

# **The Role of Job Satisfaction in Moderating the Impact of Family Friendly Practices and High Performance Work Practices on Work Family Balance**

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*We developed and tested a model examining the effect of family friendly practices and high performance work practices on work family balance with job satisfaction serving as the intervening variable. The research yielded some results. Firstly, family friendly practices and high performance work practices affected work family balance. Secondly, family friendly practices and high performance work practices affected job satisfaction. Thirdly, work family balance affected job satisfaction. Fourthly, there was an indirect effect of the variables family friendly practices and high performance work practices on work family balance through job satisfaction. It is expected that the results of this research can be used as a reference for hospitals in making policies to help employees balance family problem and work.*

## **INTRODUCTION**

Nowadays, there is global competition which demands the ability and alertness of organization in undergoing all challenges which rapidly change. In facing that, organization must be able to adapt quickly and improve performance. The members of the organization are expected to have the skills to create new strategy and innovation, as well as maintain their performances. Robbins and Judge (2015) argued that successful organization need employees who are willing to do more than job responsibilities or to perform above expectations. To promote an organization, appropriate human resources are required. In selecting its members, an organization can not be careless. If an organization has a reliable leader then it should have good resources in various fields available. Snell and Bohlander (2013) defined human resources management as a process of managing human talent to achieve organizational goals.

Organization must also support a balance between work and families. Grzywacz and Carlson (2007) defined work family balance as the fulfillment of expectation related to roles which are negotiated and shared between individuals and their partners related to roles in work and family. With those balance, employees are expected to work comfortably within an organization so that they will be satisfied with their achievement. In working, employees must be able to balance between their roles in organization and family. According to Greenhaus et al. (2003), work family balance is divided into balances of time, involvement and satisfaction. An organization must support the balance by creating family-friendly work policies and practices.

The work practices must be adjusted to the conditions of an organization. Employees should be treated fairly and given the right in accordance with their works. Family-friendly practices are voluntary practices by company to help employees balance between the demands of job and family life. Ferrer and Gagne (2013) argued that family-friendly practices can be divided into facilities of work leave, work schedule change, and family support. With this program, employees are expected to work optimally and focus on completing their work well in the organization.

With maximum employees' performance, the employees should continue to work in high performance. Ronda et al. (2016) defined high performance work practices as a set of practices which requires alternative work design practices. According to Gibbs and Ashill (2013), high performance work practices can be divided into 3 (three): training, supportive management, and servant leadership. If company's performance is good then their image will also increase. The employees will also be satisfied with their works.

Given the employees' sense of well-being on work will have an impact on the results for the organization. The end results of their works are the job satisfaction for the organization. Luthans (2006) stated that job satisfaction is a happy or positive emotional state derived from one's job assessment or work experience. Job satisfaction will provide a sense of pride because he/she is able to complete his/her task. There are several dimensions of job satisfaction, i.e., the job itself, salary, promotional opportunities, supervision, and co-workers.

Banyumanik Hospital is a Private Hospital committing to provide health services which prioritize patients' safety and security by always maintaining the quality of service. Nevertheless, there are still inhibitive conditions, such as employees who come late to work. The rate of work tardiness is around 10%. The indication of the cause of tardiness in the hospital employees, e.g., high workload or the employees can not balance between work and family affairs. Therefore, the roles of employee between work and family should be balanced, so that a sense of comfort will be created for the employees in work.

## REVIEW OF LITERATURE

**Human Resource Management.** In organization, things which need to be considered and become the key to the sustainability of organization are human resources. Snell and Bohlander (2013) defined human resource management as a process of managing human talent to achieve organizational goals. With quality human resources, the image of the organization will be better. Every organization needs to manage human resources to be able to compete and continue to innovate in keeping with current development. Lussier and Hendon (2016) argued that human resources are one of the primary means of creating competitive advantage for organization, as human resource management has an influence on performance. The main task of human resource management is to manage the human element well through leadership process in order to obtain human resource performances in carrying out their functions and tasks within the organization.

**Work Family Balance.** Grzywacz and Carlson (2007) defined work family balance as the fulfillment of expectations related to roles which are negotiated and shared between individuals and their partners, related to roles in work and family. Employees will work harder if their work can also make their family happy. According to Greenhaus et al. (2003), work family balance consists of 3 (three) components: balance of time, balance of engagement, and balance of satisfaction.

**Job satisfaction.** In working, employees need direction from the leadership of the organization. The employees will not casually do anything which does not have a good impact on an organization. The employees should always be reminded of the goals of the organization so that they work according to the goals. The end result of their works is job satisfaction for the organization. Luthans (2006) stated that job satisfaction is a happy or positive emotional state derived from one's job assessment or work experience. The dimensions of job satisfaction are: the job itself, salary, promotional opportunities, supervision, co-workers.

**Family Friendly Practices.** Family friendly practices are beneficial for employees in terms of work and family. The benefits of family friendly practices are voluntary practices by company to help

employees negotiate their work and family life demands. According to Ferrer and Gagne (2013), family friendly practices can be classified into 3 (three) groups: the practice of work leave, the practice of work schedule change, and the practice of family support.

**High Performance Work Practices.** An organization will design work practices, by adjusting between the needs of the organization and in accordance with the capacity of employees. Berg (1999) stated that high performance work practices are designed to improve company's performances, not to influence the psychological state of employees. High work practices must be adjusted to the needs of the organization, in order to achieve their goals. According to Gibbs and Ashill (2013), high performance work practices can be classified into 3 (three) dimensions, i.e., training, supportive management, and servant leadership.

### **The Influence of Family Friendly Practices and High Performance Work Practices on Job Satisfaction**

The study results of Ko et al. (2013) indicated that flexible work schedules and family protectional programs by employees which are the components of family friendly practices are significantly related to job satisfaction. Yanadori and Jaarsyeld (2014) concluded that the formal and informal indexes of high performance work practices are positively related to job satisfaction when employees participate in work practices, regardless of their employment formalities. The study results of Berg (1999) concluded that high performance work practices have a positive influence on job satisfaction. Ronda et al. (2016) concluded that family friendly practices and high performance work practices are positively related to job satisfaction. Based on these relationships, several hypotheses will be proposed as follows:

H1a : There is an influence of family friendly practices on job satisfaction

H1b : There is an influence of high performance work practices on job satisfaction

H1c : There is an influence of family friendly practices and high performance work practices on job satisfaction

### **The Influence of Family Friendly Practices and High Performance Work Practices on Work Family Balance**

Legaz and Lopez (2015) stated that family friendly practices increase work family balance more on men than women. The components of family friendly practices include family support, flexible work arrangements and work leave are positively related to work family balance. The study results of Ronda et al. (2016) indicated that high performance work practices improve work family balance which is supported by 2 of 3 practices: team autonomy and work autonomy, while work rotation has a negative influence on work family balance. The components of family friendly practices, which are flexible arrangement and high performance work, are positively related to work family balance. Based on these relationships, several hypotheses will be proposed as follows:

H2a : There is an influence of family friendly practices on work family balance

H2b : There is an influence of high performance work practices on work family balance

H2c : There is an influence of family friendly practices and high performance work practices on work family balance

### **The Influence of Job Satisfaction on Work Family Balance**

The study results of Sethi (2012) concluded that job satisfaction is significantly related to work family balance. Whereas the study results of Ronda et al. (2016) indicated that job satisfaction has a positive influence on work family balance. Based on these relationships, a hypothesis will be proposed as follows:

H3 : There is an influence of job satisfaction on work family balance.

### **The Direct and Indirect Influence between Family Friendly Practices and High Performance Work Practices on Work Family Balance through Job Satisfaction**

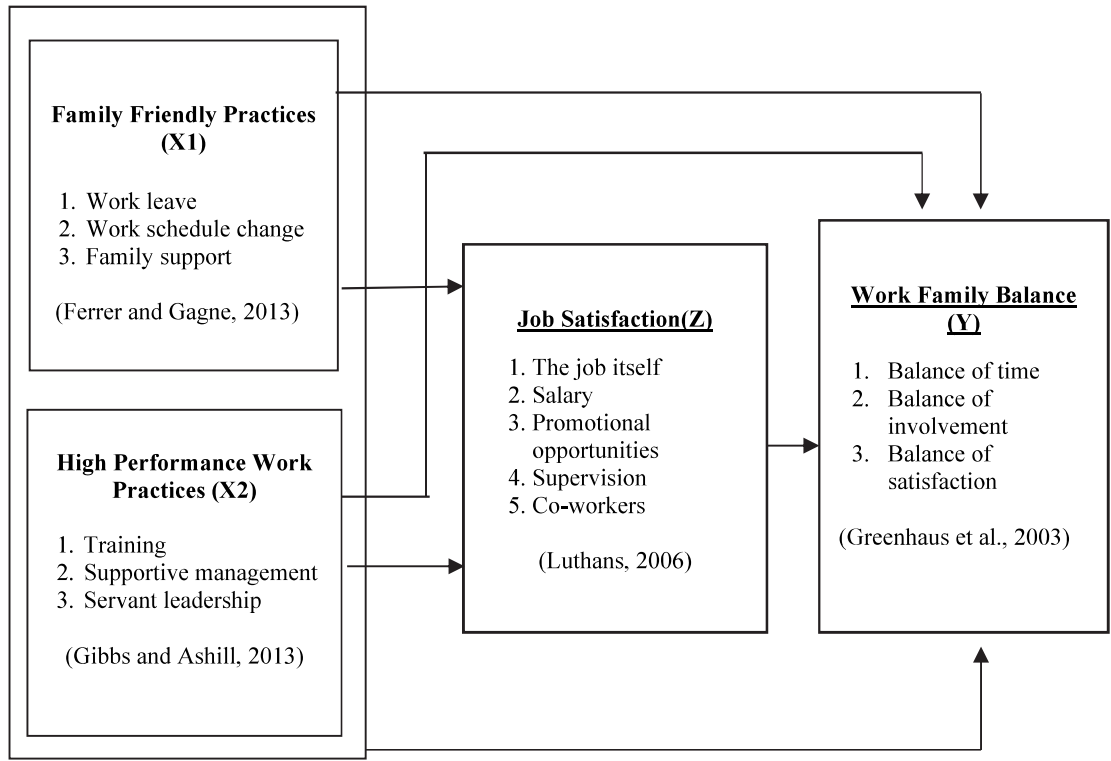
The study results of Ronda et al. (2016) indicated that an increased job satisfaction will also have a positive result in an increased work family balance. Family friendly practices and high performance work

practices not only have a direct effect, but also have an indirect effect. These variables have an indirect influence on job satisfaction through work hours and an indirect influence on work family balance through work hours and job satisfaction. Based on these relationships, a hypothesis will be proposed as follows:

H4 : The indirect influence (family friendly practices and high performance work practices on work family balance through job satisfaction) is greater than the direct influence (family friendly practices and high performance work practices on family work balance)

**RESEARCH FRAMEWORKS**

**FIGURE 1  
RESEARCH FRAMEWORKS**



**RESEARCH METHOD**

The study uses quantitative research method. The study was conducted at Banyumanik Hospital, with the address of Jalan Bina Remaja No. 61 Sron dol Wetan, Banyumanik, Semarang.

The Identification of Research Variables. Independent variables (X): family friendly practices (X<sub>1</sub>) and high performance work practices (X<sub>2</sub>). Dependent variable (Y): work family balance. Intervening variable (Z): job satisfaction. The Definition of Operational Variables and Their Indicators. **Work Family Balance.** Work Family Balance is defined as a balance between the roles of employees in working in the company and in the family. The indicators of family balance work are: balance of time, balance of involvement, and balance of satisfaction (Greenhaus, 2003). **Family Friendly Practices.** Family Friendly Practices is defined as a company’s policy to balance the roles of employees at work and at home. The indicators of family friendly practices are: practice to facilitate work leave, practice to facilitate work

schedule change, and practice to support family (Ferrer and Gagne, 2013). **High Performance Work Practices.** High Performance Work Practices is defined as a set of work practices which improve employees' performances in a company. The indicators of high performance work practices are: training, supportive management, and servant leadership (Gibbs and Ashill, 2013). **Job Satisfaction.** Job Satisfaction is defined as the satisfaction of employees for completing their works. The indicators of job satisfaction are: the job itself, salary, promotional opportunity, supervision, and co-workers (Luthans, 2006).

The study population is all paramedical employees of Banyumanik Hospital, with the total of 61 people. The study uses all population members as a sample. This sampling technique is called Census (Sugiyono, 2015). Data needed: primary and secondary data. The study instrument is questionnaire. The answers provided in each question use likert scale which is designed to test how strong the respondents agree with the statements on the following 4 (four) points: 1 = strongly disagree, 2 = disagree, 3 = agree and 4 = strongly agree (Viandhy and Ratnasari, 2014).

The study instrument is questionnaire. The study instrument has been tested for its validity and reliability. The questionnaire consists of 7 items of Work Family Balance variable, 11 items of Job Satisfaction variable, 9 items of Family Friendly Practices variable and 13 items of High Performance Work Practices variable. Based on the results of validity test, all question items have Corrected Item-Total Correlation value ( $r$  calculate) which is bigger than  $r$  table (0.2521). Thus, the whole question items in the questionnaire can be declared as valid. The reliability test shows that the Cronbach Alpha values are above 0.6: Work Family Balance (0.899), Job Satisfaction (0.925), Family Friendly Practices (0.896), and High Performance Work Practices (0.898). It means, all variables in the study are said to be reliable.

The Results of Classic Assumption Test. **Multicollinearity** test results show Variance Inflation Factor (VIF) value which is less than 10 and tolerance value which is more than 0.10. It means the regression model used in the study does not contain symptoms of multicollinearity. **Heteroscedasticity** test results show that the significance value is above 0.05, that the points spread randomly and do not form a certain pattern, which mean the regression model proposed in the study does not contain symptoms of heteroscedasticity. The study data are processed using descriptive and inferential statistics, with the study model uses simple and multiple linear regressions. Whereas the hypothesis test uses F test, t test, and sobel test.

## RESEARCH AND DISCUSSION RESULTS

### Respondent Description

**TABLE 1**  
**THE RECAPITULATION OF MOST DOMINANT DEMOGRAPHIC DATA**

No	Characteristic	Dominant Characteristic	Frequency	%
1	Gender	Female	43	70.49
2	Age	26 - 33 years old	27	44.26
3	Education	Diploma III	50	81.97
4	Work Period	5-10 years	25	40.98

Source: Primary data processed in 2017

Table 1 shows that most of the respondents are female with the total of 43 people, the dominant age of 26-33 years old with the total of 27 people, the most dominant level of education is Diploma III graduate with the total of 50 people, and the dominant work period is 5-10 years with the total of 25 people. Based on the gender data, most respondents are women. This condition is in accordance with Paramita and Waridin's (2006) opinion that today's working women are increasing and men are increasingly involved in family responsibilities. Based on the age data, the respondents are included in productive working age. Priyono (2001) argued that productive working age belongs to the age group

between 15-64 years old. Based on the educational data, most of the paramedics are Diploma III graduates which reach 81.97 percent. The study result of Sriyono (2015) indicated that the high level of education determines the attitude and pattern of behavior. The higher the education level of a person, the higher the behavior pattern level will be, whereas the lower the education level of a person, it is almost certain the behavior pattern level will also low. Based on the work period data, most of the study respondents have already had 5-10 years of working experience with the total of 25 people or 40.98 percent. According to Robbins (2015), the work period of employees will reduce the turnover rate. Work period is related to job satisfaction, it also becomes a more consistent and stable job satisfaction prediction tool compared to age.

**The Description of Research Variables**

**TABLE 2  
THE RECAPITULATION OF DESCRIPTIVE ANALYSIS RESULTS**

No	Statement	Mean	Percent	Category
1	Work Family Balance	3.10	77.46	High
2	Job Satisfaction	3.10	77.46	High
3	Family Friendly Practices	3.11	77.87	Good
4	High Performance Work Practices	3.13	78.28	Good

Source: Primary data processed in 2017

Table 2 shows that work family balance on Banyumanik Hospital employees has already high. The study results of Nurendra and Saraswati (2013) indicated that the balance between family life and work affairs on employees can help them to face two or more demands and to maintain their pleasant and positive feelings for their works which will then have a positive influence on their job satisfaction. On the other hand, job satisfaction on Banyumanik Hospital employees has also already high. According to Amalina and Teng (2017), when satisfaction is achieved, employees will show and complete their tasks effectively, and will commit to their works. Family friendly practices on Banyumanik Hospital employees have also already good. The study results of Paramita and Waridin (2006) indicated that through family friendly program, employees will become more productive and loyal to the company so that supporting the continuity of business or effort within the company. High performance work practices on Banyumanik Hospital employees have also already good. Macky and Boxall (2007) argued that with more addition on high performance work practices, employees are usually more satisfied in completing their works.

## The Results of Hypothesis Test

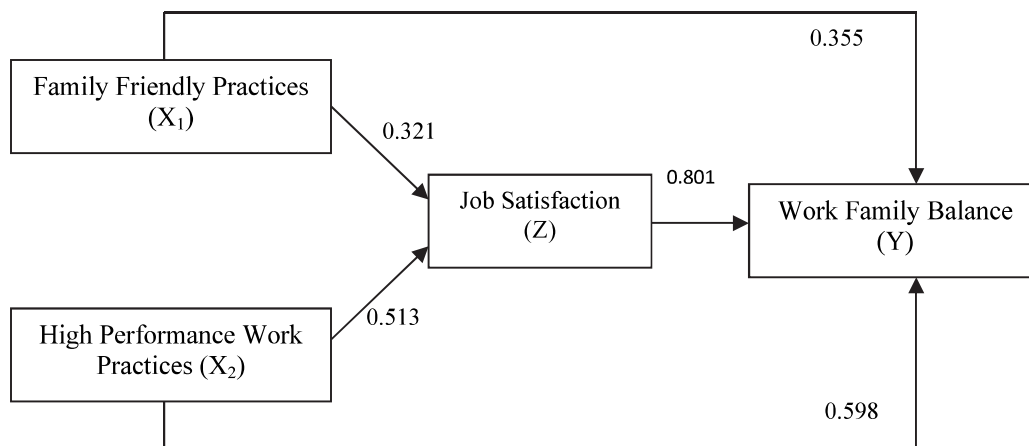
**TABLE 3**  
**THE RECAPITULATION OF HYPOTHESIS TEST RESULTS**

No	Hypothesis	Description
H1a	There is an influence of family friendly practices on job satisfaction	Supported
H1b	There is an influence of high performance work practices on job satisfaction	Supported
H1c	There is an influence of family friendly practices and high performance work practices on job satisfaction	Supported
H2a	There is an influence of family friendly practices on work family balance	Supported
H2b	There is an influence of high performance work practices on work family balance	Supported
H2c	There is an influence of family friendly practices and high performance work practices on work family balance	Supported
H3	There is an influence of job satisfaction on work family balance	Supported
H4	The indirect influence (family friendly practices and high performance work practices on work family balance through job satisfaction) is greater than the direct influence (family friendly practices and high performance work practices on work family balance)	Supported

Source: Primary Data Processed in 2017

## Path Analysis

**FIGURE 2**  
**PATH DIAGRAM**



## The Influence of Family Friendly Practices and High Performance Work Practices on Job Satisfaction

The study results indicate that family friendly practices have a positive and significant influence on job satisfaction. The study results are in accordance with Ko et al. (2013) study, which stated that there is a significant relationship between family friendly practices and job satisfaction. The study of Paramita and Waridin (2006) concluded that family friendly practices have a positive and significant influence on job satisfaction. Nevertheless, not all statements have a high maximum score, there are some items which indicate the employees are not satisfied with the work practices of the hospital. They are not fully

satisfied with the benefits provided by the hospital. If welfare benefits increase, then employees' work productivity will also increase. The study results of Indriyani (2014) indicated that welfare benefits have an influence on the work productivity of employees. Therefore, the hospital should pay attention to the benefits they provide for their employees.

The study results also indicate that high performance work practices have a positive and significant influence on job satisfaction. The study results are in accordance with Berg (1999) study, which stated that high performance work practices generally have a positive influence on job satisfaction (Berg, 1999:130). The study results also support the study results of Gibbs and Ashill (2013), which stated that high performance work practices have a positive and significant influence on job satisfaction.

The study results also indicate that family friendly practices and high performance work practices have a positive and significant influence on job satisfaction simultaneously. With better family friendly practices and high performance work practices in an organization, it will result in a higher level of the job satisfaction of employees. The result is in accordance with Ronda et al. (2016) study, which indicated that family friendly practices and high performance work practices are positively related to job satisfaction.

### **The Influence of Family Friendly Practices and High Performance Work Practices on Work Family Balance**

The study results indicate that family friendly practices have a positive and significant influence on work family balance. The study results are in accordance with Legas and Lopez (2015) study, which concluded that there is a significant relationship between family friendly practices and work family balance. The study results are also in accordance with the study results of Ronda et al. (2016), which indicated that family friendly practices have a positive and significant influence on work family balance except the flexible arrangement which have a negative influence.

The study results indicate that high performance work practices have a positive and significant influence on work family balance. The study results are in accordance with Ronda et al. (2016) study which stated that high performance work practices generally have a positive influence on work family balance.

The study results also indicate that family friendly practices and high performance work practices have an influence on work family balance simultaneously. With better family friendly practices and high performance work practices in an organization, it will result in a higher level of the work family balance of employees. The result is in accordance with Ronda et al. (2016) study which indicated that family friendly practices and high performance work practices have a positive influence on work family balance.

### **The Influence of Job Satisfaction on Work Family Balance**

The study results indicate that job satisfaction has a positive and significant influence on work family balance. The study results are in accordance with Sethi (2012) study which concluded that there is a significant relationship between job satisfaction and work family balance. The employees who are satisfied with their works and all practices in their workplace, they will be easier in balancing their work and family affairs. This is in accordance with Paramita and Waridin (2006) study which stated that job satisfaction has an influence on work family balance.

Based on the results of the answers of employees on job satisfaction at the hospital, the employees have already been satisfied with various ongoing programs. Nevertheless, they have not been satisfied with the salary provided by the hospital. According to the study results of Zainullah (2012), if a salary given by a company is in accordance with services or sacrifices provided by the employees, they will constantly work and be more active in work. This proves that salary has an influence on employees' performances.

### **The Indirect Influence of Family Friendly Practices and High Performance Work Practices on Work Family Balance through Job Satisfaction**

The results of Sobel test show that the indirect influence (family friendly practices on work family balance through job satisfaction) is  $3.332 > 1.96$ . Based on these results, it can be concluded that the



value of indirect influence (family friendly practices on work family balance through job satisfaction) is greater than the direct influence. The results of Sobel test also show that the indirect influence (high performance work practices on work family balance through job satisfaction) is  $3.997 > 1.96$ . Based on these results, it can be concluded that the score of indirect influence (high performance work practices on work family balance through job satisfaction) is greater than the direct influence. It means that the study results also indicate that job satisfaction has a positive influence on work family balance. The above results are in accordance with Ronda et al. (2013) study, which indicated that the indirect influence (family friendly practices and high performance work practices on work family balance through job satisfaction) is greater than the direct influence (family friendly practices and high performance work practices on work family balance).

## CONCLUSIONS AND SUGGESTIONS

### Conclusions

The study results conclude 4 (four) things; First, family friendly practices and high performance work practices have an influence on work family balance. Second, family friendly practices and high performance work practices have an influence on job satisfaction. Third, work family balance has an influence on job satisfaction. Fourth, the indirect influence (family friendly practices and high performance work practices on work family balance through job satisfaction) is greater than the direct influence (family friendly practices and high performance work practices on work family balance).

### Suggestions

#### *For Banyumanik Hospital*

The hospital needs to: (a) pay attention to benefits which can give employees a sense of security and well-being, (b) increase employee training so that they are able to develop skills and abilities, (c) assign responsibilities to employees according to their abilities, (d) pay attention to salary given to the employees. With salary which is in accordance with the work load, the employees will feel appreciated in every work.

#### *For Further Researchers*

Further researchers are expected to explain about things which have an influence on work family balance through other variables used in this study, e.g., work family conflict, work family enrichment, and work family facilitation.

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