

## EMPLOYEE PERCEPTIONS OF QUALITY OF WORK LIFE (QWL)

Neti Karnati<sup>1</sup>, Unifah Rosyidi<sup>2</sup>, Chyta Anindhya<sup>3</sup>, Desi Rahmawati<sup>4</sup>  
Education Management  
Universitas Negeri Jakarta  
Jakarta

[karnatineti62@gmail.com](mailto:karnatineti62@gmail.com)

**Abstract**— This study aims to determine the condition of Quality of Work Life (QWL) which includes participation, reward system, work restructuring, and work environment. All of these indicators and the most dominant variable have an influence as a determining factor of performance. This research uses quantitative methods, with research data collection obtained from questionnaires in accordance with the research objectives. From this survey, it can be seen what the quality of work life is like according to faculty / postgraduate education personnel at the State University of Jakarta. Based on the assessment results, administrative employees in the UNJ environment regarding the environment get the highest result of 26%. In addition, some suggestions were also obtained to improve the quality of the UNJ work environment.

**Keywords**— *Quality of Work Life, faculty, performance*

## INTRODUCTION

Humans as social creatures really need cooperation with other humans. Through this collaboration, it is hoped that all human needs can be met easily. A forum or place for collaboration between people is very necessary. To work together, humans form an organization that has various names. Organizations in a static sense can be interpreted as a place where two or more people work together to achieve shared goals that have been set. Meanwhile, organization in the dynamic sense is a cooperative process or series of cooperation between a group of people by utilizing all resources as optimally as possible towards achieving predetermined goals.

One of the factors for a smooth organization is the existence of order and smoothness in office administration or administrative activities. For an organization, both government and private, it is very important to carry out its office administration well, so that the main activities of an organization run smoothly and can provide the required benefits. documents owned by the organization, therefore administration is often called writing work, documents are created which are then collected into archives. Administration has the function of providing services to leaders and all employees in obtaining data and information that they need.

Office administration or administrative activities in a broad sense include: office planning system activities (preparing SOPs), office organization, official letter management, archive management, management information systems, office equipment management, financial management, and so on. All these activities must be carried out as well as possible under the leadership of the head of office or head of administration.

Thus, it can be said that all organizations, including the Faculty/Postgraduate Program at Jakarta State University (UNJ), structurally have an organizational unit, namely the Administration Section. The administrative department is led by a Head of the administrative division and his subordinates are called administrative employees or administrative staff. The UNJ Faculty/Postgraduate administration section has the following duties: (a) Compile the section's annual work program and prepare materials for preparing the Faculty's annual work program; (b) Collect, process and analyze data and information related to Faculty activities; (c) Carry out typing and copying, expedition and archiving correspondence; (d) Collect, review, and disseminate laws and regulations related to Faculty activities; (e) Prepare to receive leadership guests; (f) Manage the organization of official meetings, official ceremonies and other official meetings; (g) Carry out equipment matters which include preparation, planning, storage, distribution, maintenance, inventory, and proposals for deletion of equipment/inventory items; (h) Carrying out personnel affairs which includes formation, procurement, transfer proposals, coaching and employee welfare; (i) Carrying out financial affairs which includes preparing the budget and planning the use of the budget, implementing the budget, and monitoring budget implementation; (j) Compile terms of reference for proposed materials for the preparation of routine and development budgets and the use of SPP/DPP; (k) Carry out maintenance of documents, letters and documents related to administrative activities; (l) Carry out academic administrative affairs which include education and teaching, research, community service and academic facilities; (m) Carry out student administration affairs which include reasoning activities, student interests and welfare; (n) Carry out administration of relations with alumni; (o) Carry out administrative affairs for community relations and

cooperation in the context of community service; (p) Maintain cleanliness, beauty and safety of office spaces, buildings, public facilities and gardens; (q) Prepare a report on the implementation of the Department's work program and prepare a report on the implementation of the Faculty's work program.

Based on the details of the main tasks of the UNJ Faculty/Postgraduate Administration section, it can be said that the role of administration or administration activities is very large. The administration department must be able to support the success of educational, research and community service activities (Tri Dharma of Higher Education). This means that all administrative or educational staff in the Administration Section within the Faculty/Postgraduate UNJ environment must be able to carry out their duties and responsibilities in serving all Higher Education Tri Dharma activities in a professional manner. There are many factors that can help educational staff be able to perform at a high level, one of which is the quality of work life (QWL) or the quality of their work life while they are in the UNJ Faculty/Postgraduate environment. To create a high quality of work life for these administrative staff, it is greatly influenced by the behavior of the leadership.

Quality of work life or quality of work life has an important role in achieving employee work results. Employees with an adequate quality of work life are certainly more able to improve their performance because their work environment provides an atmosphere conducive to work achievement. Employees are human resources that need to be developed so that the creation of a quality work environment is expected to be able to support employee performance optimally.

Administration or office administration activities in a narrow sense can be interpreted as all activities of collecting, recording, processing, duplicating, sending and storing information required in every organization. (The Liang Gei, 2010: 13) One of the administrative tasks from the definition above relates to information, correspondence and other documents. Quite several respondents have the view that the administrative staff they have are less competent, less communicative, and the influence of lecturers on administrative staff is decreasing. The following research aims to see the quality of work life of lecturers and administrative staff at a university. From this survey, it can be seen how the quality of work life in higher education is described as a reference for higher education management to follow up with programs that can improve the welfare of lecturers and administrative staff, comfort in working, which based on various previous research is closely related to improving organizational performance.

In reality, there are still many administrative employees in the UNJ Faculty/Postgraduate environment who are dissatisfied with the quality of work life. This can be seen from

their daily performance, for example, if they are asked for help by the department or lecturer, they are often slow in doing it. There are also many of them who often arrive late at the office. Each UNJ Faculty/Postgraduate administrative employee also has a different work space, as well as their direct leadership is also different. According to data available in the personnel department, there are still many who have honorary staff status. This can also influence their different perceptions of the quality of their work life.

Based on this, it appears that the quality of work life plays a role in employee performance. This causes researchers to be interested in conducting research with the title "administrative employees' perceptions of quality of work life (qwl) at the Faculty/Postgraduate Department of Jakarta State University (UNJ).

## LITERATURE REVIEW

Human resource management is a process of planning, organizing, arranging personnel, and supervising operational functions to achieve organizational goals [1]. The quality of human resources in a company can influence the performance results of a company itself, so that a strategy in managing human resources is part of the organization's strategy [2]. This situation encourages companies to focus more on the planning and control aspects of human resources [3]. Seeing how important human resources are. Human resources are considered the main asset in an organization [4]. Thus, a failure in managing human resources can cause disruption in achieving organizational goals, both in terms of performance, profit and the survival of the company itself [5]. Efforts that companies can make are to direct employees well, in order to create higher work satisfaction and motivation, which will ultimately encourage productivity and increase employee performance [6]. Performance is the point achieved by individual, group, or organizational goals both qualitatively and quantitatively [7]. Thus, the high or low performance of a company depends on the high and low performance of its employees [8].

The main focus of quality of work life itself is that the work environment and all work within it must be in accordance with the people and technology that is currently developing. Quality of work life is every activity (improvement) that occurs at every level in an organization to increase human dignity and growth [9]. Quality of work life is a management system approach to coordinating and connecting human resource capabilities within a company, as an effort by leaders to meet the needs of members and the company simultaneously and continuously [10]. Quality of work life is determined by the compensation employees receive, opportunities to participate in the organization, job security, work design, and the quality of interactions between members of the organization [11]. Quality of work life is defined as pleasant conditions and favorable circumstances for employees, employee welfare and management of attitudes

towards operational workers that are as good as employees in general [12]. Other research states that management disciplines in general are often associated with quality of work life and work outcomes such as productivity, low absenteeism, employee effort, and organizational performance [13]. Work discipline can also be influenced by many other factors, including work culture and leadership, motivation and others, which are dimensions of quality of work life [14]. Quality of work life is known to have an important role in improving performance in organizations [15].

**METHODOLOGY**

This research uses a quantitative approach with a descriptive method in the form of a survey. Data collection was carried out using closed questionnaires and open questionnaires which were given to administrative staff based in the Faculty and Postgraduate Administration section of UNJ. The instrument used in this research was a questionnaire. A questionnaire is a data collection technique in the form of a written list of questions that must be answered in writing by giving a check mark (V). Each question has five answer choices, namely very good, good, fair, poor, and very poor. Each answer choice weights 5, 4, 3, 2, 1. In addition to the closed questionnaire in this study, an open questionnaire was also used. An open questionnaire was used to collect data about suggestions given by UNJ Postgraduate employees regarding the quality of work life.

This research uses descriptive statistical analysis techniques. Descriptive statistical techniques are intended to describe the characteristics of research objectives in percentages (%) and schemes.

Formula used:

$$P = \frac{x}{N} \times 100\%$$

P = percentage of characteristics described

X = characteristic frequency derived from observational data

N = number of sample members

The scores obtained were analyzed as indicators from the QWL variable into 5 indicators. Each of them has an unequal number of statement items. An open questionnaire was given to find out suggestions or opinions from administrative employees regarding each indicator of the quality of work life (QWL) variable. A description of the research results can be read in the attachment to this research report.

The results of the analysis are presented in a table to make it easier for readers to understand the results of this research. After describing it in the form of a percentage, the researcher then provides further discussion in connection with the study

of existing concepts and theories regarding quality of work life (QWL).

**FINDING AND DISCUSSION**

**a. Employee Perceptions of Job Security in the UNJ Environment**

The results of the assessment of administrative employees within UNJ regarding job security have different perceptions. This data can be seen from the data in table 4.1, which states that the job security conditions in the UNJ environment are 21% very supportive, 41% supportive, 33% moderately supportive, 4% less supportive, and 1% unsupportive. . Based on the results of the UNJ administrative staff's assessment of job security, there needs to be improvement because there are still those who give low marks and are not supportive.

Table 4.1 Employee Perceptions of Job Security in the UNJ Environment

Job Security				
No	Interval Value	Interval Class	f	%
1	45 - 50	A: Very supportive	37	21%
2	35 - 44	B: Support	73	41%
3	25 - 34	C: Quite supportive	59	33%
4	15 - 24	D: Less Supportive	8	4%
5	05 - 14	E: Not Support	2	1%
<b>Total</b>			<b>179</b>	<b>100%</b>

To visualize the data, it can be seen through the following histogram:

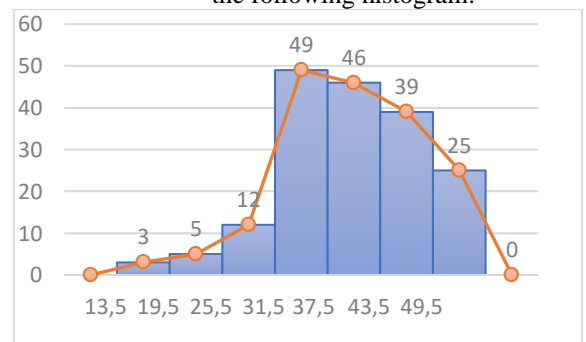


Figure 4.1 Histogram of Job Security in the UNJ Environment

Table 4.3 Employee Perceptions of Work Rewards in the UNJ Environment

Work Awards				
No	Interval Value	Interval Class	f	%
1	33 - 40	A: Very supportive	42	23%
2	26 - 32	B: Support	71	40%
3	19 - 25	C: Quite supportive	51	28%
4	12 - 18	D: Less Supportive	10	6%
5	05 - 11	E: Not Support	5	3%
<b>Total</b>			<b>179</b>	<b>100%</b>

To visualize the data, it can be seen through the following histogram:

Working Environment Conditions				
No	Interval Value	Interval Class	f	%
1	45 - 50	A: Very supportive	47	26%
2	35 - 44	B: Support	95	53%
3	25 - 34	C: Quite supportive	31	17%
4	15 - 24	D: Less Supportive	5	3%
5	05 - 14	E: Not Support	1	1%
<b>Total</b>			<b>179</b>	<b>100%</b>

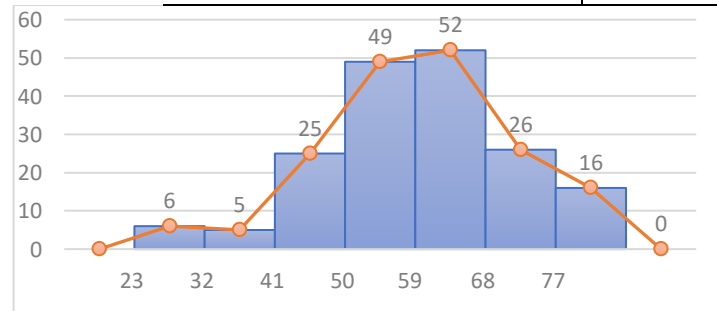


Figure 4.3 Histogram of Work Awards in the UNJ Environment

**b. Employee Perceptions of Working Environmental Conditions in the UNJ Environment**

The results of the assessment of administrative employees at UNJ regarding the work environment have different perceptions. This data can be seen from the data in table 4.2, which states that the working environment conditions in the UNJ environment are 26% very supportive, 53% supportive, 17% moderately supportive, 3% less supportive, and 1% unsupportive. . Based on the results of the UNJ administrative staff's assessment of the work environment, it is quite good because the score is very supportive and quite high.

Table 4.2 Employee Perceptions of the Work Environment at UNJ

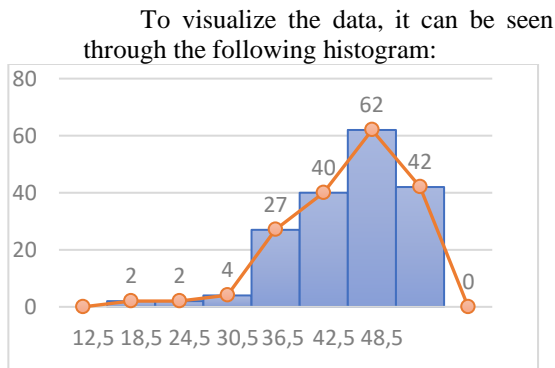


Figure 4.2 Histogram of the Work Environment at UNJ

**c. Employee Perceptions of Work Rewards in the UNJ Environment**

The results of the assessment of administrative employees within UNJ regarding work rewards have different perceptions. This data can be seen from the data in table 4.3 which shows that 23% of people who say that work awards in the UNJ environment are very supportive, 40% are supportive, 28% are moderately supportive, 6% are less supportive, and 3% are not supportive. Based on the results of the UNJ administrative staff's assessment of work awards, it is quite good because the value is very supportive and the support is quite high.

**d. Employee Perceptions of Competency Development in the UNJ Environment**

The results of the assessment of administrative employees within UNJ regarding competency development have different perceptions. This data can be seen from the data in table 4.4 which shows that

23% of people who say that work awards in the UNJ environment are very supportive, 45% are supportive, 28% are quite supportive, 3% are less supportive, and 1% are not supportive. Based on the results of the UNJ administrative staff's assessment of competency development, it is quite good because the score is very supportive and quite high.

Table 4.5 Employee Perceptions of Career Progression Opportunities in the UNJ Environment

Table 4.4 Employee Perceptions of Competency Development in the UNJ Environment

To visualize the data, it can be seen through the following histogram:

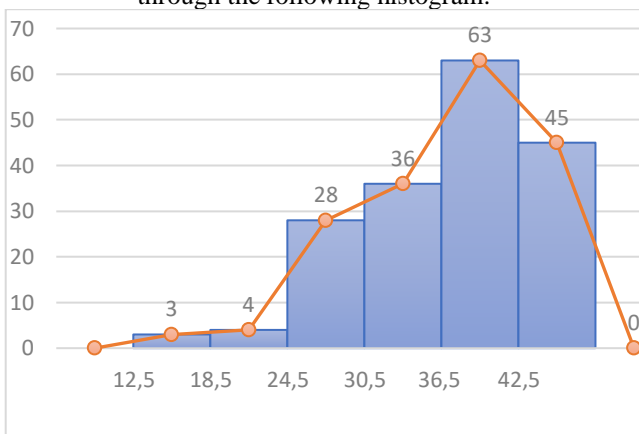


Figure 4.4 Histogram of Competency Development in the UNJ Environment

**e. Employee Perceptions of Career Progression Opportunities in the UNJ Environment**

The results of the assessment of administrative employees within UNJ regarding career advancement opportunities have different perceptions. This data can be seen from the data in table 4.5 that 16% of people who say that work awards in the UNJ environment are very supportive, 46% are supportive, 28% are moderately supportive, 6% are less supportive, and 4% are not supportive. Based on the results of the UNJ administrative staff's assessment of career advancement opportunities, it is quite good because the score is very supportive and quite high.

Competency Development				
No	Interval Value	Interval Class	f	%
1	41 - 45	A: Very supportive	41	23%
2	32 - 40	B: Support	80	45%
3	23 - 31	C: Quite supportive	51	28%
4	14 - 22	D: Less Supportive	5	3%
5	05 - 13	E: Not Support	2	1%
<b>Total</b>			<b>179</b>	<b>100%</b>

Career Advancement Opportunities				
No	Interval Value	Interval Class	f	%
1	45 - 50	A: Very supportive	29	16%
2	35 - 44	B: Support	82	46%
3	25 - 34	C: Quite supportive	50	28%
4	15 - 24	D: Less Supportive	11	6%
5	05 - 14	E: Not Support	7	4%
<b>Total</b>			<b>179</b>	<b>100%</b>

To visualize the data, it can be seen through the following histogram:

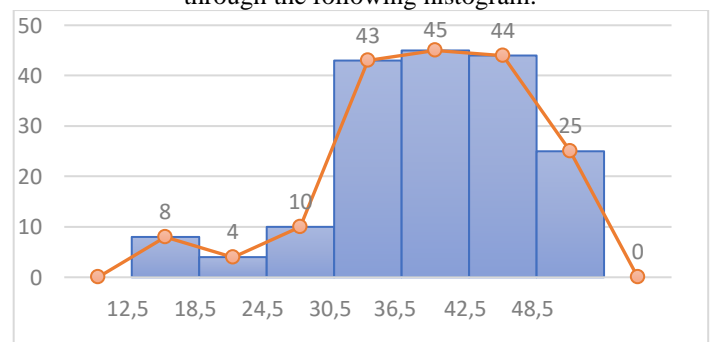


Figure 4.5 Histogram of Career Progression Opportunities in the UNJ Environment

## DISCUSSION

### a. Job Security

The results of the assessment of administrative employees in the UNJ environment regarding job security conditions have different perceptions. This can be seen from the data in table 4.1, which states that the security conditions in the UNJ environment are quite good because the assessment results in the very supportive and highly supportive categories. Work security conditions that must exist in the UNJ environment, relate to security officers at UNJ, security equipment such as CCTV, available health insurance, indoor air circulation, pension guarantees, attendance lists for employees.

Security officers at UNJ are really needed to monitor the security of the work environment for UNJ employees. CCTV as a means of working environment security can be useful for viewing the security conditions of the work environment at UNJ. The existence of CCTV at UNJ is not yet able to reach all corners of the rooms and buildings at UNJ. Job security conditions are one of the factors that can improve the performance of administrative employees.

### b. Working Environment Conditions

The results of the assessment of administrative employees in the UNJ environment regarding the conditions of the work environment have different perceptions. This can be seen from the data in table 4.2, which states that the working environment conditions at UNJ are quite good because the assessment results in the categories very supportive and quite high. The condition of the work environment can be said to be good, which can be measured by how clean the work environment is, the layout of work facilities, the availability of work support facilities for employees, the beauty of the environment, adequate air sanitation, adequate prayer facilities and so on.

Employees at UNJ feel that the working environment at UNJ is comfortable and quite conducive. This needs to be

maintained by paying attention to the work environment, improving environmental cleanliness, and providing work facilities for employees. A comfortable and conducive work environment can improve employee well-being and job satisfaction, reduce stress and improve mental health. This can result in lower employee turnover rates, increased productivity, and improved overall job performance.

### c. Work Awards

The results of the assessment of administrative employees within UNJ regarding work rewards have different perceptions. This can be seen from the data in table 4.3, that those who say that the conditions of work rewards in the UNJ environment are quite good because the assessment results in the very supportive and supportive categories are quite high, although there are still some who say they are still not very supportive.

Recognition of employees by university/faculty/department leaders can be done through various types of awards. The types of awards that can be given can be through: providing salaries that can support decent living needs, increasing salaries periodically, providing allowances other than the basic salary, conducting regular employee performance selection and giving awards to employees who excel.

The higher the level of continuous appreciation given to employees, the more impact it will have on employee performance. Leaders who give awards regularly will improve employee performance so that employee productivity becomes higher. However, this work award must be in accordance with what the employee has achieved. Work awards without employee achievements will cause employees to feel lazy and employee performance will decrease.

### d. Competency Development

The results of the assessment of administrative employees within UNJ regarding competency development have different perceptions. This can be seen from the data in table 4.4, that those who say that competency development in the UNJ environment is quite good because the

assessment results in the very supportive and highly supportive categories, although there are still some who say it is still not very supportive.

Competency development for employees can be done by providing training related to soft skill and hard skill development. Apart from that, leaders can also provide information related to training outside of what is routinely shared with employees. Other competency development can be carried out by providing co-workers support for further studies, providing work facilities that can support careers such as: the internet, or an employee library, and providing opportunities for employees to develop creativity at work.

**e. Career Advancement Opportunities**

The results of the assessment of administrative employees within UNJ regarding career advancement opportunities have different perceptions. This can be seen from the data in table 4.5, that those who say that the opportunities for career advancement in the UNJ environment are quite good because the assessment results in the very supportive and supportive categories are quite high, although there are still some who say they are still not very supportive. Opportunities for career advancement for administrative employees at UNJ must continuously be increased through various improvement efforts. Career development can be done by serving employees to be promoted to a higher rank or position. The positions of administrative employees are quite varied, from staff they can be promoted to head of sub-division or head of administration. You can even be promoted to positions outside UNJ administration

**1. TU UNJ Employees' Suggestions for the Work Environment**

**a. Job Security**

Employee suggestions regarding work security in the UNJ environment are as follows:

- 1) Add CCTV around the environment, especially in open spaces
- 2) Add every security officer in every faculty/building

- 3) Creating K3L standards and providing counseling for employees within UNJ
- 4) Provision of APAR in each building

**b. Working Environment Conditions**

Employee suggestions regarding working environmental conditions at UNJ are as follows:

- 1) Improving facilities and infrastructure so that the working environment is comfortable for all employees
- 2) Building a friendly work environment for fellow employees
- 3) There needs to be improvements to campus sidewalks for pedestrians
- 4) Renovation of the motorbike parking lot behind Building G
- 5) Building improvements, especially in the ventilation and air circulation in the room/building
- 6) The work environment needs to be made to overcome flooding if the intensity of rain is high and continuous

**c. Work Awards**

Employee suggestions regarding working environmental conditions at UNJ are as follows:

- 1) Providing useful work awards to every staff and employee who excels once a year/month
- 2) There needs to be allowances for staff who are still honorary
- 3) We hope that there will be a better status appointment for honorary employees who have served for a long time
- 4) You can better appreciate the results of employee work by appreciating performance achievements
- 5) Create work awards for employees who have perfect attendance and no tardiness for 1 full year

**d. Competency Development**

Employee suggestions for competency development within the UNJ environment are as follows:

- 1) Adding competent training for employees, especially those with BNSP certification, so that they can be recognized by the agency

- 2) Conduct training for education staff to obtain certificates that can support their work
- 3) Development needs to be increased in every field of work of teaching staff, so that the knowledge and skills of teaching staff increase in each period, so that they are able to advance to a higher level, both in position and knowledge.
- 4) Provide opportunities for employees to develop themselves in areas that suit the employee's expertise, so that employee knowledge can develop
- 5) Leaders often provide information regarding training and certification for competency development
- 6) Increase training time so that it is not too short

**e. Career Advancement Opportunities**

Employee suggestions regarding career advancement opportunities within UNJ are as follows:

- 1) Provide support for employees to continue their studies
- 2) Provide consultations for employees who wish to be promoted/ranked
- 3) Improved infrastructure for employee career development
- 4) Providing easily accessible information for employees who want to develop their careers.

**CONCLUSION AND RECOMMENDATION**

Based on the results of data analysis, it can be concluded that:

1. The results of the assessment of administrative employees within UNJ regarding job security have different perceptions. This can be seen from the data in table 4.1 that 21% of those who say that work security conditions in the UNJ environment are very supportive, 41% are supportive, 33% are quite supportive, 4% are less supportive, and 1% are not supportive. Based on the results of the UNJ administrative staff's assessment of job security, there needs to be improvement because there are still those who give low marks and are not supportive.

2. The results of the assessment of administrative employees at UNJ regarding the work environment have different perceptions. This data can be seen from the data in table 4.2, which states that the working environment conditions in the UNJ environment are 26% very supportive,

53% supportive, 17% moderately supportive, 3% less supportive, and 1% unsupportive. . Based on the results of the UNJ administrative staff's assessment of the work environment, it is quite good because the score is very supportive and quite high.

3. The results of the assessment of administrative employees within UNJ regarding work rewards have different perceptions. This data can be seen from the data in table 4.3 which shows that 23% of people who say that work awards in the UNJ environment are very supportive, 40% are supportive, 28% are moderately supportive, 6% are less supportive, and 3% are not supportive. Based on the results of the UNJ administrative staff's assessment of work awards, it is quite good because the value is very supportive and the support is quite high.

4. The results of the assessment of administrative employees within UNJ regarding competency development have different perceptions. This data can be seen from the data in table 4.4 which shows that 23% of people who say that work awards in the UNJ environment are very supportive, 45% are supportive, 28% are quite supportive, 3% are less supportive, and 1% are not supportive. Based on the results of the UNJ administrative staff's assessment of competency development, it is quite good because the score is very supportive and quite high.

5. The results of the assessment of administrative employees within UNJ regarding career advancement opportunities have different perceptions. This data can be seen from the data in table 4.5 that 16% of people who say that work awards in the UNJ environment are very supportive, 46% are supportive, 28% are moderately supportive, 6% are less supportive, and 4% are not supportive. Based on the results of the UNJ administrative staff's assessment of career advancement opportunities, it is quite good because the score is very supportive and quite high.

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