

Boosting Employee Performance: The Strategic Role of Satisfaction in Human Resource Quality and Compensation



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ABSTRACT: Banks are financial institutions that act as important intermediaries, especially in financial transactions and the national economy. Banks need to optimize their business performance. The company's business performance cannot be separated from the quality of human resources and the role of employee performance. High-quality human resources and effective compensation are important drivers of employee performance, both directly and through increased job satisfaction. This study aims to analyze the effect of human resource quality and compensation on employee performance with employee satisfaction as a mediating variable. This research was conducted at Rural Bank in Bali. Respondents in this study were 57 employees. The analysis technique in this study is Partial Least Square. The findings of this study: 1) human resource quality has a significant positive effect on employee performance 2) compensation has a significant positive effect on employee performance 3) human resource quality has a significant positive effect on employee job satisfaction 4) job satisfaction can positively and significantly mediate the effect of compensation on employee performance 5) job satisfaction can positively and significantly mediate the effect of human resources on employee performance. The practical implications of the research for human resource managers are to increase employee satisfaction through managing the quality of human resources and providing fair compensation as a strategy to encourage optimal performance. This research also makes a theoretical contribution to understanding the mediating mechanism of employee satisfaction in the context of the relationship between human resource quality, compensation, and employee performance.

KEYWORDS: Employee Satisfaction, Human Resource Quality, Compensation, Employee Performance, Rural Bank

I. INTRODUCTION

Banking performance is determined by how well individual employees perform. Increasing individual performance will most likely also improve corporate performance because both have a close relationship. Increased performance will be feedback for effort, or employee motivation at the next stage (Gomes, 2015). According to Adzansyah (2022), employee performance is one of the most important things in a company or organization. This is because a company's goals or targets will be achieved if its workers are able to perform well. The performance of this employee has an important factor, namely achieving goals, which means that it can be one of the benchmarks for the success of employee performance. Employees are said to have good performance if they successfully meet deadlines (or less than that time), succeed in building a positive company image and customer interaction, and work effectively. Conversely, if employees or individuals working in a company do not work effectively, then customers will judge poorly and will eventually choose other similar alternative companies.

In the competitive business landscape, banks play a critical role in driving economic growth by mobilizing financial resources and offering diverse financial products and services. To sustain and thrive, banks must achieve high levels of performance, balancing profitability, operational efficiency, and customer satisfaction. Banks must leverage innovation, customer satisfaction, operational efficiency, and robust risk management practices to stay competitive and deliver consistent performance in a rapidly evolving business environment. The performance of bank employees is reflected in the achievement of the company's fund target. The following are the achievements of Bangli Regional Bank funds for the 2019- 2023 period

Table 1. Customer Funds

Year	Amount (IDR)
2019	66.770.575.000
2020	78.069.365.000

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2021	103.089.590.000
2022	99.906.105.000
2023	118.584.474.000

The low amount of customer funds in 2019 was due to COVID-19. Social restrictions make the economy sluggish, so people reduce savings and use more for consumption. In line with the improvement of the economy in early 2021, people began to save and the amount of community savings in banks began to increase until 2023. However, this number is still fluctuating, which is thought to be due to not optimizing employee performance.

In an increasingly competitive business environment, employee performance is one of the key factors that determine the success of the organization. Employee performance is not only influenced by technical capabilities and the quality of human resources (HR) but also by the compensation system implemented by the organization. High human resource quality allows employees to work efficiently and effectively, while fair and competitive compensation can motivate employees to provide the best performance. However, the relationship between HR quality, compensation, and employee performance is not always direct. Other factors, such as employee satisfaction, often act as mediating elements that can strengthen the relationship. Employee satisfaction is an emotional condition that reflects an employee's level of happiness and engagement with their work. Various studies show that job satisfaction contributes significantly to increased productivity and employee loyalty. When employees are satisfied, they tend to have higher motivation and greater commitment to the organization, which ultimately has a positive impact on their performance.

Factors that affect employee performance are employee satisfaction, quality of human resources, and compensation. Employee satisfaction affects employee performance because job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected by work morale. Job satisfaction is enjoyed in work, outside work, and a combination of inside and outside work (Hasibuan, 2011)

Job satisfaction and employee performance are two important interrelated factors in the world of human resource management. In general, job satisfaction refers to the extent to which an employee feels satisfied or dissatisfied with certain aspects of their job, such as working conditions, relationships with coworkers, compensation, and career development opportunities. Meanwhile, employee performance refers to the extent to which an employee can achieve the expected goals or results in their work, which is usually measured through indicators such as productivity, quality of work, and contribution to the organization (Ismail & Dzakiria, 2010). Ismail and Dzakiria (2010) in their research in Malaysia found that job satisfaction has a significant effect on employee performance in the banking sector. Mousavi, S. H., & Soltani, I. (2023) found different results that although there is a relationship between job satisfaction and performance in the banking sector, the effect is weaker than expected.

In addition to job satisfaction there are other factors that affect employee performance, human resources quality is a factor that affects employee performance. Human Resources (HR) is an important basic capital that cannot even be separated from an organization, institution, or company. HR is also the key that determines the development of an organization that acts as a driver and planner of an organization to achieve the goals of the organization itself (Suryana and Okta, 2021). Sundaray, B. K. (2018) in his research found that high HR quality through effective HR management practices is significantly positively related to employee performance. Different research results from Rahayu and Yuliamir (2021) concluded that HR quality has a negative and insignificant effect on performance.

The third factor that affects employee performance is compensation. Compensation is one of the main reasons and motivations why employees work. Employees use their knowledge, skills, energy, time, and commitment, not just to devote or devote themselves to the company, but other goals they want to achieve, namely expecting rewards or rewards for their performance and the work productivity they produce Govinda and Mujiati (2018). Govinda and Mujiati (2018) concluded that compensation has a positive and significant effect on employee performance through the mediation of job satisfaction. Different results from the results of research by Octavia et al (2023) which found that compensation has a significant negative effect on employee performance.

Although many studies have explored the relationship between HR quality, compensation, and employee performance, there are relatively limited studies on the mediating role of employee satisfaction in this relationship. Therefore, this study focuses on an in-depth analysis of how employee satisfaction mediates the relationship between HR quality and compensation to employee performance. This research will be conducted at PT BPR Bank Daerah Bangli, in Bali Province by conducting observations in 2023 to 2024. In contrast to previous studies, this study tries to use employee satisfaction variables as mediating variables. Employee satisfaction in a company is thought to affect the level of employee performance. The findings of this study are expected

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to provide theoretical and practical contributions for organizations in designing more effective HR management strategies to improve employee performance.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The quality of human resources determines the performance achieved. Pratasik (2023) states that there is a positive and significant relationship between the quality of human resources and employee performance. Employee performance capabilities are seen from abilities, knowledge, and skills. The employees are very good so we can see that improving the quality of human resources can improve the performance of employees. Nafitri (2020) conducted research which shows that there is a positive and significant relationship between the quality of human resources and employee performance, meaning that the higher the quality of human resources, the more employee performance is produced. HR quality created through HR management practices such as proper employee selection, training, and career development is strongly associated with improved employee performance in the manufacturing sector in Pakistan (Ali, A., & Anwar, M. (2021). High HR quality through effective HR management practices is positively associated with employee performance in the higher education sector. Improved HR quality through proper recruitment and continuous development improves employee outcomes Sundaray, B.

K. (2018). In line with employees who are well trained and have adequate skills will feel more confident and able to perform their duties well, leading to higher levels of satisfaction. Research results show that good HR quality, which is reflected in effective management, can increase employee satisfaction (Chung & Park, 2021). Providing appropriate tasks and good support can affect job satisfaction. (Saks, A. M. (2020)

H1: Human resource quality has a positive and significant impact on employee performance. H2: Human resource quality has a positive and significant impact on employee satisfaction

Compensation and employee performance have a close relationship and influence each other in an organization. Compensation refers to any form of reward that employees receive in return for their work, which can be in the form of salaries, allowances, bonuses, incentives, or other facilities. Meanwhile, employee performance includes the extent to which employees can achieve the company goals and targets (Dessler, 2020). Fifaldyovan (2023) and Hariyanto (2024) examined the relationship between compensation and employee performance and found that compensation has a positive influence on employee performance. Govinda and Mujiati (2018) concluded that compensation has a positive and significant effect on employee performance. Employees who are well trained and have adequate skills will feel more confident and able to perform their duties well, leading to higher levels of satisfaction. Research results show that good HR quality, which is reflected in effective management, can increase employee satisfaction (Chung & Park, 2021). Providing appropriate tasks and good support can affect job satisfaction. (Saks, A. M. (2020)

H3: Compensation has a positive and significant impact on employee performance. H4: Compensation has a positive and significant impact on employee satisfaction

Employee satisfaction and employee performance are two very important concepts in the world of human resource management and organizations. Many studies have shown a close relationship between the two. Employees who are satisfied with their jobs tend to perform better, be more productive and more committed to the company. Satisfaction derived from career development and good working relationships has a more significant impact on employee performance (Mahmud & Jafr, 2023). High job satisfaction, especially with regard to employee relations, career development opportunities, and reward policies, significantly improves individual performance at work (Zhao & Wei, 2023).

H5: Employee satisfaction has a positive and significant impact on employee performance.

III. RESEARCH METHODS

This research is a quantitative study that will examine the effect of employee satisfaction, HR quality, and compensation on employee performance, as well as the mediating role of employee satisfaction on HR quality and compensation on employee performance. The conceptual framework in this study is presented in Figure 1 as follows:

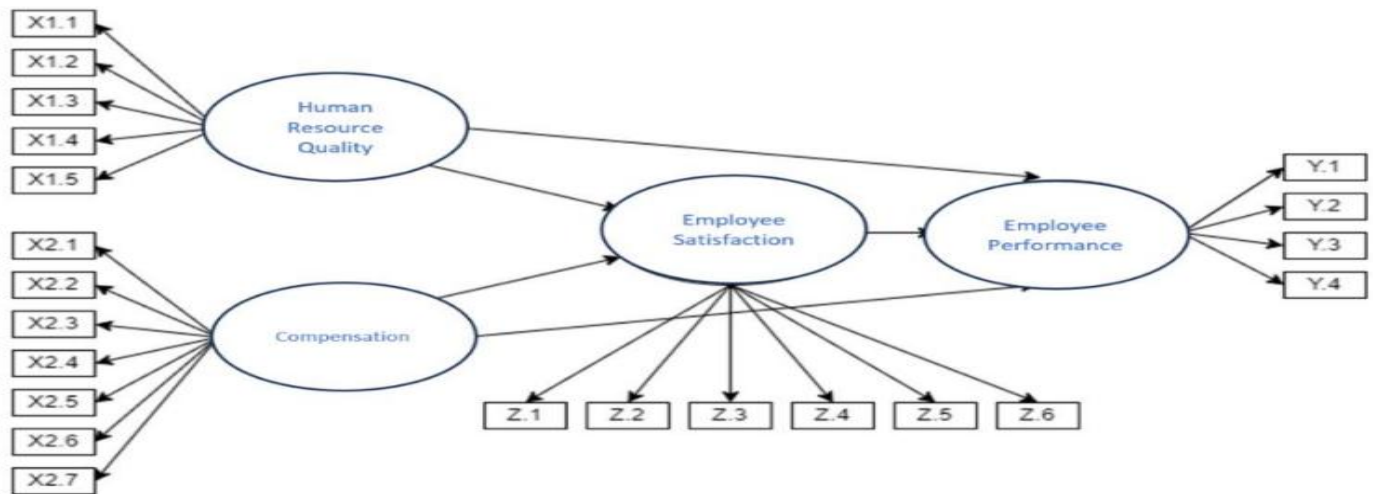


Figure 1. Conceptual Framework

The employee performance variable in this study uses 4 indicators (Denisi & Pritchard, 2021): 1) quality of work 2) quantity of work 3) effectiveness 4) timeliness of work completion. The quality of human resources is measured by 5 indicators (Kuvaas, 2022): 1) education and skills 2) work experience 3) communication skills 4) adaptability 5) work ethics. Compensation in this study is measured by indicator 7 (Bennet & Bennet, 2021): 1) basic salary 2) allowances 3) incentives 4) Work bonuses 5) job promotions 6) work flexibility 7) welfare programs. Job satisfaction uses 6 indicators (Liu et al, 2020) 1) Non-financial rewards and recognition 2) career development opportunities 3) work environment and organizational culture 4) relationships with superiors 5) work-life balance 6) job security.

This research was conducted at PT BPR Bank Daerah Bangli with a structured interview technique using a questionnaire given to 37 respondents. The respondents of this study were all employees of the company. Partial Least Square (PLS) analysis technique was used to test the data in this study, which was assisted by SPSS for Windows (Statistical Product and Service Solution) software.

IV. RESULTS

The data testing process begins by conducting a classical assumption test consisting of a normality test, autocorrelation test, and heteroscedasticity test. The results show that the data used in this study have passed the classical assumptions, namely that the data is normally distributed, the data does not occur autocorrelation with the previous year's data, and the data does not contain symptoms of heteroscedasticity. Furthermore, the path test was conducted to see the relationship between variables. The test results show that all relationships are found to be significant at 5% alpha.

The test results are presented in Table 2 as follows:

Table 2. Path Analysis Results

	Original Sampel (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (IO/STDEV)	P Value
Human Resource Quality (X1) -> Employee Performance (Y)	0,521	0,436	0,105	3,028	0,001
Compensation (X2) -> Employee Performance (Y)	0,413	0,377	0,117	2,775	0,004
Human Resource Quality (X1) -> Employee Satisfaction (Z)	0,204	0,206	0,114	2,422	0,013
Compensation (X2) -> Employee Satisfaction (Z)	0,536	0,540	0,107	4,377	0,003
Employee Satisfaction (Z) -> Employee Performance (Y)	0,728	0,761	0,127	2,421	0,002

Based on Table 2, the results of the research hypothesis test can be seen as follows:

- a. The significance value of the statistical test of HR quality variables and employee performance is 0.001, this value is smaller than $\alpha = 0.05$ ($0.001 < 0.05$), which means it is significant. And the regression coefficient is 0.521 (positive). This shows that the quality of human resources has a significant positive effect on employee performance, so the first hypothesis is accepted.
- b. The significance value of the statistical test of the compensation variable and employee performance is 0.004, this value is smaller than $\alpha = 0.05$ ($0.004 < 0.05$), which means significant. And the regression coefficient is 0.413 (positive). This shows that

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compensation has a significant positive effect on employee performance, so the second hypothesis is accepted.

- c. The significance value of the statistical test of HR quality and employee satisfaction variables is 0.013, this value is smaller than $\alpha = 0.05$ ($0.013 < 0.05$), which means significant. And the regression coefficient is 0.204 (positive). This shows that the quality of human resources has a significant positive effect on employee performance, so the third is accepted
- d. The significance value of the statistical test of compensation and employee satisfaction variables is 0.003, this value is smaller than $\alpha = 0.05$ ($0.003 < 0.05$), which means it is significant. And the regression coefficient is 0.536 (positive). This shows that compensation has a significant positive effect on employee satisfaction, so the fourth hypothesis is accepted.
- e. The significance value of the statistical test of employee satisfaction and employee performance variables is 0.002, this value is smaller than $\alpha = 0.05$ ($0.002 < 0.05$), which means significant. And the regression coefficient is 0.728 (positive). This shows that employee satisfaction has a significant positive effect on employee performance, so the fifth hypothesis is accepted.

V. DISCUSSION

Human resource quality has a positive and significant impact on employee performance of Rural Bank in Bali

Based on the results of statistical testing, it is found that the quality of human resources has a significant positive effect on employee performance. This means that the higher the level of HR quality will improve employee performance. Employees who have sufficient knowledge in acting will be able to see a simple relationship by identifying existing cause and effect relationships, identifying potential causal factors for a problem at work, and can also separate the pros and cons, using analytical techniques to describe complex problems so that that way, employees will be faster and easier in making a decision and know what consequences will be obtained in making that decision for their work. The ability of employees to understand and comply with each work procedure given results in employees being able to do the job exactly as directed so that the work can be carried out properly.

The results of this study are in line with the results of research from Saifudin (2021), Simbolon (2021), Ekhsan (2020), Kaliko (2022), Lasisi et al (2020) (Kristianti et al, 2024) found that the quality of human resources has a significant effect on employee performance. Different research results from Rahayu and Yuliamir (2021) concluded that the quality of human resources has a negative and insignificant effect on performance.

Human resource quality has a positive and significant impact on employee satisfaction of Rural Bank in Bali

The test results of HR quality and job satisfaction found a positive and significant relationship. This means that the higher the level of HR quality, the higher the level of employee satisfaction. The two basic factors that influence the improvement of the quality of Human Resources (HR) in a company are internally and externally. Internally is the entire quality and value of the employee before joining the company such as educational history, previous work experience, and skills that have been attached to the employee. While externally is the opposite of improving quality through company programs that provide added value to employees after joining the company including, orientation, training (training) and education programs.

Orientation is also a stage where new employees should really understand their rights and obligations while working in a certain position. This will create a new spirit as a worker because he has a strong foundation when he will contribute to the organization where he works. Apart from that, psychologically, the employee will be helped to be more confident and motivated to learn new things and make a real contribution to his team. In the long run, his satisfaction as a worker will not only make him feel at home at work but also innovate more to contribute to the good of the team and the company/organization where he works, (Panggabean, 2020).

The results of Susilo's research (2020) state that employees who have sufficient knowledge in acting will be able to see a simple relationship by identifying existing cause and effect relationships, identifying potential causal factors for a problem at work, and can also separate the pros and cons, using analytical techniques to describe complex problems so that that way, employees will be faster and easier in making a decision and know what consequences will be obtained in making that decision for their work. The results of this study are in line with the results of research from Silalahi (2022) which concluded that the quality of HR affects employee job satisfaction. Likewise, the results of research from Saifudi et al (2021), Simbolon (2021), Khusnal (2020) and Lorenza (2022) both get the result that HR affects employee satisfaction. Different research results from Rahayu and Yuliamir (2021) concluded that the quality of HR has a negative and insignificant effect on performance.

Compensation has a positive and significant impact on employee performance of Rural Bank in Bali

The results of this study are in line with the results of the study by Lalawi et al. (2023) who conducted a study on the effect of compensation on employee performance at PT Bank Perkreditan Rakyat Prisma Dana Manado which concluded that the Compensation variable had a significant effect on Employee Performance at PT BPR Prisma Dana Manado. Also in line with the results of research from Anggraini (2020), Lubis (2020), Taha (2022), Govinda (2022), Muhtarom (2023) who also got the same

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conclusion that Compensation had a significant effect on Employee Performance. However, the results of the study were different from the results of the study from the results of the study from Octavia et al. (2023) who found that compensation had a significant negative effect on employee performance (Kristianti et al, 2024).

Compensation has a positive and significant impact on employee satisfaction of Rural Bank in Bali

Statistical testing of the relationship between compensation and employee performance was found to be significantly positive, this means that the more appropriate the compensation provided by the company with employee expectations will increase employee motivation at work and will improve employee performance. Compensation is a reward or compensation given by the company to workers because these workers have contributed their energy and thoughts for the progress of the company in order to achieve the set goals. Compensation is not only given in the form of money, but can also be in the form of material or objects, it can also be in the form of facilities provided by the company, including work environment facilities, health, shuttle, lunch, and housing facilities (Hamali, 2016). The purpose of providing compensation is to help the company achieve the goals of the company's strategic success and ensure the creation of internal and external justice. External justice ensures that work will be compensated fairly by comparing the same job to the job market. Motivation can be financial in the form of family incentives (Ningsih et al, 2022).

A significant positive relationship pattern was found in the results of statistical testing of the relationship between compensation and employee satisfaction. When employees are discussed by management about the rights they have earned while working, it is a psychological compensation that makes employees feel valued. The material value of compensation may be important, but the way in which compensation is delivered and communicated to employees is much more important because it is psychological. When employees receive compensation openly and clearly with the appropriate value of benefits, of course, employees will feel happy to work so that maximum job satisfaction is achieved which also benefits high productivity for the company, (Indrasari et al, 2018). Compensation has a significant effect in increasing employee job satisfaction, this is supported by research (Purba and Ali, 2017) which states that the better the compensation received by employees, it will increase employee motivation and productivity at work. So that employees will feel more satisfaction with their work.

The results of this study are in line with the results of research from (Silalahi, 2020) which also concluded that compensation has a positive effect on job satisfaction. Compensation in the form of non-financial and financial, in the form of incentives (cash) according to employee needs (Ningsih et al, 2022). In line with the results of research from Taha (2022), Govinda (2022), Havis (2022), Fifaldyoyan (2023) both get the result that compensation has a significant effect on job satisfaction. Different research results from Saputra's research (2022) which states that compensation has a negative and insignificant effect on job satisfaction.

Employee satisfaction has a positive and significant impact on employee performance of Rural Bank in Bali.

Based on the results of statistical testing, it is found that employee satisfaction has a significant positive effect on employee performance. This means that an increase in employee satisfaction will be a trigger to improve employee performance. The results of this study are in line with Hartawan and Darma (2022) who concluded that job satisfaction has a significant effect on employee performance in the company. The existence of human resources in an organization is a resource that determines the company's performance. It is important to improve the qualifications and satisfaction of HR to increase contributions in an organization to achieve goals. In a job so that the organization achieves the goals or progress of an organization, it will not be separated from the fulfillment obtained by its employees. Robbins and Judge (2017) argue that job satisfaction is a person's overall disposition towards his job. Employee performance is strongly influenced by their level of satisfaction at work. Performance is the result of work or work performance achieved by an employee.

The results of this study are in line with the results of research from Hartawan and Darma (2022) which concluded that employee performance is significantly influenced by employee job satisfaction. In line with the results of research from Roza (2023), Muhatarom (2023), Ekhsan (2021), Weleem and Djawoto (2022) which both provide results that the higher the level of employee satisfaction at work will improve employee performance. Different research results Elburdah (2018) which concluded that the job satisfaction variable did not affect employee performance.

VI. CONCLUSIONS

This study highlights the critical role of employee satisfaction as a mediating factor in the relationship between human resource quality, compensation, and employee performance. The findings demonstrate that both high-quality human resources and an effective compensation system have a significant and positive impact on employee performance. However, the inclusion of employee satisfaction as a mediator strengthens this relationship, indicating that satisfied employees are more likely to exhibit enhanced motivation, commitment, and productivity. Employee satisfaction bridges the gap between organizational investments in human resource development and compensation policies, amplifying their effect on performance outcomes. It underscores the

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importance of addressing not only the technical and financial aspects of employee management but also the psychological and emotional well-being of employees. From a theoretical perspective, this study contributes to the understanding of the dynamics between human resource quality, compensation, and performance, while providing empirical evidence of the mediating role of satisfaction. Practically, the findings emphasize the need for organizations to adopt holistic strategies that integrate employee development, equitable compensation, and initiatives that foster job satisfaction to achieve sustained performance improvements.

VII. SUGGESTIONS

Future studies could examine the mediating effect of employee satisfaction in different industries or cultural contexts to determine whether the findings are consistent across sectors or regions. For example, comparing industries with varying levels of employee engagement, such as technology versus manufacturing, could provide more nuanced insights. Researchers could explore other potential mediators, such as organizational commitment, work motivation, or employee engagement, to understand the broader mechanisms that link human resource quality and compensation to employee performance. Investigating moderating factors such as leadership style, organizational culture, or employee demographics (e.g., age, tenure, or education level) could provide a deeper understanding of how these variables influence the strength of the mediating role of employee satisfaction. Conducting longitudinal research would help assess the long-term impact of human resource quality and compensation on employee satisfaction and performance, providing a dynamic perspective on these relationships over time. Future research could integrate qualitative approaches, such as interviews or focus groups, to capture employee perspectives on how HR practices and compensation influence their satisfaction and performance. This would add depth to the quantitative findings. Examining external factors such as economic conditions, industry competition, or labor market trends could enhance the understanding of how external pressures interact with HR practices to influence satisfaction and performance.

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