

The Relationship Between Job Satisfaction and Work Motivation with Employee Productivity at UD. Hidayah

Muthi'atul Khasanah¹, Muammar Afif Al Qusaeri², M. Wahab Khasbulloh³, Wiliyanto⁴

¹ Universitas Bhamada Slawi, Indonesia; mutiahb@gmail.com

² Universitas Bhamada Slawi, Indonesia; afif.jaya730@gmail.com

³ Universitas Bhamada Slawi, Indonesia; wahabkhasbulloh29@gmail.com

⁴ Universitas Bhamada Slawi, Indonesia; willynasywa.87@gmail.com

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ABSTRACT

This study aims to examine the relationship between job satisfaction and work motivation with employee productivity at UD. Hidayah. The background of this research is based on the important role of these two factors in improving labor effectiveness and productivity in order to achieve company objectives. The research approach employed was quantitative, using questionnaires as the data collection tool, distributed to respondents according to the predetermined population. The data obtained from the questionnaires were then analyzed using multiple regression techniques to determine the relationship and influence among variables. The results of the analysis revealed that job satisfaction plays a crucial role by fostering various positive aspects, such as increasing employee productivity and engagement, reducing turnover, attracting qualified talent, building a positive work culture, and even contributing to broader economic stability. Work motivation, whether driven by internal or external factors, was also shown to have a significant and beneficial impact on improving employee performance productivity. When both aspects work together, motivation and job satisfaction have been proven to significantly enhance employee performance productivity.

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Corresponding Author:

Muthi'atul Khasanah

Universitas Bhamada Slawi, Indonesia; mutiahb@gmail.com

1. INTRODUCTION

Human resources play an important role in the company because human resources are the driving force behind all businesses and activities in the company and as a determinant of the company's run. It seems that the most important resource of a company or organization is human resources, namely people who design and produce goods or services, supervise quality, market products, allocate financial resources, and formulate all organizational strategies and goals. Without people who have expertise or competence, it is impossible for an organization to achieve its goals (fikri, 2016). Employee work productivity is a very important factor in supporting the success of a business. High productivity

will be very beneficial both for the employer and for its employees, especially for their welfare. Productivity also reflects the work ethic of employees which is also reflected in a good mental attitude. Thus, both employers and employees involved strive to increase their productivity, with various policies that are able to efficiently increase employee productivity. A company that has the goal of developing its business, sustaining life, and generating profits, employee work productivity is very important as a measure of success in running a business. The success of a company is reflected in the work of each individual in the company, the results of this work will affect the productivity of the organization as a whole. With the increasing work productivity of employees, it is expected to have an impact on improving employee welfare in the company (Pitriyani & Halim, 2020:56).

According to (Sedarmayanti, 2011) productivity is an attitude of mind that has the spirit to make improvements. In general, productivity contains the notion of an inverse comparison between the results achieved by the output and the total resources used by the input. The comparison changes from time to time because it is influenced by education level, work discipline, skills, work attitude, motivation, and work environment. The above factors are important for the creation of an ergonomic work environment, to support the achievement of efficiency in processes that have met the limits of productivity standards.

Job satisfaction is an individual thing and will experience different levels of satisfaction according to the values that apply to the individual. This is due to differences in each individual. The more aspects of work that match the individual's desires, the higher the level that the employee feels and vice versa. Job satisfaction is a person's feelings about their job. To further clarify job satisfaction, an example can be given: an employee feels satisfied working for a certain company because his boss is nice to him, but his performance is not special. If the employee's satisfaction only comes from positive behavior from his direct superior, so that the person concerned is not encouraged to achieve high achievements.

According to Sonya (2015) Job satisfaction is an emotional state that is pleasing to how workers perceive their work. Job satisfaction reflects a person's feelings towards their job which can be seen from the employee's attitude towards work and everything in his work environment. All types of companies actually need a work system that seriously pays attention to the job satisfaction of its employees. As Handoko (2004) stated, "Employees who do not obtain job satisfaction will never reach psychological maturity and will in turn become frustrated". Abdurahmat (2006) further explained that job satisfaction is a form of pleasant emotional attitude that can be enjoyed at work by getting results from achieving work goals, placement, treatment, and a good work environment employees who can enjoy job satisfaction at work, they will choose to prioritize their work rather than the reward or wages they get from the work. Employees with high job satisfaction will also have high work morale at work, so that the resulting work performance will be maximized. On the other hand, employees with low job satisfaction will be less enthusiastic at work and cause less than optimal work (Changgriawan, 2017). According to Dole and Schroeder in Devi (2009) explained that job satisfaction is a feeling or reaction felt by a person to the situation in the work environment.

In addition to job satisfaction, UD. Hidayah must also pay attention to how to maintain and manage employee motivation in work so that it is always high and focused on the company's goals. Maintaining employee motivation is very important because motivation is the driving force for every individual that underlies them to act and do something. People will not do something optimally if they do not have high motivation from within themselves to do it (Larenza and Nirawati, 2019).

In the realm of theory, work motivation has been explained by many experts, one of which is Herzberg who divides motivational factors into triggers (motivators) such as achievements, recognition, and responsibility, and hygiene factors which include working conditions, organizational policies, and relationships between employees (Jawahira Jawahira, Muh Ikhtiar, 2024). These two aspects greatly determine a person's work behavior. If these needs are met, employees tend to be more excited. Conversely, if the basic aspects are ignored, then performance will decline despite other encouragements. Discipline is also an important variable. Rivai emphasized that discipline is a form of workers' compliance with regulations, both related to time, discipline, and work ethics. Discipline that

is maintained is able to create a conducive work climate that encourages increased productivity. Performance is influenced by the interaction of individual abilities, motivations, and perceptions of their work, so that motivation and discipline become complementary variables in influencing work results (Kamsidik & Darmadi, 2025).

The results of previous research also support the relationship between finding that job satisfaction and work motivation have a significant positive impact on employee performance productivity was carried out by Ginting et al. (2020) at PT. Pappa Kaya Abadi Medan aims to find out the influence of communication, motivation and job satisfaction on employee work productivity, both partially and simultaneously. The research method uses quantitative descriptive analysis. The population in this study is all employees totaling 76 people. Data analysis techniques used F Test, T Test, and Multiple Linear Regression. Based on the results of data analysis in this study, it is partially known that communication variables partially have a positive and significant effect on employee work productivity at PT Pappa Kaya Abadi Medan. Based on the results of the analysis, it is known that motivation variables have a positive and significant effect on employee work productivity at PT Pappa Kaya Abadi Medan. Based on the results of the analysis, it is known that the job satisfaction variable has a positive and significant effect on employee work productivity at PT Pappa Kaya Abadi Medan.

Initial observation at UD. Hidayah reinforces the importance of this topic. This industrial home requires a workforce that is not only technically competent, but also has high job satisfaction and motivation. Observations show that there are differences in conditions among employees: some have a strong drive to achieve their targets, while others are less enthusiastic, often late, and less consistent at work. This phenomenon clearly has an impact on the achievement of overall employee performance productivity.

Based on the facts that occurred at the home industry UD. Hidayah, the results of a pre-survey interview with the HRD of UD. Hidayah revealed that the head of the production department appeared to have limited closeness with the employees under his leadership and was also less intensive in providing motivation to subordinates (satisfaction with supervisory support). In addition, the sense of camaraderie among employees was also low, resulting in a less conducive work environment (satisfaction with colleagues). The absence of welfare guarantees provided by the company caused employees to be more inclined to seek new job opportunities (welfare assurance). Moreover, there was no career advancement or promotion for employees who had worked for a long period (promotion). On certain days, employees were sometimes less optimal in their work, and when overtime was required, no additional pay or bonuses were provided. According to information from the HRD of UD. Hidayah, it was found that the decline in employee work productivity was indicated by several of these factors. The following presents data on productivity target achievements over the past nine months.

Tabel 1 Achievement of UD Hidayah Employee Targets

No	Month	Year	Target	Achievements	%Achievements
1.	July	2024	30 Codes	29 Codes	96 %
2	August	2024	30 Codes	26 Codes	86%
3.	September	2024	30 Codes	25 Codes	83%
4.	October	2024	30 Codes	27 Codes	90%
5.	November	2024	30 Codes	29 Codes	96%
6.	December	2024	30 Codes	29 Codes	96%
7.	January	2025	30 Codes	30 Codes	100%
8.	February	2025	30 Codes	30 Codes	100%
9.	March	2025	30 Codes	26 Codes	86%

Sumber : UD Hidayah Tegal

Production Target Achievement Formula

$$\frac{\text{Output}}{\text{target}} \times 100\%$$

In connection with the above, employee satisfaction and motivation are very important in a company, because they can increase employee productivity. Thus, management's ability to provide motivation and employee satisfaction will greatly determine the success of achieving the company's goals. Realize how important it is in increasing employee productivity.

The novelty value of this research lies in its focus on MSMEs, especially at UD Hidayah, with an emphasis on job satisfaction and work motivation as factors that are predicted to have a strong influence on employee performance productivity. This research is expected not only to contribute to the development of human resource management theory, but also to provide practical recommendations in employee management strategies. A deep understanding of the role of job satisfaction and work motivation allows companies to formulate more targeted policies to build superior, productive, and competitive human resources.

Overall, this research is aimed at enriching the management literature, especially in the field of organizational behavior and human resources, while answering the practical needs of companies in increasing employee performance productivity. By integrating the theory of job satisfaction, work motivation, and the concept of employee performance productivity into empirical research that is appropriate to the field context, the results of this research have the potential to make new and relevant contributions, both academically and practically.

2. METHOD

In this study, a quantitative methodology was adopted to ensure comprehensive and accurate data collection regarding the research investigation (Kusumastuti, Khoiron, & Achmadi, 2020; Unaradjan, 2019). The researcher selected a sample of 39 employees at UD. Hidayah using a saturated sampling technique. Questionnaires were employed as the primary data collection method, enabling the exploration of attitudes, beliefs, actions, and attributes of individuals. The decision to use a closed-ended questionnaire format was deliberate, as it provided respondents with predetermined choices, thereby limiting the opportunity for additional comments.

After data collection, the researcher applied multiple regression analysis to evaluate whether variables X1 and X2 had an influence on variable Y. Prior to the analysis, the researcher developed statements related to job satisfaction, work motivation, and employee performance productivity, which were then distributed to respondents to obtain direct responses. The data were subsequently entered into the SPSS statistical software to measure their validity and reliability. The process was then continued with multiple regression analysis to further examine the relationships among the variables.

3. FINDINGS AND DISCUSSION

The research was conducted at UD. Hidayah uses a quantitative approach with the main instrument in the form of a questionnaire compiled based on the Likert scale and using saturated samples. The selection of the Likert scale is considered the most appropriate because it is able to provide a more structured measure of job satisfaction levels, work motivation, and employee performance productivity. Through the use of this scale, each respondent's response can be interpreted systematically to produce a more objective picture of the real conditions on the ground. To support the accuracy of the analysis, all the data collected is then processed with SPSS software version 16, which helps researchers in conducting accurate statistical calculations according to scientific principles.

The contents of the questionnaire distributed to the respondents were compiled based on indicators that represent the research variables, namely job satisfaction, work motivation, and employee performance productivity. Each respondent was asked to provide an assessment according to their perception and daily work experience. The available alternative answers consist of five choices, ranging from Strongly Agree (SS) with a score of 5, Agree (S) with a score of 4, Neutral (N) with a score of 3, Disagree (TS) with a score of 2, to Strongly Disagree (STS) with a score of 1. The existence of these

five answer categories aims to capture the diversity of respondents' perceptions, so that researchers can obtain more comprehensive data and get closer to the factual conditions in the company.

Before the questionnaire is disseminated thoroughly, a validity and reliability test is first carried out as a step to filter the quality of research instruments. The validity test is used to assess the extent to which each item of the statement truly reflects the constructs of job satisfaction, work motivation, and productivity of the employee performance being studied. Meanwhile, the reliability test was carried out to ensure the consistency of respondents' answers, so that if the same instrument was used at different times, the results remained stable and did not cause bias.

The results of data analysis using SPSS showed that all question items in the variables of job satisfaction, work motivation, and employee performance productivity had significant correlation values, which means that the question items could be declared valid. Furthermore, the reliability test resulted in a Cronbach's Alpha value that exceeded the 0.60 mark. This confirms that the questionnaire used is quite reliable and suitable for use as a data collection tool in research. Thus, the research instrument can be declared to meet methodological standards and the results obtained can be accounted for academically.

The testing stage of this instrument plays a crucial role, as the quality of data serves as the foundation for the quality of research outcomes. If the instrument used is invalid or unreliable, the conclusions drawn may be misleading and cannot serve as a basis for decision-making. Therefore, validity and reliability are regarded as essential prerequisites before the researcher proceeds to the advanced stages of analysis, including normality testing and hypothesis testing, to evaluate the relationship and the extent of the relationship between job satisfaction, work motivation, and employee productivity at UD. Hidayah.

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			39
Normal Parameters ^{a,b}			
	Mean		.0000000
	Std. Deviation		2.17135354
Most Extreme Differences			
	Absolute		.086
	Positive		.066
	Negative		-.086
Test Statistic			.086
Asymp. Sig. (2-tailed)			.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Based on the SPSS output results, it can be seen that the significance value of Asymp. Sig. (2-tailed) is 0.200, which is greater than the significance limit of 0.05. Thus, in accordance with the decision-making criteria in the Kolmogorov-Smirnov normality test, it can be concluded that the data of this study is normally distributed. This means that the basic assumption of normality in the regression model has been met. Therefore, the analysis can be continued in the next stage, namely multiple regression testing, the results of which are presented through a summary model in the following section.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811 ^a	.658	.720	2.22776

a. Predictors: (Constant), Sikap kerja, Dukungan organisasi

Based on the results of the Model Summary table, it can be seen that a determination coefficient value of 0.720 was obtained which can be interpreted as the large relationship between job satisfaction and work motivation and the work productivity of UD Hidayah Tegal employees. of 72% and the rest, which is 28%, is influenced by other factors that have not been studied.

Based on the results of research carried out at UD. Hidayah, an important fact was found that job satisfaction and work motivation have a significant relationship with increasing employee work productivity. These findings confirm that the internal and external drive of employees is one of the key factors in determining the success of individuals and organizations as a whole. Work motivation that comes from intrinsic factors, such as enthusiasm, pride in the profession, moral responsibility, and personal satisfaction when completing tasks, has been proven to be able to encourage employees to work more diligently and earnestly. Meanwhile, extrinsic factors such as the provision of proper financial compensation, the existence of awards or appreciation for achievements, and opportunities to develop careers through training and promotions, provide additional stimuli that make employees feel valued and motivated to provide the best version of employee performance productivity.

Data obtained from the field also strengthens this conclusion. The aspect of job satisfaction is a general attitude towards a person's job that shows the difference between the number of awards that workers receive and the amount they believe they should receive (Zul amri, 2015). Robbins argues that job satisfaction is a general attitude of an individual towards his or her work. Work demands interaction with colleagues and superiors, following organizational rules and policies, meeting performance standards, living in work conditions that are often less than ideal, and other similar things. This means that an employee's assessment of his or her satisfaction with his or her work is a complex sum of discrete work elements (differentiated and separated from each other) (Robbins, 2007)

Employees who have a high level of job satisfaction tend to work more consistently, are able to reduce the rate of violations, and support the creation of a positive and productive work culture within the organization (Nengsih, 2025). The results of field research show that employees with good job satisfaction not only come with a happy atmosphere, but are also able to complete work quickly, accurately, and according to the company's targets.

These findings are in line with performance theory which explains job satisfaction is the thoughts and feelings shown in a person's actions towards work. Feelings related to work include various aspects such as wages or salaries received, career development opportunities, relationships with other employees, job placement, type of work, company structure, quality of supervision. (Harahap, 2017:98) work motivation acts as the main driver that drives work energy, while job satisfaction functions as a controller of a person's actions so that work activities remain in accordance with applicable rules. When these two aspects go hand in hand, employee performance productivity will increase significantly, both in terms of effectiveness and efficiency, so that it has a positive impact on the achievement of organizational goals.

The findings of this study further strengthen the empirical evidence from a number of previous studies that examined the relationship between job satisfaction and work motivation and employee performance productivity. Various studies in the field of human resource management show that these two factors, both partially and simultaneously, make a significant contribution to improving employee work productivity performance. For example, job satisfaction Job satisfaction is an emotional state that is pleasing to how workers perceive their work. Job satisfaction reflects a person's feelings towards their job which can be seen from the employee's attitude towards work and everything in his work

environment. Employees with high job satisfaction will also have high work morale at work, so that the resulting work performance will be maximized. On the other hand, employees with low job satisfaction will be less enthusiastic at work and cause less than optimal work (Changgriawan, 2017). The consistency of these findings confirms that job satisfaction and work motivation are two fundamental aspects that cannot be separated in human resource management.

Data obtained from the field also strengthens this conclusion. The aspect of high work motivation seems to be more focused in carrying out daily work, more consistent in completing their responsibilities, and has a clear orientation towards achieving work achievement. They also show a tendency to be more proactive in facing challenges, not easily giving up when encountering obstacles, and able to maintain commitment to achieve the targets that have been set by the company. Strong motivation makes employees not only work to fulfill formal obligations, but also based on awareness of the importance of contributing to the company's progress (Melindaria & Sugianto, 2025)

The work motivation factor is the energy that moves employees to try to achieve the expected goals in doing their work. Mas'ud (2004) defines that work motivation is the driving force or driving force that exists in employees to do their work in accordance with the tasks that must be completed. A person's motivation affects the way they behave and work so management is obliged to know the characteristics of employees. The practical implication of this study is that UD Hidayah Tegal employees have work motivation because these needs are physiological (hunger and thirst), security (protection), social (accepted, belonging to a certain group), self-esteem (confidence, achievements, awards, status, recognition), and self-actualization (realizing a person's potential to continue to develop themselves) are fulfilled by the company to make employees motivated to work even better.

Thus, the results of the research conducted at UD. Hidayah clearly shows that improving employee performance cannot be separated from the important role of company management in managing motivational factors and work discipline. Motivation has proven to be the main driving force that is able to ignite work morale, encourage each individual to be more committed, and foster the desire in employees to provide the best results. Without motivation, employees tend to work routinely without having the drive to achieve higher achievements. On the other hand, with the right motivation, whether in the form of awards, career development opportunities, or a supportive work environment, productivity will increase significantly.

When an employee has an internal drive to achieve achievements while having a strong commitment to obeying company rules, then his work results tend to be more optimal. This synergy is evident in practice in the field, where employees who are motivated and job satisfaction are able to maintain consistency in their performance, both in terms of quality and productivity. Thus, job satisfaction and work motivation can be seen as two important pillars that must go hand in hand to support the achievement of organizational goals. When the internal drive to work optimally is in line with working without coercion, with a cheerful heart, compliance with rules, punctuality, and commitment to maintaining the quality of work, then it is easier to achieve organizational targets. Employees not only work for results, but also demonstrate high professional responsibility and integrity. This condition also confirms that the company's attention in maintaining and developing aspects of job satisfaction and work motivation is a crucial strategic step. These efforts not only affect individual performance, but also support the sustainability of the organization in the face of increasingly complex and competitive business competition dynamics.

When associated with the perspective of classical management theory, the work motivation of employees at UD Hidayah can be analyzed through Maslow's (1954) hierarchy of needs framework. According to this theory, a person's motivation at work is driven by multi-layered needs, ranging from the most basic to more complex ones. At the initial level, physiological needs such as an adequate salary serve as the main basis for supporting employee morale. Furthermore, the presence of job security guarantees, harmonious social relations within the company, and opportunities to gain recognition and develop one's potential have a significant influence on enhancing motivation. The fulfillment of these

needs creates conditions that encourage employees to work more optimally and demonstrate higher loyalty to the company.

In addition, the two-factor theory put forward by Herzberg (1959) can also be used to explain the findings of this study. Herzberg differentiates the factors that affect job satisfaction into two, namely hygiene factors and motivator factors. Hygiene factors include working conditions, company policies, and good relationships between co-workers, which serve to prevent dissatisfaction at work. Meanwhile, motivator factors in the form of achievements, appreciation for work results, and career development opportunities play a role in encouraging employees to achieve higher performance. Thus, the combination of these two factors forms a strong foundation for increasing employee productivity at UD. Guidance.

4. CONCLUSION

Based on the findings of research at UD. Hidayah, it can be concluded that job satisfaction and work motivation play an important role in increasing employee productivity. In terms of job satisfaction, a positive emotional attitude derived from achieving work goals, proper job placement, fair treatment, and a supportive work environment enables employees to experience greater satisfaction at work. Employees who feel satisfied tend to prioritize their tasks over the financial rewards or wages they receive. Similarly, work motivation, whether stemming from internal factors such as work enthusiasm and pride in one's job, or external factors such as recognition and compensation, has been proven to enhance employee consistency in achieving the targets set by the company.

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