
Journal of Emerging Global Synergy on Business, Management, Economics, Law and Society (JEBELS)

Scholars Scientific Journal

ISSN (Online): , ISSN (Print):

<https://journal.arepublisher.com/index.php/jebels>

The Influence of Job Description and Self-Efficacy on Employee Job Satisfaction and Employee Performance at Siloam Hospitals Kebon Jeruk (A Study of PT. ISS Indonesia Employees)

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ABSTRACT

This study aims to analyze and examine the effect of Job Description and Self-Efficacy on Job Satisfaction and Employee Performance at PT. ISS Indonesia at Siloam Hospital Kebon Jeruk. The research design used in this study is a causal research design. The population consists of all permanent employees of PT. ISS Indonesia at Siloam Hospital Kebon Jeruk. The sample used in this study is 65 employees, determined using a saturated sampling method. Data collection was carried out through a survey method, with a questionnaire as the main research instrument. This study employs Partial Least Square (Smart-PLS) version 4.0.9.6 for data analysis. The results show that Job Description has a significant positive effect on Job Satisfaction at PT. ISS Indonesia. Self-Efficacy has a positive effect on Job Satisfaction at PT. ISS Indonesia. Job Description has no effect on Employee Performance at PT. ISS Indonesia. Self-Efficacy has a positive effect on Employee Performance at PT. ISS Indonesia. Job Satisfaction has a positive effect on Employee Performance at PT. ISS Indonesia.

Keywords: Job Description; Self Efficacy; Job Satisfaction; Employee Performance.

Submitted: 03-01-2026

Revised: 09-02-2026

Accepted: 12-02-2026

Article Doi:

[http:](http://)

RESEARCH BACKGROUND

Human resources play a crucial role in achieving organizational goals and success. Implementing a quality management system enables organizations to grow more rapidly and operate effectively to achieve established targets. This requires a high-quality workforce and optimal discipline (Soelton et al., 2019). Human resources are nothing new in organizations, especially in the business world. Any company with high-performing human resources will successfully dominate its target market share. Therefore, human resources are required to continuously and proactively develop themselves (Yuana et al., 2024).

Employee performance refers to each individual's accomplishments in carrying out work activities and company-assigned responsibilities. Performance evaluations aim to motivate employees to achieve organizational goals while ensuring that work behavior aligns with established company guidelines and policies. This statement was put forward by (Saragih & Purba, 2024).

PT. ISS Indonesia operates in the integrated facility services (IFS) sector. ISS Indonesia is trusted as a leading service provider by various companies in the coal mining and energy sectors, particularly in providing integrated facility services in various remote areas throughout Indonesia. Currently, there is a phenomenon that faces the challenge of low self-confidence among employees in carrying out their duties. In fact, a high level of self-confidence is necessary to ensure that job descriptions are carried out optimally in every field, so that employees can work optimally to achieve company goals.

Job dissatisfaction is a dominant factor affecting the relationship between companies and their employees, often triggered by inadequate compensation, limited promotion opportunities, and an uncomfortable working environment. This situation causes disappointment, which is reflected in declining discipline, interest in work, and the emergence of negative energy, thereby impacting performance and the work atmosphere within the company. Declining discipline, reduced interest in work, and the emergence of negative energy all impact work performance within the company (Safrila & Oktiani, 2024).

LITERATURE REVIEW

Human Resource Management (HRDM)

Human resource management is a strategic effort to ensure the success of an organization in achieving its goals and objectives, as well as its ability to face various internal and external challenges. This is done through the implementation of policies, practices, and systems that can influence employee behavior, attitudes, and performance (Afkari et al., 2022).

Employee Performance

Employee performance is the output of work and behavior demonstrated by individuals within a certain period of time, according to Kasmir in (Steven & Prasetyo, 2020).

Job Satisfaction

Job satisfaction is a positive attitude of employees reflected in their feelings and behavior towards their work, as a form of appreciation for the achievement of important values in Afandi's work (Pravita et al., 2022).

Job Description

According to Handayani et al. (2022) a job description is a document that contains details of the duties and responsibilities of a particular job position. This document contains various aspects related to the work that must be carried out.

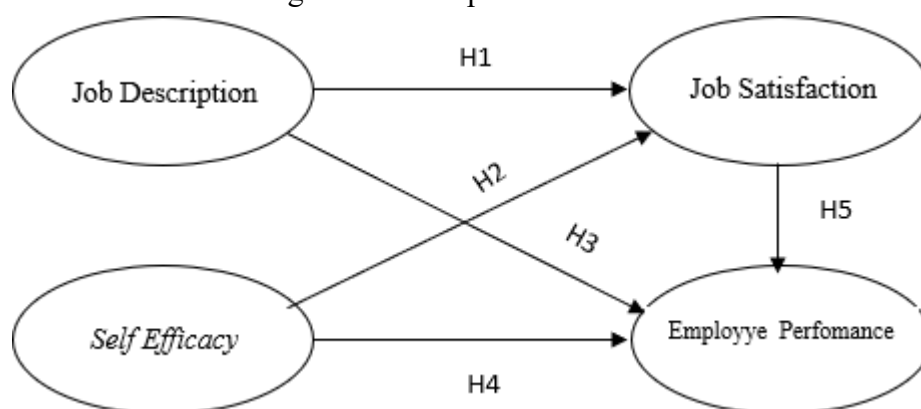
Self Efficacy

According to Hasan & Khaerana (2020) Self-efficacy is an individual's belief in their ability to complete a particular task. This belief develops gradually through personal experience, cognitive abilities, social interactions, and mastery of more complex physical skills. Previous research mentions three dimensions and indicators that shape self-efficacy according to Bandura in Siamita & Ismail (2021), namely: Task difficulty (magnitude), strength of belief (strength), and generalization (generalization).

Hypothesis and Conceptual

Based on the previous description, the conceptual framework is formed as follows:

Figure 1. Conceptual Framework



Description:

- An independent variable, whose value is not directly related to another value, is given the symbol (X), namely
X1: Job Description
X2: Self Efficacy
- A dependent variable, whose value depends on another variable, is given the symbol (Y), namely
Y1: Job Satisfaction
Y2: Employee Performance

METHOD

Time at Place Research

This study was conducted at Siloam Hospitals Kebon Jeruk, located at Jl. Raya Perjuangan Kav. 8, Kebon Jeruk, Jakarta 11530, DKI Jakarta, Indonesia. The study was conducted from September to July 2024. During this period, activities were carried out in stages, starting from the preparation stage, submitting permits to the research location, distributing pre-survey

questionnaires, collecting secondary data, distributing the main questionnaires, processing data, to compiling the final report.

Research Design

This study falls under the category of causal research because it aims to examine the influence of job descriptions and self-efficacy on job satisfaction and employee performance at Siloam Hospitals Kebon Jeruk, West Jakarta. The data collection technique used was a questionnaire, consisting of a number of questions given to respondents to be filled in according to the actual conditions.

Measurement Scale

In this study, the variables were measured using the Likert Scale, with a score of 1-5. The Likert Scale is used to measure the attitudes, opinions, and perceptions of an individual or group regarding social conditions (Sugiyono, 2019).

Population and Sample

Population is a generalization area consisting of objects or subjects with certain characteristics and qualities, which have been determined by researchers for analysis so that conclusions can be drawn from the research results (Imron, 2019). This definition refers to the population size in this study, which is all 65 employees of PT ISS Indonesia at Siloam Hospitals Kebon Jeruk.

Data Analysis Method

The analysis method used in this study is Component or Variance Based Structural Equation Model, where data processing is carried out using the Partial Least Square (Smart-PLS) program version 4.0.9.6. PLS (Partial Least Square) is an alternative model to covariance-based SEM. PLS can be used to confirm theory, as well as to explain the existence or absence of relationships between latent variables. As stated by Ghazali (2021), PLS (Partial Least Square) is a powerful analysis method because it is not based on many assumptions, the data does not have to be normally distributed, and the sample size does not have to be large.

RESULTS AND DISCUSSION

Data Quality Test Results

1. Evaluation (Outer Model)

a. Convergent Validity

The validity test was conducted by analyzing the relationship between item scores and construct scores processed using the Partial Least Squares method. An individual indicator was considered to meet the validity criteria if it showed a correlation higher than 0.70. Table 1 and figure 2 show the correlation output between the indicator and its construct.

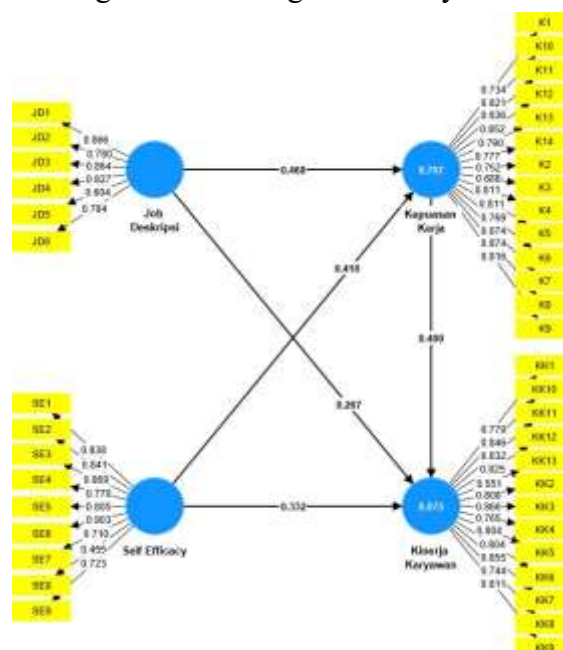
Table 1. Convergent Validity Test Results

Variable	Indicator	Outer Loading	Information
Job Description	JD1	0,866	valid
	JD2	0,780	valid
	JD3	0,864	valid
	JD4	0,827	valid

	JD5	0,604	invalid
	JD6	0,784	valid
Job Satisfaction	K1	0,734	valid
	K2	0,752	valid
	K3	0,688	invalid
	K4	0,810	valid
	K5	0,811	valid
	K6	0,769	valid
	K7	0,674	invalid
	K8	0,874	valid
	K9	0,816	valid
	K10	0,821	valid
	K11	0,836	valid
	K12	0,852	valid
	K13	0,790	valid
	K14	0,777	valid
Employee Performance	KK1	0,779	valid
	KK2	0,808	valid
	KK3	0,866	valid
	KK4	0,765	valid
	KK5	0,804	valid
	KK6	0,04	valid
	KK7	0,855	valid
	KK8	0,744	valid
	KK9	0,811	valid
	KK10	0,846	valid
	KK11	0,832	valid
	KK12	0,825	valid
	KK13	0,551	invalid
Self Efficacy	SE1	0,838	valid
	SE2	0,841	valid
	SE3	0,869	valid
	SE4	0,770	valid
	SE5	0,805	valid
	SE6	0,903	valid
	SE7	0,710	valid
	SE8	0,455	invalid
	SE9	0,723	valid

Source: Output PLS, 2025

Figure 2. Convergent Validity Test



Referring to table 1 and figure 2, indicators JD5, K3, K7, KK13, and SE8 have loading factor values below 0.70 and were removed from the model. The following is the output of the indicator removal and modification calculations:

Table 2. Convergent Validity Test Results (modification)

Variable	Indicator	Outer Loading	Information
Job Description	JD1	0,866	valid
	JD2	0,780	valid
	JD3	0,864	valid
	JD4	0,827	valid
	JD6	0,784	valid
	JD5	0,734	valid
Job Satisfaction	K1	0,734	valid
	K2	0,752	valid
	K4	0,811	valid
	K5	0,811	valid
	K6	0,769	valid
	K8	0,874	valid
	K9	0,816	valid
	K10	0,821	valid
	K11	0,836	valid
	K12	0,852	valid
	K13	0,790	valid
	K14	0,777	valid
	SE1	0,838	valid
	SE2	0,841	valid
Self Efficacy	SE3	0,869	valid
	SE4	0,770	valid
	SE5	0,805	valid
	SE7	0,725	valid
	SE8	0,455	valid

SE6	0,903	valid
SE7	0,710	valid
SE9	0,723	valid

Source: Output PLS, 2025

Figure 3. PLS Algorithm Results (Modified)

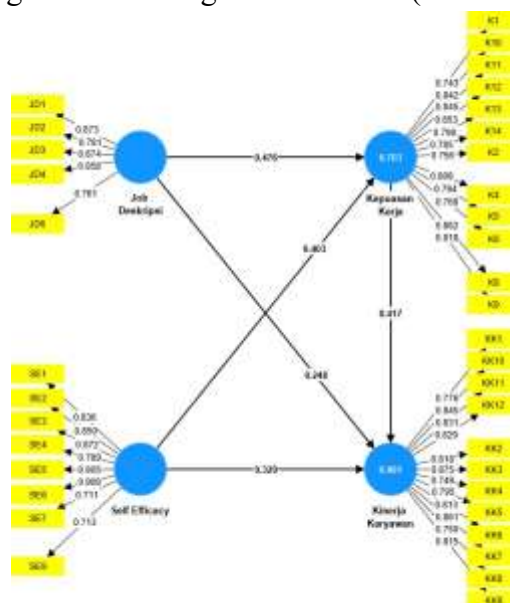


Table 2 and figure 3 show that the modified convergent validity test has met the standard, with all indicator factor loadings meeting the criteria exceeding 0.70

b. Discriminant Validity Test Results

The discriminant validity of the reflective indicators was analyzed through cross-loadings between the indicators and relevant constructs. Indicators were considered valid if they showed higher factor loadings on the target construct than on other constructs.

Table 3. Discriminant Validity Test Results (Cross-loadings)

	Job Description	Employee Job Satisfaction	Employee Performance	Self Efficacy
JD1	0,873	0,724	0,721	0,737
JD2	0,781	0,609	0,696	0,617
JD3	0,874	0,693	0,713	0,632
JD4	0,858	0,763	0,738	0,662
JD6	0,761	0,535	0,678	0,673
K1	0,531	0,743	0,591	0,487
K2	0,711	0,756	0,620	0,615
K4	0,637	0,808	0,713	0,663
K5	0,670	0,794	0,686	0,593
K6	0,646	0,768	0,713	0,686
K8	0,652	0,882	0,758	0,669
K9	0,614	0,818	0,725	0,653
K10	0,656	0,842	0,728	0,676
K11	0,722	0,845	0,733	0,693
K12	0,564	0,853	0,698	0,654
K13	0,738	0,798	0,763	0,620
K14	0,654	0,785	0,754	0,655
KK1	0,668	0,756	0,776	0,667
KK2	0,647	0,745	0,818	0,705
KK3	0,695	0,818	0,875	0,708
KK4	0,558	0,592	0,749	0,563
KK5	0,655	0,652	0,795	0,727
KK6	0,725	0,633	0,813	0,727
KK7	0,734	0,792	0,861	0,687
KK8	0,648	0,546	0,750	0,680
KK9	0,798	0,733	0,815	0,643
KK10	0,771	0,761	0,845	0,774
KK11	0,687	0,765	0,831	0,714
KK12	0,722	0,729	0,829	0,809
SE1	0,699	0,553	0,694	0,836
SE2	0,696	0,664	0,688	0,850
SE3	0,650	0,654	0,717	0,872
SE4	0,546	0,686	0,736	0,789
SE5	0,710	0,709	0,732	0,805
SE6	0,700	0,651	0,739	0,908
SE7	0,694	0,596	0,600	0,711
SE9	0,640	0,621	0,681	0,713

Source: Output PLS,2025

Table 3 identifies the correlations between the constructs of job description, self-efficacy, job satisfaction, and employee performance, where the correlation level of the indicators with the target construct exceeds the correlation level with other constructs.

The approach to evaluating discriminant validity is carried out by identifying adequate discriminant validity values, based on a comparison between the square root of the average variance extracted (AVE) for each construct and the correlations among the constructs.

Table 4. AVE Test Result

Variable	AVE
Job Description	0,690
Employee Job Satisfaction	0,654
Employee Performance	0,663
Self Efficacy	0,661

Source: Output PLS, 2025

Table 5. Discriminant Validity Test Results (Fornell-Lacker Criterion)

	Job Description	Job Satisfaction	Employee Performance	Self Efficacy
Job Description	0,831			
Employee Job Satisfaction	0,806	0,809		
Employee Performance	0,812	0,807	0,814	
Self Efficacy	0,811	0,793	0,803	0,813

Source: Output PLS, 2025

From Tables 4 and 5, it can be concluded that the square root of the average variance extracted in the model for each construct indicates a dominant correlation between that construct and the other constructs. The resulting AVE values indicate that the constructs in the model are expected to meet the criteria for discriminant validity.

c. Composite Reliability and Cronbach's Alpha Test Results

Instrument reliability was determined through composite reliability and Cronbach's alpha testing. A construct is considered reliable, or the questionnaire is considered reliable and consistent, if all latent variables demonstrate composite reliability and a Cronbach's alpha of at least 0.7.

Table 6. Composite Reliability and Cronbach's Alpha Test Results

Variable	Cronbach Alpha's	Composite Reliability	Information
Job Description	0,887	0,917	Reliable
Employee Job Satisfaction	0,952	0,958	Reliable
Employee Performance	0,953	0,959	Reliable
Self Efficacy	0,925	0,939	Reliable

Source: Output PLS, 2025

Table 6 presents the results of the combined reliability and Cronbach's alpha tests, which showed satisfactory results, with each latent variable having a composite reliability and Cronbach's alpha value exceeding 0.70.

2. Structural Model Testing or Hypothesis Testing (Inner Model)

a. R-Square Test Results

Look at the R-square value, which is a test of the model's goodness of fit.

Tabel 7. R² Value for Endogenous Variables

Variable's Endogen	R-square
Employee Job Satisfaction	0,703
Employee Performance	0,861

The structural model shows that the relationship between job satisfaction and employee performance variables is strong, as it has a value above 0.67. The model describing the influence of the independent latent variables (Job Description and Self-Efficacy) on job satisfaction produces an R-square value of 0.703. This means that 70.3% of the variability in the job satisfaction construct can be explained by the variability of the Job Description and Self-Efficacy constructs, while the remaining 29.7% is explained by other variables not examined in this study. On the other hand, employee performance has an R-square value of 0.861, indicating that 86.1% of the variability in employee performance is influenced by the variability in Job Description, Self-Efficacy, and job satisfaction, while 13.9% is explained by other variables outside the analysis.

b. Model Goodness of Fit Test Results

The internal structural model fit was tested using the predictive relevance (Q) value. A Q square value exceeding 0 (zero) indicates the model has predictive relevance. The R-squared value for the endogenous variables in this study is calculated as follows.

Predictive relevance formula:

$$Q^2 = 1 - (1 - R_1)(1 - R_p)$$

$$Q^2 = 1 - (1 - 0,703)(1 - 0,861)$$

$$Q^2 = 1 - (0,297)(0,139)$$

$$Q^2 = 0,9587$$

Based on these calculation results, it is known that the predictive relevance reaches $0.9587 > 0$. This indicates that 95.87% of job satisfaction and employee performance (dependent variables) can be explained by the independent variables in the model. Therefore, this model is stated to have a good and adequate level of predictive relevance.

c. Hypothesis Testing Results (Path Coefficient Estimation)

The estimated path relationships in a structural model require a significance level. Bootstrapping is a test of the significance of a hypothesis. The significance of a hypothesis is determined by the parameter coefficient value and the significance value of the T-statistic in the bootstrapping algorithm. To determine significance, refer to the T-table at an alpha of 0.05 (5%) = 1.96, then compare the T-Table with the calculated T-statistic.

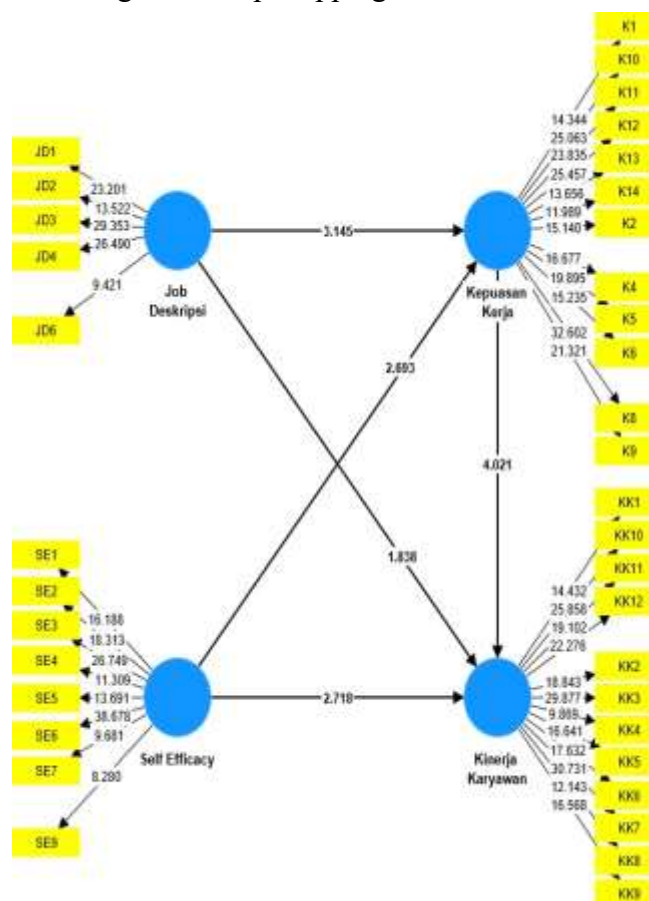
Table 8. Hypothesis Testing Results

	Original Sample	Standard Deviation	T- Statistics	P Values	Information
Job Description Employee Job	0,476	0,151	3,145	0,002	Positive - significant

Satisfaction					
Self Efficacy					
Employee Job Satisfaction	0,403	0,150	2,693	0,007	Positive - significant
Job Description					
Employee Performance	0,248	0,135	1,838	0,066	Positif – not significant
Self Efficacy					
Employee Performance	0,329	0,121	2,718	0,006	Positive - significant
Employee Job Satisfaction					
Employee Performance	0,417	0,104	4,021	0,000	Positive - significant

Source: Output PLS, 2025

Figure 4. Bopstrapping Test Results



Source: Output PLS, 2025

Discussion

1. The Influence of Job Description on Job Satisfaction

The results of hypothesis testing in this study show that the T-statistic value obtained is 3.145, the original sample value is 0.476, and the P-value is 0.002. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P-value shows a value of less than 0.05. These results indicate that job descriptions have a significant positive effect on job satisfaction. This is a result of employees' views that the tasks

and responsibilities in this company are clear and well-defined. The results of this study are in line with the research by Siregar et al. (2023) which states that job descriptions in companies have a significant positive effect on employee job satisfaction.

2. The Influence of Self-Efficacy on Job Satisfaction

In testing the hypothesis in this study, the results obtained were a T-statistic value of 2.693, an original sample value of 0.403, and a P-value of 0.007. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P-value shows a value less than 0.05. These results indicate that self-efficacy has a significant positive effect on job satisfaction. This situation is caused by the compatibility between the work assigned and the competencies possessed by employees. The results of this study are supported by research conducted by Setiawan & Frendika (2023) which states that an employee's Self Efficacy has a significant positive effect on Job Satisfaction.

3. The Influence of Job Descriptions on Employee Performance

Based on the hypothesis test in this study, the results obtained were a T-statistic value of 1.838, an original sample value of 0.248, and a P-value of 0.066. The T-statistic value is greater than the T-table value of 1.96, the original sample value is positive, and the P-value is greater than 0.05. These results indicate that job descriptions do not affect employee performance. This is because even though the jobs or positions in this company are clear and well-defined. The results of this study are supported by the research of Sholikhah & Frianto (2022), which states that job descriptions have no effect on employee performance in the company.

4. The Influence of Self-Efficacy on Employee Performance

Based on the hypothesis test in this study, the results obtained were a T-statistic value of 2.718, an original sample value of 0.329, and a P-value of 0.006. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P-value shows a value of less than 0.05. These results indicate that self-efficacy has a significant positive effect on employee performance. This situation occurs because employees have high confidence in completing every task that is their responsibility and are able to learn from previous mistakes to make more appropriate decisions. The results of this study are in line with the research conducted by Jumiati & Kartiko (2022), who found that self-efficacy has a significant positive effect on employee performance.

5. The Influence of Job Satisfaction on Employee Performance

Based on the hypothesis test in this study, the results obtained were a T-statistic value of 4.021, an original sample value of 0.417, and a P-value of 0.000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P-value shows a value of less than 0.05. These results indicate that job satisfaction has a significant positive effect on employee performance. This is because employees are satisfied with the amount of salary they receive from the company and performance appraisals by superiors are conducted objectively. This finding is in line with that of Nugroho et al. (2018) and Paparang et al. (2021), who stated that high job satisfaction has a significant positive effect on employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This study aims to examine a number of variables related to job descriptions, self-efficacy, job satisfaction, and employee performance. The data for this study was obtained from PT. ISS Indonesia at Siloam Hospitals Kebon Jeruk. Based on the results of the analysis in this study, the following conclusions can be drawn:

1. Job descriptions have a significant positive effect on job satisfaction among employees of PT ISS Indonesia at Siloam Hospitals Kebon Jeruk. This means that if the job description is clearly defined, employee job satisfaction will increase.
2. Self-efficacy has a significant positive effect on job satisfaction among employees of PT ISS Indonesia at Siloam Hospitals Kebon Jeruk. In this case, if employees have good self-efficacy, their job satisfaction will increase significantly.
3. Job descriptions do not affect employee performance at PT. ISS Indonesia at Siloam Hospitals Kebon Jeruk. This means that even if job descriptions are clearly defined, they do not affect the level of employee performance.
4. Self-efficacy has a significant positive effect on employee performance at PT. ISS Indonesia at Siloam Hospitals Kebon Jeruk. In other words, if employees have a high level of self-efficacy, it will contribute to an increase in their performance.

Suggestion

Based on the conclusions, the author provides a number of suggestions that are expected to serve as input for PT ISS Indonesia at Siloam Hospitals Kebon Jeruk and as a reference for further research:

1. Description, based on the Bootstrapping results, shows that in the job description variable, the dominant value is in the statement "I feel that the relationship between tasks and responsibilities in this company is clear and well defined." The company should clearly define the tasks and responsibilities of employees, such as providing explanations and agreements about job descriptions and responsibilities during employee recruitment.
2. Self-Efficacy, based on the Bootstrapping results, shows that the dominant value for the self-efficacy variable is in the statement "I remain optimistic when I experience failure at work." Companies should provide guidance when employees experience failure at work, such as providing encouragement and motivation, as well as solutions for every failure experienced by employees.
3. Job satisfaction, based on the Bootstrapping results, shows that the dominant value in the job satisfaction variable is in the statement "I believe that promotions in the company are carried out fairly." Companies should assess promotions fairly, such as by conducting open promotion assessments in front of the entire board of directors and employees.

For Future Research

For future researchers interested in studying similar topics and using this thesis as a reference, it is recommended to review the contents of this study. This is because the author realizes that there are still a number of limitations and shortcomings in the process of preparing this thesis, so it is possible that some statements or findings are not entirely accurate.

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