

The Key to Pro-Business Public Services Success: An Analysis of Motivation and Job Satisfaction

Kunci Sukses Pelayanan Publik Pro-Bisnis: Analisis Motivasi dan Kepuasan Kerja

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ABSTRACT

This study aims to examine the influence of motivation and job satisfaction on employee performance at the One-Stop Investment and Integrated Services Office (DPMPTSP). The research employs a quantitative method with a survey approach. The sample consists of the entire population of employees at DPMPTSP, totaling 50 individuals. Primary data were collected through questionnaires. The data were analyzed using multiple regression with the assistance of SPSS version 26.0. The results indicate that employee motivation at DPMPTSP falls under the "very good" category. Job satisfaction is also assessed as "very good," while employee performance is categorized as "good." Both motivation and job satisfaction have a significant joint effect on employee performance. Furthermore, motivation has a partially significant effect on employee performance. Likewise, job satisfaction also shows a positive and significant partial effect on employee performance.

Keywords: Motivation, Job Satisfaction, Employee Performance

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh motivasi dan kepuasan kerja terhadap kinerja pegawai di Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP). Penelitian ini menggunakan metode kuantitatif dengan pendekatan survei. Sampel dalam penelitian ini adalah seluruh populasi pegawai DPMPTSP yang berjumlah 50 orang. Data yang digunakan merupakan data primer yang diperoleh melalui penyebaran kuesioner. Teknik analisis data menggunakan regresi berganda dengan bantuan perangkat lunak SPSS versi 26.0. Hasil penelitian menunjukkan bahwa motivasi pegawai DPMPTSP berada pada kategori sangat baik. Kepuasan kerja juga berada pada kategori sangat baik, sementara kinerja pegawai berada pada kategori baik. Secara simultan, motivasi dan kepuasan kerja berpengaruh signifikan terhadap kinerja pegawai. Secara parsial, motivasi memiliki pengaruh yang signifikan terhadap kinerja pegawai. Demikian pula, kepuasan kerja memiliki pengaruh positif dan signifikan terhadap kinerja pegawai.

Kata Kunci: Motivasi, Kepuasan Kerja, Kinerja Pegawai

1. Introduction

The Investment and One-Stop Integrated Service Office (DPMPTSP) plays a critical role in managing investments and providing both licensing and non-licensing public services at the regional level. This department demands high professionalism and efficient performance from all employees. However, current challenges such as public demands for faster, more accurate, and fully digitalized services require innovative human resource management strategies to enhance employee capabilities (Ahmad & Raja, 2021; Alkandi et al., 2023). While employee performance is recognized as crucial for organizational success (Ariani, 2023; Harter et al., 2002), there remains a significant gap in understanding how to effectively integrate motivation and job satisfaction within the unique bureaucratic context of Indonesian public sector institutions like DPMPTSP (Aryanta et al., 2019; Chien et al., 2020).

Employee performance at government organizations like DPMPTSP is influenced by multiple factors, with job satisfaction being particularly significant (Gu & Siu, 2009; Kim et al., 2005). Job satisfaction reflects an employee's positive feelings toward their work, encompassing aspects such as work environment, career progression, job significance, and role recognition (Papadopoulos & Dimitriou, 2021; Pang & Lu, 2018). In the specific context of DPMPTSP Karawang, preliminary data reveals concerning performance declines, particularly in employee competencies and service delivery capabilities. This situation highlights a critical research gap: while the relationship between motivation, satisfaction, and performance is well-established in private sector studies (Makhamreh et al., 2022; Yee et al., 2008), its application and effectiveness within Indonesia's bureaucratic public service systems remain underexplored (Rahman & Hossain, 2024; Eliyana & Ma'arif, 2019).

The DPMPTSP serves as the primary driver for regional investment growth and public service improvement. Employee performance directly impacts service quality for both citizens and investors, ultimately contributing to regional economic development (Kurniawan & Siregar, 2019; Koustelios & Theodorakis, 2015). However, the novelty of this study lies in its focus on the Karawang Regency context, where rapid industrialization and investment growth create unique pressures on service delivery. Traditional performance management approaches may not adequately address the dynamic challenges faced by frontline employees in this fast-developing region, suggesting the need for context-specific solutions (Wardiansyah et al., 2023; Yavas & Bodur, 1999).

Effective leadership and supervision mechanisms are essential for maintaining employee motivation and performance quality at DPMPTSP. The current performance accountability system (SAKIP), while structurally sound, may not sufficiently address the human factors affecting daily operations (Hartati, 2020; Yousef, 2002). This study aims to bridge that gap by examining how leadership styles and supervision methods can strengthen (or weaken) the impact of motivation and job satisfaction on concrete performance outcomes. The research particularly focuses on identifying which motivational factors yield the most significant improvements in service delivery within bureaucratic constraints (Koys, 2001; Yee et al., 2008).

The Government Performance Accountability System (SAKIP) provides a framework for performance-based management in Indonesian public institutions, encompassing strategic planning, performance measurement, and reporting. However, implementation challenges persist, as evidenced by the performance data from DPMPTSP Karawang. Recent metrics show concerning declines in employee competencies and service capabilities, suggesting that existing systems may not effectively translate policy into frontline performance improvements. This study seeks to understand why these gaps persist despite formal accountability mechanisms, and how motivation and satisfaction may serve as the missing links to performance improvement.

2. Literature Review

Motivation

Motivation is the psychological process that explains the intensity, direction, and persistence of an individual's efforts toward achieving specific goals (Ariani, 2023). Intensity refers to how hard a person works, direction relates to how effort is channeled toward organizational objectives, and persistence measures how long an individual can maintain their effort (Chien et al., 2020). This driving force can originate from internal sources such as personal satisfaction and growth needs or external factors such as rewards and recognition (Alkandi et al., 2023; Hartati, 2020). In organizational contexts, motivation serves as the catalyst that transforms human potential into

actual performance, influencing employees' commitment levels and their willingness to exert discretionary effort (Aryanta et al., 2019; Wardiansyah et al., 2023).

Effective motivation systems address both intrinsic factors (job meaningfulness, autonomy) and extrinsic factors (compensation, career advancement) to create sustained engagement (Makhamreh et al., 2022; Koys, 2001). For instance, in service-intensive sectors like hospitality and public services, motivated employees often go beyond formal job descriptions to maintain service quality under pressure (Gu & Siu, 2009; Kim et al., 2005). Furthermore, research shows that employee motivation significantly affects performance across industries, including government and industrial settings (Rahman & Hossain, 2024; Harter et al., 2002).

Job Satisfaction

Job satisfaction represents an employee's overall affective evaluation of their work experience, encompassing emotional responses to various job aspects including task characteristics, work environment, compensation fairness, supervisor relationships, and growth opportunities (Papadopoulos & Dimitriou, 2021; Koustelios & Theodorakis, 2015). It emerges from the perceived alignment between job expectations and actual experiences (Yavas & Bodur, 1999). High job satisfaction typically manifests through positive work attitudes, organizational citizenship behaviors, and lower turnover intentions (Yee et al., 2008; Yousef, 2002).

In service-oriented organizations like DPMPSTP, job satisfaction becomes particularly crucial as it directly affects service delivery quality and public perception (Ahmad & Raja, 2021; Kurniawan & Siregar, 2019). The construct is multidimensional, involving cognitive evaluations of job features and emotional reactions to workplace conditions (Pang & Lu, 2018). Satisfied employees demonstrate stronger organizational commitment and are more likely to adapt positively to organizational changes (Eliyana & Ma'arif, 2019; Kim et al., 2005). They also tend to invest emotionally in their roles, thereby enhancing the public's experience with bureaucratic services (Gu & Siu, 2009).

Employee Performance

Employee performance constitutes the measurable outcomes of work behaviors evaluated against predetermined organizational standards (Chien et al., 2020). It integrates three key dimensions: task performance (core job responsibilities), contextual performance (voluntary contributions), and adaptive performance (response to changes) (Ariani, 2023). Effective performance requires the right combination of ability, motivation, and opportunity (Harter et al., 2002).

In public sector settings, performance measurement must balance quantitative outputs (processing time, service volume) with qualitative aspects (service accuracy, citizen satisfaction) (Koys, 2001; Hartati, 2020). The complexity increases in regulatory environments where employees must reconcile efficiency demands with strict compliance requirements (Wardiansyah et al., 2023). Studies have found that performance is significantly enhanced when both motivation and satisfaction levels are high (Makhamreh et al., 2022; Rahman & Hossain, 2024), indicating the importance of addressing both psychological and structural work factors.

Hypotheses Development

H1: Motivation positively influences employee performance

When employees experience strong motivation, they demonstrate greater work intensity and persistence in task completion (Alkandi et al., 2023). The energy derived from motivational

forces enables employees to overcome obstacles, maintain focus on organizational objectives, and consistently deliver quality outputs (Ariani, 2023). Motivated employees also exhibit higher creativity in problem-solving and greater willingness to take initiative – both critical for improving bureaucratic service delivery (Gu & Siu, 2009; Aryanta et al., 2019).

H2: Job satisfaction positively influences employee performance

Satisfied employees typically demonstrate superior performance through multiple pathways (Papadopoulos & Dimitriou, 2021). Positive job attitudes enhance cognitive functioning, leading to better decision-making in service delivery (Pang & Lu, 2018). Emotional satisfaction reduces counterproductive behaviors while increasing organizational citizenship (Yee et al., 2008; Yousef, 2002). In regulatory contexts like licensing services, satisfied employees show greater attention to detail and compliance adherence (Eliyana & Ma'arif, 2019; Koustelios & Theodorakis, 2015).

H3: Motivation and job satisfaction interact to enhance performance

The combination of motivation and satisfaction creates a synergistic effect on performance (Wardiansyah et al., 2023; Ahmad & Raja, 2021). Motivation provides the drive to achieve, while satisfaction supplies the emotional foundation for sustained effort (Makhamreh et al., 2022). This interaction is crucial in bureaucratic environments where intrinsic rewards may be limited – employees need both the push of motivation and the pull of satisfaction to maintain high performance (Harter et al., 2002; Koys, 2001). The interaction effect is most visible in complex tasks requiring persistence, where satisfied and motivated employees demonstrate superior resilience and quality outcomes compared to those strong in only one dimension (Yavas & Bodur, 1999; Kim et al., 2005).

Theoretical Integration

The relationship between these constructs forms a dynamic system where each element reinforces the others (Chien et al., 2020). Motivation fuels the effort that generates performance achievements, which in turn enhances satisfaction when recognized (Harter et al., 2002; Pang & Lu, 2018). Satisfaction then strengthens ongoing motivation, creating a virtuous cycle (Ariani, 2023; Kurniawan & Siregar, 2019). Breaking this cycle explains performance declines – demotivated employees reduce effort, leading to poorer performance that diminishes satisfaction, further eroding motivation (Papadopoulos & Dimitriou, 2021). In public sector contexts, this underscores the need for holistic human resource approaches that simultaneously address motivational drivers and satisfaction factors to achieve sustainable performance improvements (Makhamreh et al., 2022; Alkandi et al., 2023).

3. Methods

This study employs a quantitative approach using an explanatory survey method to examine the relationships between motivation, job satisfaction, and employee performance. The research design is intended to test hypotheses and explain causal relationships between variables based on empirical data collected through a structured questionnaire. The study population consists of all employees at the Investment and One-Stop Integrated Service Office (DPMPTSP) of Karawang Regency, totaling 50 individuals. Given the relatively small population size, the study adopts a total sampling technique, where the entire population is used as the sample. This approach ensures

comprehensive representation and eliminates sampling bias, which could otherwise compromise the accuracy of the findings.

Data collection was carried out through a self-administered questionnaire distributed directly to all employees. The instrument includes a series of closed-ended questions designed to measure levels of motivation, job satisfaction, and employee performance. The data were analyzed using path analysis to assess the direct and indirect effects among the variables. In addition, statistical tools such as correlation coefficients, F-tests, and t-tests were applied to evaluate the strength and significance of the relationships. This combination of analytical methods allows the study to provide a robust examination of how motivation and job satisfaction influence performance outcomes within the public sector context.

4. Results and Discussion

Results of Classical Assumption Tests

1. Normality Test

The normality test was conducted to assess whether the dataset followed a normal distribution. This is a critical assumption for regression analysis. Based on the SPSS version 26 output, the data points were found to be distributed closely along the diagonal line in the normal probability plot, and the Asymp. Sig (2-tailed) value was 0.200, which is greater than the significance level of 0.05. These results indicate that the residuals are normally distributed, satisfying the normality assumption.

2. Multicollinearity Test

Multicollinearity was examined to determine whether there was a strong intercorrelation between the independent variables. The results showed that the tolerance values for both Motivation and Job Satisfaction were 0.624, which is greater than the threshold of 0.10, and their corresponding VIF (Variance Inflation Factor) values were 1.604, which is well below the critical value of 10. These findings suggest that there is no multicollinearity between the independent variables, fulfilling the multicollinearity assumption.

3. Heteroscedasticity Test

The heteroscedasticity test was used to identify whether the residuals exhibited constant variance across all levels of the independent variables. A visual inspection of the scatterplot revealed a random distribution of points above and below the Y-axis baseline, without forming any specific pattern. This indicates the absence of heteroscedasticity, and thus, the assumption is met.

4. Autocorrelation Test

The autocorrelation test, using the Durbin-Watson statistic, was conducted to detect any correlation between residuals. The test result showed a Durbin-Watson value of 1.927, which is below the critical value of 2. This implies that there is no evidence of autocorrelation in the regression residuals, thereby satisfying the assumption.

Simultaneous Influence of Motivation and Job Satisfaction on Employee Performance

Based on the output from SPSS version 26, the multiple linear regression equation obtained is as follows:

$$Y = 3.136 + 0.386X_1 + 0.512X_2 + e$$

Where:

- **Y** = Employee Performance
- **X₁** = Motivation
- **X₂** = Job Satisfaction
- **e** = Error term

Interpretation:

1. The constant value of 3.136 suggests that if both Motivation and Job Satisfaction remain unchanged, the baseline value of Employee Performance would be 3.136.
2. The regression coefficient for Motivation (**X₁**) is 0.386, which indicates that for every one-unit increase in Motivation, Employee Performance increases by 0.386 units, assuming Job Satisfaction remains constant.
3. The regression coefficient for Job Satisfaction (**X₂**) is 0.512, indicating that a one-unit increase in Job Satisfaction results in a 0.512 unit increase in Employee Performance, assuming Motivation remains constant.

The correlation coefficient (**R**) between Motivation, Job Satisfaction, and Employee Performance was found to be **0.821**, which indicates a **very strong** positive relationship. The R-squared value is **0.675**, meaning that **67.5% of the variance** in Employee Performance can be explained by the simultaneous effect of Motivation and Job Satisfaction.

Additionally, the F-test value yielded a **significance level of 0.000**, which is less than the threshold of 0.05. This implies that the null hypothesis is rejected, and the alternative hypothesis is accepted. Therefore, Motivation and Job Satisfaction **simultaneously have a significant effect** on Employee Performance. The findings confirm that enhancing both factors leads to a substantial improvement in performance among employees at DPMPSTP.

Discussion

The Partial Effect of Motivation on Employee Performance

The analysis results show a correlation coefficient of 0.589 between Motivation and Employee Performance, indicating a moderate positive relationship. This positive value suggests that appropriate motivation strategies can enhance employee performance. The partial influence of Motivation on Employee Performance is 34.6% [$K_d = (0.589)^2 \times 100\%$].

To determine the significance level of Motivation's partial effect on Employee Performance, the calculated t-value was compared with the critical t-value. The probability value (p-value) for Motivation was 0.000, which is less than the significance level ($\alpha = 0.05$). Therefore, the alternative hypothesis (**H_a**) is accepted, and the null hypothesis (**H₀**) is rejected. This confirms that Motivation has a statistically significant partial effect on Employee Performance. In practical terms, Motivation effectively enhances employee performance.

Motivation acts as a psychological driver that energizes, directs, and sustains work behavior (Chien et al., 2020). Employees with high motivation are more committed to organizational goals, are willing to exert extra effort, and often exhibit improved productivity (Ariani, 2023). Studies show that financial and non-financial incentives have a considerable impact on performance, especially when coupled with recognition and career growth opportunities (Alkandi et al., 2023). Moreover, motivated employees demonstrate higher adaptability, perseverance, and creativity in overcoming work-related challenges (Aryanta et al., 2019; Hartati, 2020).

The influence of motivation is further reinforced by organizational factors such as leadership, clarity of roles, and fairness, which together shape employee engagement (Wardiansyah et al.,

2023). When these conditions are met, the motivational effect on performance becomes more sustainable and far-reaching.

The Partial Effect of Job Satisfaction on Employee Performance

The calculation results reveal a correlation coefficient of 0.471 between Job Satisfaction and Employee Performance, indicating a moderate positive relationship. This suggests that higher Job Satisfaction leads to improved Employee Performance. The partial influence of Job Satisfaction on Employee Performance is 22.1% [$K_d = (0.471)^2 \times 100\%$].

To assess the significance of Job Satisfaction's partial effect, the calculated t-value was compared with the critical t-value. The probability value (p-value) for Job Satisfaction was 0.001, which is below the significance level ($\alpha = 0.05$). Thus, the alternative hypothesis (H_a) is accepted, and the null hypothesis (H_0) is rejected. This confirms that Job Satisfaction has a statistically significant partial effect on Employee Performance, meaning it tangibly enhances performance.

Job satisfaction has been widely acknowledged as a determinant of employee performance. When employees feel satisfied, they are more likely to be engaged and committed to their tasks, resulting in higher work efficiency and reduced turnover intentions (Ahmad & Raja, 2021; Eliyana & Ma'arif, 2019). Satisfaction contributes to a supportive work atmosphere, better interpersonal relationships, and increased employee morale—all of which influence performance outcomes positively (Gu & Siu, 2009; Harter et al., 2002).

Moreover, satisfied employees are more innovative and likely to engage in proactive behaviors, which are critical in dynamic organizational environments (Papadopoulos & Dimitriou, 2021; Makhamreh et al., 2022). Studies have shown that in service-oriented and public-sector organizations, job satisfaction not only improves individual productivity but also enhances public service delivery quality and citizen satisfaction (Kim et al., 2005; Yee et al., 2008).

A high level of satisfaction fosters psychological safety and organizational commitment, empowering employees to take initiative and contribute more meaningfully to organizational objectives (Koustelios & Theodorakis, 2015; Pang & Lu, 2018; Rahman & Hossain, 2024).

5. Conclusion

Based on the findings of this study, it can be concluded that Motivation among employees at the Investment and One-Stop Integrated Service Office (DPMPTSP) is classified as very high, while Job Satisfaction is assessed at a good level. Employee Performance, meanwhile, also falls under the very high category. These classifications suggest that the organizational environment effectively supports motivational drivers and fosters a satisfactory workplace experience, both of which are conducive to strong individual performance outcomes.

Furthermore, both Motivation and Job Satisfaction have been shown to significantly influence Employee Performance, both simultaneously and independently. The simultaneous effect indicates that when these two factors are present together, they reinforce one another to enhance performance in a meaningful and measurable way. On a partial level, each variable independently exerts a significant and accountable influence on performance, underscoring the importance of fostering both internal (motivational) and emotional (satisfaction) dimensions within public sector organizations like DPMPTSP to maintain high levels of service and employee productivity.

Future research could expand on this study by incorporating additional psychological and organizational variables such as leadership style, organizational culture, or employee engagement to better understand their mediating or moderating effects on the relationship between motivation,

job satisfaction, and performance. Moreover, conducting comparative studies across different government agencies or regions could provide a broader perspective on how contextual factors influence these dynamics. Utilizing mixed methods or longitudinal designs may also offer deeper insights into causal relationships and long-term impacts of HR practices on employee outcomes.

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