

ANALYSIS OF TOTAL QUALITY MANAGEMENT: WORK ENVIRONMENT, JOB DESCRIPTION AND JOB SATISFACTION ON COMMUNITY SATISFACTION

Nur Farida^{1)*}, Elizabeth J. Savage²⁾

¹⁾ College of Economics NU Gresik (STIENU Gresik), Indonesia

²⁾ University of Technology Sydney, Australia

*Corresponding Author, E-mail : nurfaridamanajemen@gmail.com

ABSTRACT

Background: Total Quality Management (TQM) is an institutional approach to quality improvement that seeks to improve quality in all processes and activities, in this case, the work environment and employee job satisfaction.

Research Purpose: This study aims to analyze TQM: work environment, job description, job satisfaction on community satisfaction.

Research Method: This study used quantitative research with a survey design approach. Data collection on work environment, job description, job satisfaction, and community satisfaction in the Kebomas sub-district office services, was held in September-October 2024 and involved 100 respondents. These respondents were selected using purposive sampling, and the data were analyzed using multiple linear regression.

Findings: The results showed there was an influence work environment, job description, and employee job satisfaction on the satisfaction of community service users of the Kebomas sub-district office. Based on the correlation analysis ($R=0.877$) the work environment and employee job satisfaction on community satisfaction shows a positive and very strong relationship and the t-test showed $t \text{ count} = 4.093$ and $t \text{ table} = 2.004$ ($t \text{ count} > t \text{ table}$) it means the job satisfaction factor is the most dominant influence on community satisfaction.

Conclusion: Total Quality Management of the work environment, job description, and employee job satisfaction influenced community satisfaction. However, the application of TQM in government institutions is crucial to give better service to the community.

Keywords: Community Satisfaction, Job Description, Job Satisfaction, Work Environment.

BACKGROUND

The development of the Indonesian government triggers the development of the sector under it, namely government agencies in urban areas or sub-districts. The government institutions sector is required to provide the best service to the community or even improve the performance of its employees, have integrity and not be in a comfort zone. Improving the performance of government employees by improving the quality of services, so as to provide satisfaction for citizens. To improve the quality of services to the community, sub-district government agencies must understand and implement Total Quality Management [1, 2].

There are ten characteristics of TQM developed, namely: 1) Customer Focus, 2) Obsession with Quality, 3) Scientific Approach, 4) Long-Term Commitment, 5) Teamwork, 6) Continuous System Improvement, 7) Education and Training, 8) Controlled Freedom, 9)

Unity of Purpose, 10) Employee Involvement and Empowerment[3, 4]. The TQM referred to in this study is teamwork and employee involvement-empowerment so that it is manifested in the work environment, job description, and job satisfaction. However, there is a lack of literature discussing Total Quality Management in work environment, job description, and job satisfaction toward customer satisfaction.

The physical and non-physical work environment in an institutions is a working condition to provide a comfortable and conducive atmosphere and work situation for employees in achieving the goals desired by an institutions. Poor working conditions in the work environment, both physical and workplace, have the potential to cause employees to fall ill easily, get stressed easily, have difficulty concentrating, easily disagree (lack of communication) resulting in decreased work productivity and motivation to give the best abilities that employees have to their institutions[5].

Research on the effect of employee work environment on their performance that has been done shows the results of a significant influence between the work environment on employee performance. The work environment has a significant influence on employee performance[6, 7]. Stress faced by the workforce is related to decreased work performance, increased absenteeism and a tendency to experience accidents or mistakes in doing work and unresolved workloads due to relatively large volumes of work and have a burden of responsibility that must be completed in one period or period.

Likewise, the understanding of Job Description and the expected contribution of the work is not considered by every organization, both government and private agencies so that we can see irregular work, routine work is neglected and employees are less responsible for their work because they do not understand what the function of the description of the main tasks that must be done and the responsibilities that must be borne by the employee in the division where he is placed[8]. In addition, there is also employee fatigue at work, because the work will feel complicated due to employees not understanding the Job Description at work. If the company pays attention to the importance of understanding Job Description and each employee learns and masters the Job Description in their respective fields, it will be able to increase employee work effectiveness and work productivity will be achieved[9].

Job satisfaction is an important target in Human Resources (HR) management, because it will directly or indirectly affect work productivity. Another theory states that organizations that have more satisfied employees tend to be more effective than organizations that have fewer satisfied employees[10]. An employee will provide wholehearted service to the organization depending on how the employee feels about work, co-workers, and supervisors. Employee feelings and satisfaction affect the development of routine interaction patterns. Increased employee productivity itself will encourage increased productivity and other factors belonging to the institutions. While employee productivity itself is influenced by factors including: supportive job satisfaction, clear job descriptions. Increasing employee work productivity itself will encourage increased productivity and other factors belonging to the institutions.

Total Quality Management (TQM) or integrated quality management is an approach in improving quality systematically using many dimensions and has been widely applied by many companies with the aim of improving marketing performance through product/service quality[11]. Numerous businesses have implemented Total Quality Management (TQM), also known as integrated quality management, as a method of methodically enhancing quality through a variety of dimensions in order to boost marketing performance through the caliber of their goods and services. There has never been a study that discusses its application

in government agencies so that the purpose of this study is to analyze the implementation of TQM: work environment, job description, job satisfaction on community satisfaction.

RESEARCH METHOD

This type of research is descriptive survey research, which is research that seeks to describe and interpret something, for example, existing conditions or relationships, developing opinions, ongoing processes, consequences or effects that occur, or are ongoing. Survey research is research that takes samples from a population and uses a questionnaire as the main data collection tool[12]. This study uses a quantitative approach method because it requires a systematic calculation of the relationship between variables using certain statistical formulas. The data connected in the form of respondents' answers is basically qualitative data and to be analyzed by quantitative methods, the data must be manipulated by scoring using a Likert scale. The data used must be measurable and will later produce conclusions that can be generalized.

The research variables consist of TQM independent variables, namely work environment, job description, job satisfaction. While the dependent variable is the satisfaction of service users in kebomas sub-district. This research was conducted in September-October at the kebomas sub-district office by involving employees and citizens who visited the kebomas sub-district service office. The number of respondents involved was 100 people with purposive sampling technique.

This study is generally an effort to obtain facts, develop and test the truth by collecting and recording and analyzing data obtained from the company. This research data collection was carried out with several types of data, including: 1. Primary data, namely data collected and processed by the organization that publishes or uses it. In the following way: a. Questionnaire / survey / questionnaire, namely a list containing a series of questions about a problem under study, the method used is the Likert scale; b. Interview by asking structured questions with kebomas sub-district employees, which is used in interviews by researchers, namely directly to respondents; c. Documents, namely data collection by looking at, studying and quoting records or documents from institutions reports related to the data needed to support the research conducted by researchers by recording the necessary data.

In this study, data analysis and processing will be used Likert scale analysis to give values to respondents' answers, according to Sugiyono, the Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena[13]. In research, this social phenomenon has been specifically determined by the researcher, which is hereinafter referred to as the research variable. With a Likert scale, the variables measured are translated into 8 variable indicators. Then the indicator is used as a starting point for compiling instrument items which can be in the form of statements which are then answered by respondents “. Measurement The instrument used in this study uses a Likert scale by filling out a questionnaire which is arranged in the form of a question sentence. Each question has a different score or value, and respondents are asked to fill in the list of questions by putting a cross (X) on the questionnaire answer sheet. While the assessment criteria are as follows: If the respondent answers “strongly agree” given a score of 5, if the respondent answers “agree” given a score of 4, if the respondent answers “neutral” given a score of 3, if the respondent answers “disagree” given a score of 2, if the respondent answers “strongly disagree” given a score of 1.

Furthermore, to determine the effect of TQM: work environment, job description and job satisfaction on public satisfaction with services at the Kebomas sub-district office,

multiple linear regression analysis was used. The steps are validity and reliability tests. Given that data collection is carried out through the use of questionnaires, the seriousness of respondents in answering the questionnaire is very important, therefore previously it is necessary to carry out validity and reliability testing to ensure that the measuring instruments used in this study are valid and reliable. This validity test is intended to test how well the research instrument measures the concept that should be measured. To find out whether the question items presented in the questionnaire really have the ability to reveal with certainty about what will be studied. The trick is to analyze the items where each value on each question item is correlated with the total value of all question items. Validity testing can be done using Pearson Product Moment correlation. Items that have a positive correlation with the criterion (total score) and the correlation is high, indicating that the item has high validity as well. The minimum requirement to be considered eligible is the value of $r = 0.3$; if the value of $r < 0.3$ then it is declared invalid. Another theory states that the provisions for assessing validity with the following criteria: $0.800 < r_{xy} < 1.000$ very high validity $0.600 < r_{xy} < 0.799$ high validity $0.400 < r_{xy} < 0.599$ moderate validity $0.200 < r_{xy} < 0.399$ low validity $0.000 < r_{xy} < 0.000$ invalid [14].

This reliability test is a form of data quality test (reliability) that shows the stability and consistency of the instrument to measure constructs (variables). A questionnaire is said to be reliable if it is found that a person's answer to a question is consistent or stable when used repeatedly at different times, or over time. To find out whether the measuring instrument is reliable or not, it will be tested using the Cronbach Alpha method. As a general guideline for determining the reliability of question items, an instrument is said to be reliable if Cronbach's $\alpha \geq 0.6$. If the Cronbach alpha value < 0.6 , the instrument is considered unreliable[15].

Data analysis technique where the data will be processed using statistical methods in the form of multiple linear regression methods used to determine the effect of several independent variables on one dependent variable. Hypothesis testing procedures using multiple linear regression equations with the Pearson formula:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Where Y: community satisfaction, X_1 = work environment, X_2 = job description, X_3 = job satisfaction; a = constant coefficient; b_1 , b_2 , b_3 = coefficient of independent variables; e = confounding variable.

Calculation of the Multiple Correlation Coefficient, this coefficient is used to show how much relationship occurs between the independent variables simultaneously on the dependent variable. The correlation coefficient with the symbol "R". Another theory states that the coefficient table is a correlation coefficient table to see how strong the influence between the independent variables on the independent variables: Interval Coefficient Relationship Level $0.800 - 1.000 =$ Very High, $0.600 - 0.799 =$ High, $0.400 - 0.599 =$ Moderately High, $0.200 - 0.399 =$ Low, $0.000 - 0.199 =$ Very Low[16]. Calculation of the Coefficient of Determination (R^2). This determination analysis is used to determine the magnitude of the percentage variation in the effect of the independent variables simultaneously on the dependent variable. The greater the value of R^2 , the greater the influence between the independent variables on the dependent variable[17].

F Test (Simultaneous) Simultaneous testing is to determine whether the regression coefficients of the independent variables together have an influence or not on the independent variables. The testing procedure is as follows: 1) Formulate the statistical hypothesis used: $H_0: b_1 = b_2 = 0$ (there is no real influence simultaneously between the independent variables on the dependent variable). $H_i: b_1 \neq b_2 \neq 0$ (there is a real influence

simultaneously between the independent variables on the dependent variable). Level of significance (α): 0,05. The testing criteria used in the F test are: a) If $F_{count} > F_{table}$, it means that H_0 is rejected and H_1 is accepted, which means that the independent variables simultaneously have a significant effect on the dependent variable. b) If $F_{count} < F_{table}$, it means that H_0 is accepted and H_1 is rejected, which means that the independent variables simultaneously have no significant effect on the dependent variable.

T test (Partial test) Partial testing is to determine whether the regression coefficient of the independent variables each has an influence or not on the independent variable. To determine the effect of the independent variables partially on the dependent variable, the t test is carried out. The criteria used in the t test are: If $t_{count} > t_{table}$ or $-t_{count} < t_{table}$ then H_0 is rejected and H_1 is accepted. If $t_{count} \leq t_{table}$ then H_0 is accepted and H_1 is rejected.

FINDINGS

From the data processing carried out by researchers, the results of table 1 are multiple regression analysis tables, overall the results of the above calculations can be interpreted as follows:

$$Y = 0.233 + 0.392X_1 + 0.416X_2 + 0.491X_3$$

Based on calculation above, if X_1 changes by one unit, then Y will change by 0.392 units assuming X_2 and X_3 are constant, meaning that the better the institutional work environment, the more community satisfaction will increase and assume other variables remain / constant. If X_2 changes by one unit, then Y will change by 0.416 units assuming X_1 and X_3 are constant, meaning that the better the institution's Job Description, the more community satisfaction will increase and assume other variables remain / constant. If X_3 changes by one unit, then Y will change by 0.491 units assuming X_1 and X_2 are constant, meaning that the better the institution's Job Satisfaction, the more community satisfaction will increase and assume other variables remain / constant.

Table 1. Results of Multiple Linear Regression Analysis

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.133	.258		.517	.607
	Work Environment (X_1)	.392	.085	.314	3.424	.001
	Job Description (X_2)	.416	.087	.313	3.632	.001
	Job Satisfaction (X_3)	.491	.096	.381	4.093	.000

Table 2. R² Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.877	.769	.756	.29674

From Table 2 the results of Adjusted R Square = 0.756, it can be said that the change in the dependent variable (Y) is 75.6% of the X_1 , X_2 and X_3 variables, while the remaining 24.4% is caused by other factors not included in the model. R Square = 0.769, meaning that the variation in the independent variables X_1 , X_2 and X_3 is able to explain the dependent variable Y by 76.9%. $R = 0.877$, meaning that the strong relationship between the

independent variables X1 and X2 together on the dependent variable Y is 87.7% so that it can be said that the relationship between the variables X1, X2 and X3 to Y is very strong.

To prove the research hypothesis is true or false, it is tested with the F test and t test. From the data processing carried out, the researcher obtained the F test results as follows: From the data obtained $F_{hitung} = 62.235$ upper $DF = 3$, lower $DF = 56$, obtained $F_{tabel} = 2.769$ $\alpha = 0.05$ If $F_{count} < F_{table}$ then H_0 is accepted If $F_{count} > F_{table}$ then H_0 is rejected. Because $F_{count} > F_{table}$, namely $62.235 > 2.769$, H_0 is rejected and H_1 is accepted, meaning that the independent variables of Work Environment (X1), Job Description (X2) and Employee Job Satisfaction (X3) simultaneously have a real influence on the dependent variable of customer satisfaction at the Kebomas Gresik sub-district office, thus the research hypothesis is proven can be seen in Table 3.

Based on Table 1 The t-test aims to determine whether or not there is an influence between the independent variable (X) partially on the dependent variable (Y). If $t_{count} < t_{table}$ then H_0 is accepted. If $t_{count} > t_{table}$ then H_0 is rejected. Research hypothesis: a. Leadership affects employee work productivity From the table obtained $t_{count} = 3.424$ and $t_{table} = 2.004$. Because $t_{count} > t_{table}$ is $3.424 > 2.004$, then H_0 is rejected and H_1 is accepted. This means that there is a real partial influence between the work environment variables on community satisfaction at the Kebomas Gresik sub-district office, thus the research hypothesis is proven. From the table obtained $t_{count} = 3.632$ and $t_{table} = 2.004$. Because $t_{count} > t_{table}$ is $3.632 > 2.004$, then H_0 is rejected and H_1 is accepted. This means that there is a real partial influence between the Job Description variable on community satisfaction at the Kebomas Gresik sub-district office, thus the research hypothesis is proven. From the Table 1 obtained $t_{count} = 4.093$ and $t_{table} = 2.004$ Because $t_{count} > t_{table}$, namely $4.093 > 2.004$, then H_0 is rejected and H_1 is accepted. This means that there is a real partial influence between the employee Job Satisfaction variable on community satisfaction at the Kebomas Gresik sub-district office, thus the research hypothesis is proven.

Table 3. Results of the F-Test

		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.440	3	5.480	62.235	.000*
	Residual	4.931	56	.088		
	Total	21.371	59			

DISCUSSION

After data analysis, the research findings prove that all variables in the community satisfaction factor, namely Work Environment, Job Description and Employee Job Satisfaction, have a significant effect on community satisfaction with the services of the Kebomas Gresik District Office. Based on the theoretical basis, community satisfaction with the services of the Kebomas Gresik Sub-District Office is influenced by the Work Environment, Job Description and Employee Job Satisfaction. The test results obtained the calculated F value of 62.235; F table = 2.769; because the calculated F value is greater than the F table, H_0 is rejected, so it is concluded that there is a significant influence between the Work Environment, Job Description and Employee Job Satisfaction together on community satisfaction. This study has succeeded in proving the existence of Work Environment, Job Description and Employee Job Satisfaction together on community satisfaction. The regression coefficient for the Work Environment variable is 0.392 with a positive relationship direction. This means that an increase in the Work Environment variable will cause an increase in the community satisfaction variable. Conversely, a decrease in the Work

Environment variable will cause a decrease in the community satisfaction variable. This research is in line with other previous research that work environment, job description and employee performance has positive significant[18, 19].

The compatibility between the Work Environment and the energy sacrificed by employees. this makes wages affect the increase in employee community satisfaction. The regression coefficient for the Job Description variable is 0.416 with a positive relationship direction. This means that an increase in the Job Description variable causes an increase in employee community satisfaction. Conversely, a decrease in the Job Description variable will cause a decrease in employee community satisfaction. The type of work performed can be a source of job satisfaction in this case the job is in accordance with the interests of employees, in accordance with the level of education, whether or not employees are comfortable with their work and whether or not there are difficulties faced by employees in carrying out their work. The regression coefficient for the opportunity variable Employee Job Satisfaction is 0.491 with a positive relationship direction. This means that an increase in the Employee Job Satisfaction variable will lead to an increase in employee community satisfaction. Conversely, a decrease in the Employee Job Satisfaction variable will lead to a decrease in employee community satisfaction. Employee Job Satisfaction that can affect employee community satisfaction is the variety of jobs created by the company, the leadership's attention to employee promotion, employees who excel get higher positions and there are opportunities for employees to be promoted in their jobs[20].

From the above analysis, the researcher also found that the results of the research data analysis obtained $t_{count} > t_{table}$, namely $3.424 > 2.004$, then H_0 is rejected and H_1 is accepted, meaning that there is a real partial influence between the Work Environment variable on community satisfaction at the Kebomas Gresik District Office. This is as stated that the Work Environment is the process of influencing one's behavior in achieving organizational goals. $t_{hitung} > t_{tabel}$, namely $3.632 > 2.004$, then H_0 is rejected and H_1 is accepted, meaning that there is a real partial influence between the Job description variable on community satisfaction at the Kebomas Gresik sub-district office. This is supported by experts in Job description is written information that describes the duties and responsibilities, job conditions, work relationships and aspects of work in a particular position in the organization. Job details contain comprehensive information about duties/obligations, responsibilities, and conditions required when the job is done. A job description is a systematic record of the duties and responsibilities of a particular position, written on the basis of existing facts[21]. The preparation of job descriptions is very important, especially to avoid differences in understanding, avoid duplicate work, and to determine the limits of responsibility and authority of each position.

There hasn't been any research determining employees' awareness of job descriptions, despite previous studies in the pertinent literature demonstrating the significance of job descriptions. This study attempts to comprehend employees' awareness of job descriptions from various perspectives because there hasn't been much research on the subject, particularly on the differing knowledge and opinions regarding job descriptions between managers and employees. In the assessment of their level of awareness, it is determined whether they understand the concept of a job description, what their job description entails, what their business expects of them, what their job requirements are, how satisfied they are with their job, what they like best about their job, and what they dislike the most about their job.

The research results obtained $t_{count} > t_{table}$, namely $4.093 > 2.004$, then H_0 is rejected and H_1 is accepted, meaning that there is a real partial influence between the variable Employee Job Satisfaction on community satisfaction at the Kebomas Gresik District office.

This is supported by the theory of job satisfaction that job satisfaction is an assessment or reflection of the worker's company on his job. This appears in the positive attitude of workers towards their work and everything faced in their work environment. The impact of job satisfaction needs to be monitored by linking to the resulting output. Based on the calculation of each variable, it can be seen that the employee job satisfaction variable is the most dominant in influencing public satisfaction at the Kebomas Gresik District Office, which is 4.093 5. $R = 0.877$ (87.7%) means that there is a strong relationship between variables X1, X2 and X3 together.

The recommendation of this study is that efforts to assist in solving existing problems in the organization of an institution, the institution must always maintain and increase the job satisfaction of its employees by providing recreation to employees so that employees do not experience boredom at work, the institution should maintain harmony among employees by holding joint sports that can improve good relations so that later good cooperation will be created between one employee and another in carrying out their work.

The limitations of this study are only analyzing the Work Environment, Job Description and Employee Job Satisfaction with consumer satisfaction or service users of the Kebomas Gresik sub-district office. Actually there are many other factors that exist in Total Quality Management, for example work motivation, work experience, education, age, and so on. For further researchers, they should increase the number of research variables related to customer satisfaction and Total Quality Management, so that it can be seen which factors are most dominant in influencing customer satisfaction.

CONCLUSION

There is an influence of Work Environment, Job Description and Employee Job Satisfaction on community satisfaction at the Kebomas Gresik District Office. Based on the correlation analysis (R) between the Work Environment, Job Description and Employee Job Satisfaction on community satisfaction shows a positive and very strong relationship and based on the t test the job satisfaction factor is the most dominant influence on community satisfaction at the Kebomas Gresik District Office.

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