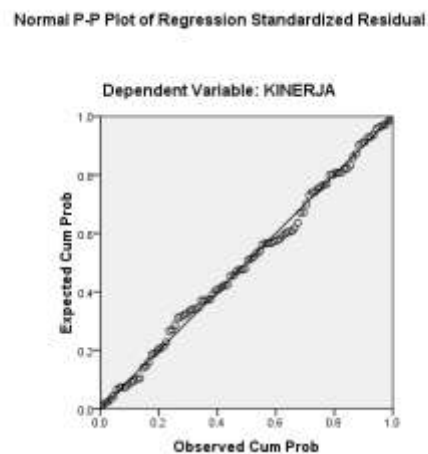


Figure of Histograms of Data Normality Test

In the figure above, it is clear that the data is normally distributed, where the dots are located around the diagonal line, which formed a point in the same direction. Multicollinearity Test Results One of the assumptions of multiple regression is the absence of multicollinearity; that is, the independent variables used are not related to each other, (Daoud, 2017) Multicollinearity test results can be seen in the table below:



Table of Multicollinearity Test Results

No.	Independent variables	Collinearity statistics		Information
		Tolerance	VIF	
1	Employee skills	0.942	1.061	Non Multicollinearity
2	Discipline	0.888	1.127	Non Multicollinearity
3	Job satisfaction	0.901	1.110	Non Multicollinearity

### Heteroscedasticity test

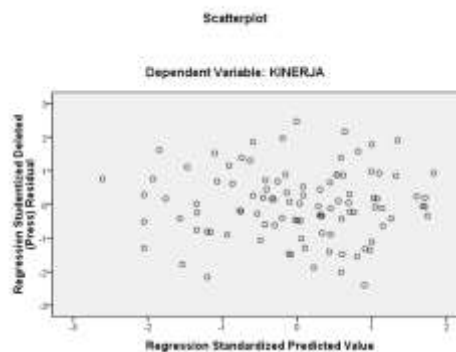


Figure of Heteroscedasticity test result

(Source: SPSS 16.0 output Attachment)

The figure above shows that the dots spread randomly, and does not form a specific pattern clearly; this means that there is no violation in this study.

### Instruments test

a t-test is one type of hypothesis test used in the study that aims to determine the influence of each independent variable partially on the variables, (Muhammad & Kabir, 2018). According to (Kim, 2015), this test is done by comparing the difference value between the average value with a standard error value of the mean difference of two samples.

In output result, a coefficient table is a t-test that is used to determine whether employee's skills ( $X_1$ ), work discipline ( $X_2$ ), and job satisfaction ( $X_3$ ) are partially has a significant effect on employee performance ( $Y$ ). Testing in this study was conducted by using a significance level of 0.05 and 2 sides. From the output result of the coefficient table above, the variable test has formulated the following hypotheses:

#### a. Education Variable ( $X_1$ )

- 1)  $H_0$ : there is no significant positive effect between Education ( $X_1$ ) to job satisfaction ( $Y$ ).
- 2)  $H_a$ : there is a significant positive effect between Education ( $X_1$ ) to job satisfaction ( $Y$ ).

For t-test, it is required to determine t.count, and t.table that is based on t.count output is 3.112 and t.table that is based on the statistical tables is at the 0.05/2 significance level with  $df = n-k-1$  or  $100-4-1 = 95$ .

Based on t-test criteria, it was obtained  $t_{count} > t_{table}$  ( $3.112 > 1.985$ ), then  $H_0$  is rejected, and  $H_1$  is accepted. It can be concluded that there is a significant positive effect between the origin of Education ( $X_1$ ) to job satisfaction (Y).

**b. Work Discipline Variable ( $X_2$ )**

1)  $H_0$ : there is no significant positive effect between Work Discipline ( $X_2$ ) to employee performance (Y).

2)  $H_a$ : there is a significant positive effect between Work Discipline ( $X_2$ ) to job satisfaction (Y).

For t-test, it is required to determine t.count, and t.table that is based on t.count output is 0.864 and t.table that is based on the statistical tables is at the 0.05/2 significance level with  $df = n-k-1$  or  $100-4-1 = 95$ .

Based on t-test criteria, it was obtained  $t_{count} < t_{table}$  ( $0.864 < 1.985$ ), then  $H_0$  is rejected, and  $H_a$  is accepted. It can be concluded that there is no significant positive effect between the work discipline ( $X_2$ ) to job satisfaction (Y).

**c. Employee Performance Variable ( $X_3$ )**

1)  $H_0$ : there is no significant positive effect on employee performance ( $X_3$ ) to job satisfaction (Y).

2)  $H_a$ : there is a significant positive effect on employee performance ( $X_3$ ) to job satisfaction (Y).

For t-test, it is required to determine t.count, and t.table that is based on t.count output is 0.228 and t.table that is based on the statistical tables is at the 0.05/2 significance level with  $df = n-k-1$  or  $100-4-1 = 95$ .

Based on t-test criteria, it was obtained  $t_{count} < t_{table}$  ( $0.228 < 1.985$ ), then  $H_0$  is accepted, and  $H_a$  is rejected. It can be concluded that there is no positive effect on employee performance ( $X_3$ ) to job satisfaction (Y).

**F test**

F test aims to determine the mutual influence of independent variables on the dependent variable. The results of the F test showed that independent variables jointly affect the dependent variables, if the p-value (on column Sig) is smaller than the prescribed level of significance, or F.count (on column f) is more significant than F table. The F table is calculated by  $DFL = k-1$ , and  $DFT = n - k$ , k is the number of dependent and independent variables, (Mooi, 2016)

F test is required to determine F.count, and F.table that is based on the F.count output is 4.270, and the F table that is based on the statistics is at the 0.05 significance level with  $df$  one  $df = 3$  and 2 ( $n-k-1$ ) or  $100-4-1 = 95$ . The results obtained for the F table is 2.70.

Based on the above statement, it was obtained  $F_{count} > F_{table}$  ( $4.270 > 2.70$ ) with a significant level ( $0.007 < 0.05$ ), then  $H_0$  is rejected, and  $H_a$  is accepted, so that it can be concluded that Education ( $X_1$ ), work discipline ( $X_2$ ) and employee performance ( $X_3$ ) simultaneously have a significant effect on employee satisfaction (Y)

**Table of the coefficient of determination results**

From the test results table, R Square or  $R^2$  shows the coefficient of determination. From the test results of the coefficient of determination, it was obtained an  $R^2$  value of 0.343 or 34.3%. While the value of R Square is 0.118

or 11.8%, It showed about 11.8% Job satisfaction variable (Y) could be explained by the variable of Education (X1), work discipline (X2), and employee performance (X3). Or practically it can be said that the contribution of the effect of Education (X1), work discipline (X2), and employee performance (X3) to a variable of job satisfaction (Y) is 11.8% and the remaining 88.2% is influenced by other variables that are not examined.

## V. Discussion

### **Effect of Education on Employee Performance**

Based on the results of the study that has been described statistically by using the SPSS 16 program, it can be seen that education has t.count of (3.112 > 1.985) t.table with the significance of (0.002 < 0.05), then Ho is rejected. Ha is accepted, so that it can be concluded that Education partially has a positive and significant effect on job satisfaction.

### **Effect of Work Discipline on job satisfaction,**

Based on the results of the study that has been described statistically by using the SPSS 16 program, it can be seen that the work discipline has t.count of (0.8640,05). Ho is accepted, and Ha is rejected so that it can be concluded that the word discipline does not have a positive effect partially and not significant to job satisfaction.

### **Effect of Employee Performance on job satisfaction.**

Based on the results of the study that has been described statistically by using the SPSS 16 program, it can be seen that the supervision of the work has t.count of (0.228 < 1.985) t.table with the significance of (0.820 < 0.05), then Ho is rejected. Ha is accepted so that it can be concluded that job satisfaction does not have a positive effect partially and not significant to job satisfaction.

## VI. CONCLUSIONS AND IMPLICATIONS

### **Conclusion**

Based on the discussion that has been described above, it can put forward some conclusions as follows:

1. Educational background has a positive and significant impact on job satisfaction, with a t.count value of 3.112 and a significant value of 0.002. With a significance limit < 0.05, then Ho is rejected, and Ha is accepted.
  2. Work discipline has no proper relation to job satisfaction with t.count of 0.864 and a significant value of 0.390. With a significance limit < 0.05, then Ho is accepted, and Ha is rejected.
  3. The employee performance has no personal effect on job satisfaction with t.count of 0.228 and a significant value of 0.820. With a significance limit < 0.05, then Ho is accepted, and Ha is rejected.
- From the results of the analysis, it was found that adjusted R2 is 0.090. This means that 9.0% of dependent variables are influenced by independent variables consisting of variables of educational backgrounds, work discipline, employee performance.

4. Educational background, work discipline, employee performance do simultaneously affect on the employee performance of the company. Based on the results of the regression test, it was found that the independent variables are normally distributed.

### **Implication**

This study is designed well, but the results and discussions are still having any limitation, and the implications that need to be anticipated in the further studies, among others:

1. Further studies can do the verification of variables in the same case by adding the variable that has not been tested in this study.
2. This study included only employees who work at the company. Further studies can add the number of samples as well as expand the area of the sample to another company so that the result covers more full.
3. Further studies can examine more of what specific factors of education that has more effects on job satisfaction.
4. This study will be useful for further researchers as one of the references that are important and necessary.

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