

**ANALYZING OF JOB ENLARGEMENT AMONG THE STAFF OF FACULTY
ECONOMICS AND BUSINESS SAM RATULANGI UNIVERSITY***ANALISA PERLUASAN KERJA PADA PEGAWAI DI FAKULTAS EKONOMI DAN BISNIS
UNIVERSITAS SAM RATULANGI*

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Abstract: The success or failure of its organization programs are measuring by the employees' performance. That is why, organizations have to develop the level of their employees' performance by providing appropriate working environment and comfortable for them cause' it is also a psychological motive for the employees and can lead them to improve their performance and to increase the productivity of their work. company have to limit to spending cost of hiring new employee in order to remain competitive and Employees must perform additional task in their work level which is known as job enlargement .The main goal for this study was aim to analyze the job enlargement of employee in faculty economics and business Sam Ratulangi University. This research implies qualitative research which is in-depth interview and observation and uses purposive sampling technique. The results of this study shows that job enlargement is effective to enhance productivity of the faculty of economics staff and reduce the monotony also the boredom of work daily and most of the staff are motivated when performing new task. Job enlargement on this workplace different with others because it is precisely creates higher level of social interaction of the employee and this kind of interaction also one of the factor that increase the motivational level of employee.

Keywords: Employee performance, job design, job enlargement

Abstrak: Sukses atau gagalnya program kerja suatu organisasi di ukur dari kinerja pegawainya. Itulah mengapa organisasi harus mengembangkan tingkat kinerja pegawai dengan cara menyediakan lingkungan kerja yang tepat dan nyaman untuk pegawai karena itu juga adalah salah satu dorongan psikologis bagi pegawai dan bisa menuntun mereka untuk meningkatkan kinerja dan menambah produktifitas mereka. Suatu organisasi harus membatasi biaya untuk perekrutan pegawai baru agar tetap bisa bersaing dan pegawai harus bisa melakukan tugas tambahan dalam tingkat kerja yang sama yang di sebut juga sebagai perluasan kerja. Tujuan utama dari penelitian ini adalah untuk menganalisa perluasan kerja pada pegawai di fakultas ekonomi dan bisnis Universitas Sam Ratulangi. Penelitian ini menggunakan metode kualitatif yaitu wawancara mendalam dan observasi juga menggunakan teknik sampel purposive. Hasil dari penelitian ini menunjukkan bahwa perluasan kerja efektif untuk meningkatkan produktifitas dari pegawai fakultas ekonomi dan bisnis Universitas Sam Ratulangi dan juga mengurangi kemonotonan dan kebosanan dari pekerjaan mereka sehari hari. Lebih dari Sebagian pegawai merasa lebih termotivasi saat melakukan tugas tambahan yang diberikan. Perluasan kerja di tempat ini ternyata berbeda dengan tempat yang lainnya karena justru menciptakan interaksi sosial yang lebih tinggi dari pegawai yang membuat mereka juga lebih termotivasi dalam bekerja.

Kata Kunci: Kinerja pegawai, rancangan pekerjaan, perluasan kerja

Research Background

Human resources are the most effective resources and considered a main aspect of work to the success of the organization and institution. Human resources interest has increased in the organization since people believe in the importance of having a clear functional structure with an intensive job description for each position that suits its holder and human resource management has an effective role that influences performance and productivity. Every organization or institution is always directed to achieve its goals. One of the important factor to achieve the goals is to identify and measure the employee works. Employee who take responsible to do the tasks need to work in comfortable atmosphere in order to finish the job efficiently.

Job enlargement is part of job design techniques. According to Armstrong (2010), Job design is the process of deciding on the contents of a job in terms of its duties and responsibilities, on the methods to be used in carrying out the job, in terms of techniques, systems and procedures, and on the relationships that should exist between the job holder and his superior subordinates and colleagues. Moreover, job design designates the specific work activities of an individual or group. It aims at changing the atmosphere of work place in order to make the job more suitable and convenient to the employees. Adding some challenge to the work which gives space to use the abilities and willingness of employees at work. The more the organization focuses on the work characteristics and making it more challenging and motivating, it will get better results on the individual and group levels to increase the productivity and achieve the organization objectives

Job enlargement is one of the step used to make the employees feeling that the organization is actually owning them so it can boost their performance on the Job. The regular and routine work activities can create boredom at their workplace and it can decrease the motivation of the employees. Therefore, job enlargement is seen as a tool that reduces boredom and can bring motivation to employee so they can achieve satisfaction and organizational commitment (Dessler, 2005). Enlarging job can either achieve job satisfaction or dissatisfy employees because it depends on how employee perceive enlarging their jobs and doing additional tasks.

Job satisfaction is defined as a state of pleasure that could be gained by implementing one's values to a job. In addition, job satisfaction can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job (Ivancevich, 1998). So the employees, have to see that Job enlargement in a positive way to improve their experiences. In that way, it will lead them to job satisfaction. But there are many of employee that see extra tasks as an unfairness which make them feel as a dissatisfy employees (Saleem, Shaheen, and Saleem, 2012).

Research Objective

Based on the research background and the problem that exist, this research conducted with the aim to analyze the Job enlargement of employee in Faculty Economic and Business Sam Ratulangi University.

THEORETICAL FRAMEWORK**Human Resource Management**

Human resource management processes are those concerned with the development of HR practices followed by the strategic activities and policies that affect all the aspects of HR and employment management. Human resources management aims to increase contributions of employees in organizations. Those contributions are new ideas, productively working and success. Bratton and Gold (2003) define Human Resource Management as the strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving sustainable competitive advantage.

Job Design

Job design is considered one of the tools that might both help achieve flexibility and increase productivity through making the job more satisfying since it meets the employees' needs and expectations. Job design is the planning and specification of job tasks and the work setting in which they are to be accomplished. Moreover, some organizations deal with job design as a non-monetary reward since the end goal of job design is reducing dissatisfaction, enhancing motivation and employees' engagement at the workplace (Donnelly, Gibson, and Ivancevich, 1992). The purpose of job design is to encourage job performance and satisfaction through changing the context and process of specific job. It allows workers to diversify their activities in an

attempt to make work more interesting, fulfilling and to reduce boredom and routine. Besides job enlargement, there are various additional techniques by which job design can be carried out. The first one is job enrichment. It is job design that incorporates achievement, recognition, and other high level motivators into the work (Daft 1991). In fact, job enrichment was intended as a means to increase the motivation and satisfaction of people at work and improve productivity. Unlike job enlargement which is a horizontal restructuring method, job enrichment is a vertical restructuring method that gives employees additional authority, autonomy and control over the way the job is accomplished (Dessler, 2005). The second technique of job design is job rotation. It is a technique in which employees are moved between one or more jobs in a planned manner. So, it seen as a tool that helps organizations be more competitive since employees are being shifted from one job to another depending on the company's need (Daft, 1991). The third technique of job design is job simplification, in which the job is divided into small units and tasks, and accomplished according to simple, repetitive and standardized procedures. It aims at improving task efficiency by reducing the number of tasks a single person must perform. However, it is argued that job simplification is a job design but not a motivational technique since employees are performing their jobs efficiently because they are continuously repeating the same processes (Daft 1991).

Job Enlargement

The need for enlarging jobs was mainly become required as a result of the organizational tendency towards downsizing, layoffs, competition, and continuous increase in the cost production. This leads to the fact that employees have to perform more tasks and be responsible on more activities. This increase or burden in the tasks and responsibilities affects the psychological work climate which is crucial to the employees' work environment to perform the job. A motivational work climate can influence the employees' attitudes towards work positively and improve the work performance as well. Job enlargement is defined assessing workers additional same level activities, thus increasing the number of activities they perform (Dessler, 2005). Job enlargement is a job design in which the number of tasks associated with a job is increased to add greater variety to activities, thus reducing monotony (McShane and Von Glinow, 2003). Job enlargement deals with wider job range through increasing the required activities of the job rather than limited repetitive tasks that cause high levels of job discontent, boredom, turnover, absenteeism and dissatisfaction (Ivancevich, 1998). Enlarging jobs depends highly on the individuals' perception. Employees might perceive enlarging their jobs positively as a tool or practice that improves their skills and abilities and as a sense of achievement that satisfies them and makes them feel worthwhile to the organization. On the other hand, other employees view the additional number of activities just as a practice that adds more routine or repetitive duties to their boring job. Others think that enlarging jobs is a strategy the top management use to reduce costs of hiring new employees, so it is just a matter of workload. To help modify this point of view, enlarging jobs should be accompanied by providing rewards. This will persuade employees to avoid negative perception and dissatisfaction or feelings of unfairness (Dessler, 2005).

Employee Performance

The success of any organization in reaching its goals and objectives and succeeding in making its mission come true depends on the performance of the people working in it. High level of employee's performance will lead to better reaction to competitors, following of rules and regulations, working based on the environmental factors and focusing on reaching the goals. There have been a lot of debates among the industrialists and researchers in the current era about identifying the factors that are affecting the employee performance. Frederick Taylor in 1911 was one of the earliest contributors who had identified the factors that are going to influence the performance of the employee during working and in overall scenario. He identified the concept of economic man which was meant that the income level or the reward system existed in the organization is the mainly the factor that may improve the performance of the employees. After that so many researchers had contributed in that concept. The most famous were Huselid (1995), Pfeffer (1994), and Arthur (1994). They all gave a boost in that literature to improve the employee performance.

Job Satisfaction

Job satisfaction can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job (Spector, 1997). Dissatisfied employees have negative workplace behaviors such as low performance, high absenteeism, high turnover, and decreased productivity (Koys, 2001). Job satisfaction is an attitude toward work related situations, features, or aspects of the job (Wiener, 1982). Consequently, commitment proposes more of an attachment to the employing firm as opposed

to specific tasks, environmental factors, general atmosphere, and the location of the job to be performed (Mowday, Porter, and Steers, 1982).

Previous Research

Ali Mahmoud (2014) aimed to study the impact of job enlargement as a technique of job redesign on employees' motivation and job satisfaction in the UNRWA Gaza Field Office. The research surveyed the employees with various grades from 5 to 20. A total of 300 questionnaires were distributed, and 262 valid questionnaires were collected with response rate of 87.3%. Data analysis was done by using SPSS, version 20. The most important findings of the research are: Job enlargement is generally being practiced in UNRWA Gaza Field Office and there is a significant relationship between job enlargement and the variables motivation and job satisfaction; job enlargement is not connected with monetary incentives and rarely is it followed by non-monetary incentives; job enlargement can improve the employees' abilities and skills and provide them with the chance to communicate and learn from others; employees in UNRWA Gaza Field Office are considered motivated, however, they are not involved enough in the process of decision making, which negatively affects their level of motivation; employees in UNRWA Gaza Field Office are moderately satisfied with a percentage of 69.6% towards the relationships with employees and managers/supervisors, working conditions, security and protection aids, and the sufficient tools and equipment needed to accomplish the required duties. However, they are not satisfied with the increase of salary comparatively with the increase in the cost of living, the policy of promotion to higher posts and the system of incentives and rewards.

Mohsin Ali Raza and Muhammad Musarrat Nawaz (2011) aimed to understand the degree of job enlargement in public sector of Pakistan and its impact on employees work related attitudes and behavior. A sample of 650 employees from two government organizations was selected out of which 534 responded. Questionnaire was used as survey instrument to collect data personally at the locations of the organizations. Descriptive statistics and Correlation analysis were performed to test the relationships on the data by using SPSS. In general the findings revealed that government organizations of Pakistan are using job enlargement practices that are negatively associated with motivation, job satisfaction and organizational commitment

Gichuky Mary (2017) aimed to determining the contribution of work enlargement on the performance of employees at Rift Valley Railways (K) Ltd. A descriptive design was implemented to detect the link between work enlargement and employees performance at Rift Valley Railways (K) Ltd. The targeted population included 2000 employees, the size of the sample involved 400 employees and a systematic random sampling approach was applied to select the respondents. Raw data was utilized with the help of questionnaires descriptive statistics and regression analysis approaches were utilized in data analysis. Regression results showed that task structuring and work arrangement resulted into employee performance. Work meaningfulness was inversely linked to employee performance. Structuring tasks was related significantly to performance of employees' while job meaningfulness and arrangement were insignificantly related to employee performance.

RESEARCH METHOD

Research Approach

This research will use qualitative analysis method. According to Lincoln and Guba (2000), qualitative research involves an interpretive and naturalistic approach, this means that qualitative researchers study things in their natural settings, attempting to make sense of, or to interpret, phenomena in terms of the meanings people bring to them.

Population, Sample Size, and Sampling Technique

The population that is mainly observed in this current research is the staff of Faculty Economics and Business Sam Ratulangi University. The main staff itself are 36 employees in total from all divisions (Academic & Cooperation, General, Personnel and Finance division).

According to Sugiyono (2013), a sample is a part of the number and characteristics of which are owned by the population. When a large population and its current status is not possibly learned all of the population, for example, because of lack of funds, manpower and time, then its current status is going to take a sample of that population. What is learned from that samples taken from a population should be exactly representative. Sample of this research are 10 main staff/employee of Faculty Economics and Business Sam Ratulangi University as the representative.

Sampling in qualitative research is non-probability sampling. It is unlike probability sampling used in qualitative research where recruit the population with characteristic that represent a wider community. Purposive sampling is especially exemplified through the key informant technique, where in one or a few individuals are so indicated to act as guides to a culture (Bernard, 2002). Purposive sampling is a nonrandom technique that does not need underlying theories or a set number of informants possesses.

Data Collection Method

The data used in this research consist of two types between primary data through interview and secondary data taken from books, journals and relevant literature from library and internet to understand of theoretical support on this research.

Research Instrument Testing

The key instrument of this research is the researcher. The researcher is trained and has good understanding about all aspects of this research. The researcher was equipped with a note book, a recorder, and camera in order to conduct interviews. In instrument of research there are some step that have to apply in order to process the data that have to be researched. This is the step that will use in this research which is the step of qualitative data analysis because this research using qualitative data analysis in order to get the best result through step by step.

Data Analysis Method

This research collect and analysis the data based on the in-depth interview and observation result from the respondent of Staff Faculty Economics and Business Sam Ratulangi University. Interview doing by asking a question to the respondent personally, and observation doing by directly go to the place and see how it actually happen and records the interview section. This research use the case study as a qualitative type of research, which is in this research, the obtained information will be described one by one.

RESULT AND DISCUSSION

Result

Table 1. Informants' Data

No.	Informant	Age	Sex	Education Level	Division	Length of work
1.	Informant 1	52	Male	Bachelor's degree	Academic & cooperation	23 years
2.	Informant 2	51	Female	Bachelor's degree	Personnel	32 years
3.	Informant 3	42	Female	Bachelor's degree	Finance	7 years
4.	Informant 4	52	Female	Bachelor's degree	Academic & cooperation	28 years
5.	Informant 5	52	Female	Master's Degree	Personnel & Finance	32 years
6.	Informant 6	46	Female	Bachelor's degree	Academic & cooperation	24 years
7.	Informant 7	50	Male	Highschool	Personnel	29 years
8.	Informant 8	35	Female	Bachelor's degree	Academic & cooperation	4 years
9.	Informant 9	53	Female	Highschool	General	30 years
10.	Informant 10	51	Female	Bachelor's degree	General	31 years

Source: primary data (2021)

Table 2. Coding Categorizing

Indicators	Description	Respondents
Employee Motivation	More productive on additional task	R1, R4, R9
	Work faster and well managed time	R3, R6, R8, R10
	Improve skill and adding new experience	R5, R7
	To be entrusted more by the head of division	R2
Work quality	Increase employee ability	R1, R2, R6, R9
	More interaction Opportunity	R4,R7
	Open possibility to help other people	R8

Skills	Helps the additional task to be more well-regulated	R5
	To finish the task faster	R6,R8,R9
	Helps employee to working well on additional task	R1, R2, R3, R4, R7, R10
Management Role	Work more controlled and correct	R1, R4, R6, R9
	Improve employees work	R3, R5, R2
	Increase employees quality and responsibility	R7, R8, R10
Pressure and Interfere	Not increase pressure & not interfere at all	R1, R2, R3, R4, R5, R7, R8, R9, R10
	Quite interfere the main task if there are too much additional task	R6

Source: Data Processed (2021)

Discussion

Motivation was linked to an employee experiencing meaningfulness of job and every task that has been given to them. It is the responsibility given to the employee to prove themselves in a job through their performance and knowledge of the outcomes. The result shows that motivation affecting them to do all the task daily more productive especially for the informant 1, 4 and 9 since it increasing the flexibility of the employee and reduce the monotony of their work so there's variety of task. It is also shows that motivation increase the opportunity to optimally using their time doing they work such as the informant 3, 6, 8, 10 said it is affecting them to complete they work on time and do the work faster. Informants also shows that they are not motivated by any incentives or bonuses when doing the extra tasks and they satisfied without a fair connection of monetary rewards because they performing additional tasks during the regular working hours is not rewarded out of salary. For the informant 5 and 7 it is affecting them to learn new things and improve their skill. They made it clear that they consider job enlargement a good chance to learn from others and they perform the extra tasks as efficiently as the regular ones.

The value of work can be delivered differently by the individual in organization and it can include the quality of task that has been complete or how they build the interaction towards other. The quality of the work also can be find when managing the task performance of individuals to achieve the objectives efficiently and complete the work with nothing missing so the work can be accurate and credible. Organizations nowadays tend to have a modern skills of employee in order to cope with the rapid change in technology and procedures to efficiently accomplish the tasks. Skills are necessary to complete a task and those skills are perceived to be of value to the organization, employees find their work to be more meaningful. In fact, job enlargement supports the expansion of work and the skill that help make employee committed in the long run. All informants agree that the skills they have is important in performing additional tasks. They said it is required the skill such as computer skills and knowledge to finish the additional tasks. As the informant 1, 2, 3, 4, 7 and 10 said that it really important in order to finish the additional tasks well daily. Some of the Informants were convinced that the skill also can help them to improve the additional task and they can finish it faster for informant 6, 8 and 9 even with well-regulated.

Management role entails making analysis, do the controlling and structuring employee tasks including to remove any form of barriers that might deter workers from executing their duties and finishing the work. The arrangement have to be suitable for implementing job enlargement efficiently otherwise it will lead to dissatisfied result that might affecting the employees work. Management should take into consideration many aspects relate to both employees and organizational climate to have a great outcomes. The results revealed that all the informants think the management role is important to the job enlargement implementation that improved their performance of work. Informant 1, 4, 6 and 9 said that it is important when their work tends to be more controlled and correct them to do the extra task so there's nothing that will be missed. Informants 7 said that it creates a sense of responsibility among the employees and organization for helps them to finish almost everything effectively and can be done properly right on target.

The pressure of work it can neither be equated to high work demands, nor to high work load or work stress, can be seen as a kind stage model in the process of burnout. The work demands have an effect on workload, but the effects of demands on work pressure and fatigue and exhaustion are much weaker which is in its turn produced by quantity, difficulty, intensity and lack of support. According to the result, all the informants said that there's no pressure increasing due to the additional task but the 6th informant said that sometimes it's

quite interfere the main task if there are too much additional task . All the informants have the expectation about the future flow of work with the dynamic balance between the work that has to be done and the work that one is able to do. Informant said they do the planning task before they start working to structure they work. They aim for maintenance of the level of work performance and adjustment of the individual's work capacity

CONCLUSION AND RECOMMENDATION

Conclusion

1. The majority of staff agree that job enlargement is effective to enhance productivity of the faculty of economics staff and reduce the monotony also the boredom of work daily and most of the staff are motivated when performing new task.
2. The study showed that any incentives or bonuses is not necessary needed for employee when performing the additional task since they used to do the additional task without reward.
3. The findings of this study also revealed that Job enlargement on this workplace different with others because it's precisely creates higher level of social interaction of the employee and this kind of interaction also one of the factor that increase the motivational level of employee.

Recommendation

With the findings in this current research there are 3 main recommendation that can be done by Faculty Economics and Business Sam Ratulangi University.

1. In the future, the head of management can take consideration about offering a promotion to some employee that already work in some of the division for more than 20 years that show good performance because it can also make the employee gain empowerment with their career advancement and it's good to appreciate their valuable performance towards organization. it is also expected that employees who have stayed in the organization longer than the others have a better understanding, skills and knowledge of enriching their jobs.
2. Organizations should provide positive work environment that is safe and healthy. In addition, this can be done by offering open transparent communication, training and development and work recognition
3. In order to improve employee quality, it will be better if the organization's assessment is not only on employee performance but also assess the manners of employee so in the future, all the employee have a great attitude in work place because it also affects to support the employee quality every day.

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