

05_IMPACT OF HUMAN
RESOURCES MANAGEMENT
PRACTICE ON EMPLOYEE
SATISFACTION AND
CUSTOMER SATISFACTION
(case study SMEs in Bali,
Indonesia)

by Widani Ia

Submission date: 05-Sep-2019 11:01AM (UTC+0700)

Submission ID: 1167477015

File name: 05_IJSEGCE_2018.pdf (783.04K)

Word count: 4533

Character count: 26175

See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/329985510>

IMPACT OF HUMAN RESOURCES MANAGEMENT PRACTICE ON EMPLOYEE SATISFACTION AND CUSTOMER SATISFACTION (case study SMEs in Bali, Indonesia)

Article · November 2018

CITATION

1

READS

108

9 authors, including:



Suryani Staal
Universitas Mahasaraswati Denpasar

11 PUBLICATIONS 4 CITATIONS

SEE PROFILE

10
IMPACT OF HUMAN RESOURCES MANAGEMENT PRACTICE ON EMPLOYEE SATISFACTION AND CUSTOMER SATISFACTION
(case study SMEs in Bali, Indonesia)

Ni Kadek Suryani,
suryani.staal@gmail.com
Universitas Mahasaraswati Denpasar

Gede Agus Dian Maha Yoga, SE, M.Si
Dr. Ida Ayu Putu Widani Sugianingrat, SE, MM
University of Hindu Indonesia, Denpasar, Bali, Indonesia

ABSTRACT

Customer satisfaction is the ultimate goal of every organization, therefore important strategies need to be done to improve it especially in small and medium industries. This study aims to examine the effect of human resource management practices on employee satisfaction and customer satisfaction. The research was conducted in the small and medium enterprises (SMEs) silver industry in Celuk Village, Sukawati, Gianyar Regency, Bali, Indonesia. The population was taken from all SMEs with a total of 117 businesses with respondents from the owners or responsible persons. Data analysis using Partial Least Square (PLS). The test results indicate there are a positive and significant effect of human resource management practices on employee satisfaction, there is a positive and significant influence of human resource management practices on customer satisfaction, there is a positive and significant influence of employee satisfaction on customer satisfaction. Also found employee satisfaction mediates the relationship of human resource management practices on customer satisfaction.

Keyword: human resource management practices, employee satisfaction, customer satisfaction, small and medium enterprises.

I. INTRODUCTION

Small medium enterprises (SMEs) in many countries have a strategic role in the economic growth. Indonesia is one of the world's developing countries strive to keep developing and empowering SMEs, because it plays an important role for economic growth and the absorption of labor (Suardhika and Suryani, 2016).

The development of Small and Medium Enterprises (SMEs) in Indonesia continues to grow and increase rapidly. This increase reached 8.09 percent in terms of employment compared to large businesses which was only 3.01 percent. But seen from the contribution to gross domestic product, SMEs accounted for only 23.44 percent, while large businesses contributed 39.66 percent (Wardana and Utama, 2017). This certainly requires SMEs to be more creative and innovative in developing marketing strategies and paying attention to their customer satisfaction. SMEs are difficult to develop if the business actors do not pay attention to the needs of their customers, this certainly has an impact on the performance of their business.

Noe *et al.*, (2016) states that by knowing customer satisfaction, management can find out the

level of satisfaction and performance of their employees. The role of employees here is in providing services directly to customers or connecting customers to the needs of the organization. So, to improve customer satisfaction, organizations can increase employee performance by making changes in strategic implementation of human resource management practices such as in providing training programs or compensation scheme to their employees.

To be able to survive in increasingly competitive competition, organizations can implemented human resource management practice in order to improve their employees' job satisfaction. Satisfied employees will provide maximum service and achieve their customer satisfaction (Lytras and Pablos, 2008). This means that employees will have maximum productivity in providing services to customers because they feel satisfied at work. Increased employee satisfaction, customer satisfaction and organizational performance can be done through the application of human resource management practices in the organization.

So that by paying attention to employee job satisfaction and customer satisfaction in the organization requires a strategy in managing human resources that has enormous potential to support the achievement of

common goals. Organizations that realize this potential are timing to have ways to manage them. Management of human resources is very potential to be done through human resource management practices.

II. LITERATURE REVIEW

Human resource management practice

According to Mondy and Martocchio (2016) human resource management is the process of achieving organizational goals through people. Individuals or employees who are managed by organization, they will have the competence and expertise that are needed in supporting their work. Strong (2008) defines human resource management as a strategic approach to managing the most valuable assets within the organization, namely the people who work there, who individually and collectively or work teams contribute to the achievement of set goals. Based on the given understanding emphasized on human resources management is not only the duty of managers in setting strategic goals but also the participation of employees is expected to participate, motivated to improve themselves to achieve common goals.

In the implementation of human resource management activities, the people involved must be managed and carried out through human resource management practices. Tan and Nasurdin (2011) mention the practice of human resource management related to specific activities and policies designed to develop, motivate, and retain employees, and ensure they function effectively for the survival of the organization. Quansah (2013) states that there are seven human resource management practices carried out in the organization, namely recruitment and selection, compensation, training and development, employment security, performance appraisal, employee participation and career planning. Based on above description, there are various activities in human resource management practices where the whole functions are for the process of managing human resources to improve their ability to achieve organizational goals.

Employee satisfaction

Organizations who want to increase work productivity of their employees should have to pay attention to their job satisfaction. A pleasant feeling that comes from one's work can fulfill the achievement of their work target. Job satisfaction according to Noe *et al.*, (2016) is defined as the satisfaction felt by employees for their work, this is related to what values a person wants to get from his/her job. Employee job satisfaction is greatly influenced by management's attention to improve their competence. Increasing employee competency has a significant effect on their performance (Sarmawa, Suryani, Riana, 2015).

Every employee has a different view of their satisfaction where the whole is an important thing that needs attention from management. So that different working situations and work conditions can produce different levels of job satisfaction. What is an important

point that people will feel satisfied with their work as long as they feel that the reciprocity they get from the job fulfills their expectations

Customer satisfaction

Customers are subjects (people or groups of people) who buy goods and / or use services to meet their needs. Consumer behavior comes from the decision whether, what, when, where and how they buy or get the goods and services needed. Therefore satisfying their needs is the ultimate goal of an organization that produces these goods or services.

According to Karolina Ilieska (2013) the purposes of the customer satisfaction program is to measure and track their satisfaction to develop a list of organizational actions in order to increase their loyalty. Customer satisfaction is an asset that must be monitored and managed by the organization in order to maintain their market. Hugh Mitchell, (2002) states that organizational performance assessment can be done by financial and non-financial views, including from customer satisfaction. More detail she describes the assessment of organizational performance can be done in four ways, namely (1) the level of achievement of stakeholder performance for meeting their needs such as the needs of shareholders, customer needs for services and products, employee job satisfaction needs, (2) effectiveness, namely the level of success of the organization in achieving its stated objectives, (3) efficiency, namely the level of how the organization uses its resources (4) financial performance, namely how the organization can survive short and long term, seen from the level of profit and investment.

RESEARCH HYPOTHESIS

The study of human resource management practices has been carried out by Suryani, *et al.*, (2017) in star-rated hotel businesses in Bali which found a positive influence on the performance of financial and non-financial organizations. Abbas Al-Refai (2015) in his research in the star-rated hotel sector in Jordan also found a positive influence of human resource management practices on hotel performance especially on financial performance and innovation. In the study also found a positive effect between human resource management practices on employee satisfaction and customer satisfaction. Employee job satisfaction affects ownership and becomes committed to achieving organizational goals. This will make them provide quality services to customers in order to achieve customer satisfaction itself.

Tehmaza Sattar *et al.*, (2015) in his research in the field of human resource management found a positive and significant effect on employee job satisfaction in the banking sector in Pakistan. Indicator training and development used in the variables of human resource management practices were found to have a very strong influence on the performance and satisfaction of their employees. Pugh *et al.*, (2002) state that employees who are satisfied will be motivated in completing their work and providing the best service to their customers, this performance can have an impact on

customer satisfaction and influence on organizational performance, especially in an effort to increase profit and revenue.

Noe *et al.*, (2016) states that human resources have advantages over other resources in the organization considering that human resources are valuable, cannot be replicated, and cannot be replaced. High-quality human resources will provide maximum service, the services provided will effect customer satisfaction and bring in new customers, so that qualified employees are valuable for the sustainability and development of the organization.

To be successful in today's complex and competitive markets, organizations need to find strategic ways to maintain their customers' satisfaction. Research has proven that there is a significant influence between employee job satisfaction and the quality of services they provide, which in turn affects the performance of their organization. Amoopour *et al.*, (2014) mention satisfied employees tend to strive to be more successful and improve service quality for customers. Feel also more committed to the organization and their customers.

The Danica Bakotic (2016) study also found a significant and very strong positive relationship between employee job satisfaction and organizational financial performance. Research conducted on small and medium enterprises in Croatia proves that employees who are satisfied at work are encouraged to work and have maximum productivity to improve organizational performance.

Based on the description, the hypothesis of this study can be drawn as follows:

H1 : Human resource management practices have a positive and significant effect on employee satisfaction

H2 : Human resource management practices have a positive and significant effect on customer satisfaction

H3 : Employee satisfaction has a positive and significant effect on customer satisfaction

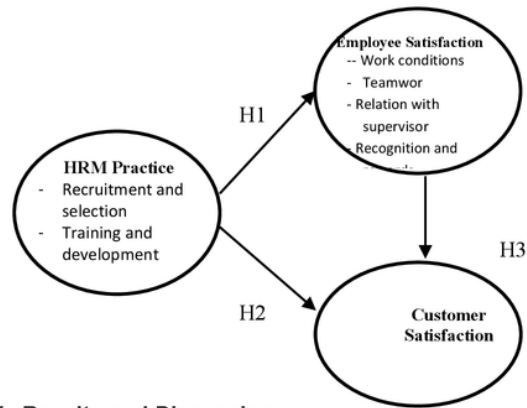
H4 : Employee satisfaction mediates the influence between human resource management practices on customer satisfaction

III. METHOD

This research was conducted in Celuk Village, Sukawati Subdistrict, Gianyar Regency, Bali Provinces, Indonesia. There were 117 units of silver smith, so the total population of this study was 117. The sample size was determined by the survey method, which used the entire population as a sample. Respondents of this study were each business owner to answer a questionnaire related to organizational performance. Data analysis using Partial Least Square (PLS).

The indicator of human resource management practice refers to Suryani *et al.*, (2017) which uses selection and recruitment, training and development, and performance assessment. Employee satisfaction performance refers to Abbas Al-Refaie, (2015) who uses work conditions, teamwork, relationships with superiors,

awards and rewards. Customer satisfaction refers to Abbas Al-Refaie, (2015) with measurement of satisfaction levels.



IV. Results and Discussion

Validity test

In the validity test, the research instrument is said to be valid if the loading factor value of each of the targeted constructs is higher than other constructing loading factors, this can be seen in discriminant validity (Sugiyono, 2011). Based on the test results in Table 1 it was found that the instruments used in this study were valid.

Table 1
Validity test result (Discriminant Validity)

	X1	Y1	Y2
X1.1	0.972	0.278	0.361
X1.2	0.934	0.142	0.185
X1.3	0.978	0.198	0.350
Y1.1	0.312	0.911	0.631
Y1.2	0.097	0.869	0.562
Y1.3	0.251	0.901	0.719
Y1.4	0.165	0.856	0.732
Y2.1	0.301	0.800	0.976

Sources : data processed, 2018

Reliability Test

Reliability testing using method measured of cronbach alpha (α). Variables are said to be reliable if the value of the cronbach alpha coefficient (α) > 0.60 means that the reliability level of 0.60 is a reliable indication of a

construct (Ghozali 2013). From the results of this test it was found that all the variables used in this study had a cronbach alpha (α) value greater than 0.60 so that all variables are declared reliable. The test results are described in Table 2.

Table 2
Reliability test result (Cronbachs Alpha)

Instrument	Cronbach's Alpha	Result
HRM Practice (X1)	0.926	Reliable
Employee satisfaction (Y1)	0.874	Reliable
Customer satisfaction (Y2)	0.956	Reliable

Sources : data processed, 2018

Convergent Validity

The convergent validity requirement is used for the initial examination of the outer loading value is to meet a level above 0.55 which is considered practically significant and a t-statistic value above 1.96 (Pirouz, 2006). The Outer Model results can be seen in Table 3.

Table 3
Outer Model Test Result

Variable	Indicator	Outer Loading	t- statistic
HRM practice (X1)	Selection and recruitment (X1.1)	0.662	8.956
	Training and development (X1.2)	0.712	7.571
	Work assessment (X1.3)	0.836	6.580
Employee satisfaction (Y1)	Work condition (Y1.1)	0.967	8.413
	Team work (Y1.2)	0.984	7.293
	Relation with supervisor (Y1.3)	0.901	3.687
	Recognition and Rewards (Y1.4)	0.702	4.462
Customer satisfaction (Y2)	Satisfaction level (Y2.1)	0.608	9.238

Sources : data processed, 2018

Table 3 shown that all indicators measure latent variables have an outer loading value greater than 0.55 and t-statistics are above 1.96, which means that all indicators used are valid as a measure (Iskandar, 2008).

Discriminant Validity

Table 4 shown that the four variables have average variance extracted values above 0.50. This means that discriminant validity testing looking at the average variance extracted value shows that all

variables used in the model are good and valid variables (Ferdinand, 2002).

Table 4
Discriminant Validity Test Result

Variabel	Average Variance Extracted
HRM Practice (X1)	0.721
Employee satisfaction (X2)	0.776
Customer satisfaction (Y1)	0.758

Sources : data processed, 2018

Composite Reliability

The composite reliability test (Table 5) indicates that the four variables used in this research are above 0.60. This result states the indicator block is reliable (Ghozali, 2013).

Table 5
Composite Reliability Test Result

Variabel	Composite Reliability
HRM Practice (X1)	0.977
Employee satisfaction (X2)	0.954
Customer satisfaction (Y1)	0.931

Sources : data processed, 2018

Goodness Of Fit

The evaluation results in Table 6 show the Q2 value of 0.924988 is close to number 1 (good). Information contained in 92.49 percent can be explained by the remaining 7.51 percent model explained by other variables.

Table 6
Evaluation result of Goodness Of Fit

Variable Endogen	R - Square
Employee satisfaction (Y1)	0.572
Customer satisfaction (Y2)	0.909

Calculations =

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2)$$

$$Q^2 = 1 - (1 - 0.572)(1 - 0.909)$$

$$Q^2 = 1 - (0.428)(0.091)$$

$$Q^2 = 0.961$$

Sources : data processed, 2018

Hipotesis test

Table 7
Structural path coefficients

Inter-variable relations	Path coefficient	t-Statistic	Standard Error	Remark
--------------------------	------------------	-------------	----------------	--------

(X1)→(Y1)	0.173	2.543	0.069	Positive and significant
(X1)→(Y2)	0.108	1.987	0.056	Positive and significant
(Y1)→(Y2)	0.707	3.962	0.163	Positive and significant

Sources : data processed, 2018

Test results of the path coefficient for the direct effect (see Table 7), the results of testing the hypothesis can be explained in the following description:

Effect of human resource management practices on employee satisfaction

The results test of the path coefficient analysis in Table 7 show that human resources management practices have a significant positive effect on employee satisfaction. This means that the human resource management practices implemented by SMEs silver in Celuk Gianyar Bali effectively improve employee satisfaction. Indicators of selection and recruitment, training and development, performance assessment is a reflective indicator that has a positive influence on human resource management practices. Each of these indicators is a reflection that human resource management practices have been well implemented. If the practice of human resource management can be implemented and implemented effectively, employee satisfaction will increase. The results of this study reinforce the statement of Tan and Nasurdin (2011), argued that human resource management practices are designed to develop, motivate and retain employees, and ensure that their function effectively increasing survival of the organization.

The results of this study are also in line with the research conducted by Abbas Al-Refaie (2015) where in his study he also found a positive influence of human resource management practices on employee satisfaction. This means that the practice of human resource management that is implemented well will encourage employee satisfaction in their work where productivity and morale can be increased for the achievement beyond the organization.

Effect of human resource management practices on customer satisfaction

The results test of the path coefficient analysis in Table 7 show that human resource management practices have a significant positive effect on customer satisfaction. This means that effective human resource management practices implemented on silver SMEs in Celuk Gianyar Bali have effectively increased their customer satisfaction. Not only increases employee satisfaction, human resource management practices are also given to increase customer satisfaction, because good human resource management practices will be able to create a positive service atmosphere for

consumers. Between business owners and labor will be a unified teamwork that is synergized when the practice of human resource management runs optimally. Customer satisfaction is an indicator to develop a list of organizational actions in order to increase their loyalty (Karolina lleska 2013). Customer satisfaction is an asset that must be monitored and managed by the organization in order to maintain the market.

Amoopour *et al.*, (2013) and Abbas Al-Refaie (2015) in their study also found a positive and significant relationship between human resource management practices to customer satisfaction. Customers feel satisfied from employee services when human resource management practices are implemented in the organization. The application of good human resource management practices affects various elements in the organization.

Effect of Employee Satisfaction on Customer Satisfaction

The results of path coefficient analysis in Table 7 show that employee satisfaction has a significant positive effect on customer satisfaction. Indicator variable conditions of workers, teamwork, relationships with superior recognition and reward are reflective indicators that have a positive influence on employee satisfaction. This means that the higher employee satisfaction will increase loyalty to produce and provide optimal service so that customer satisfaction will increase.

Danica Bakotic (2016) study also mentions that employees who are satisfied in their work will do maximum work in serving their customers. Maximum work affects the quality of their services where ultimately customer satisfaction can be improved. In line with this, Ismiyati (2010) states that job satisfaction will improve performance so that satisfaction of trust and customer loyalty will grow.

Effect of Human Resource Management Practices on Customer Satisfaction through Employee Satisfaction

The results of the Sobel test in this research can be seen in Table 8 obtained by t-statistics greater than t-table 1.96, it concluded that employee satisfaction mediates significantly the effect of HRM practices and customer satisfaction (Ghozali, 2013).

Table 8
Indirect Effects Test Result

Inter-variable relations	Path coefficient	t-Statistic	Standard Error	Remark
(X1)→(Y2)	0.117	1.976	0.060	Significant

Sources : data processed, 2018

Based on results of the indirect effects analysis in Table 8 shows that indirectly, employee satisfaction significantly mediates the effect of human resource

management practice practices on customer satisfaction. Human resource management practices that are well implemented will increase employee satisfaction. From this satisfaction will grow a sense of employee loyalty that is high in carrying out the production process and providing services to consumers, so that customers will be more satisfied when using the goods produced. These results are supported by Nusanjaya (2017) which states that employee satisfaction will stimulate positive performance which acts as a mediation between compensation and consumer loyalty.

V. Conclusion

- 1) Based on test results of all the research instruments, it can be concluded that human resource management practices have a positive and significant effect on employee satisfaction, human resource management practices have a positive and significant effect on customer satisfaction, employee satisfaction has a positive and significant effect on customer satisfaction. In the mediation test found that employee satisfaction mediates the effect between human resource management practices on customer satisfaction.
- 2) Based on the results of this research can be recommended to business owner especially for business actors engaged in craft and other SMEs businesses, that they can implement human resources management practice professionally, even though the scale of business owned is not large. It aims to create a relationship that is synergistic between employers and consumers satisfaction. The workforce will make a positive contribution to the business that is run when satisfaction can be felt, as well as consumers will make a positive contribution if they get optimal service. If this complements each other's opportunities for increasing business profits through greater productivity of their employee.

Future Research

Future research can be suggested by paying attention to the importance of the application of human resource management practices to organizations performance, his phenomena that are significant influence on employee satisfaction and customer satisfaction. Further research is recommended in relation to organizational performance or organization commitment to be studied in relation of those variable. The final results in the form of commitment and organizational performance are the goals of every business, therefore the influence of the application of human resource management practices, employee satisfaction and customer satisfaction needs to be

further examined in relation to organizational work in the SMEs industry and other business.

REFERENCES

- Abbas Al-Refaie, 2015, Effects of Human Resource Management on Hotel Performance Using Structural Equation Modeling, *Computers in Human Behavior* 43 (2015), hal : 293–303
- Armstrong, Michael, 2008, Strategic human resource management: a guide to action -- 4th editions, London, Kogan Page limited, hal : 1
- Danica Bakotić, 2016, Relationship between job satisfaction and organisational performance, *Economic Research-Ekonomska Istraživanja*, 29:1, hal : 118-130
- Ferdinand, Augusty. 2002. *Structural Equation Modelling dalam Penelitian Manajemen*. Semarang : FE UNDIP.
- Ghozali, I. M.Com, Akt. 2013. *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 21, Update PLS Regresi*. Semarang. Badan Penerbit Universitas Diponegoro.
- Ghozali, Imam. 2013. *Aplikasi Analisis Multivariate dengan Program IBM SPSS21*. Edisi 7. Semarang : Badan Penerbit Universitas Diponegoro.
- Hugh Mitchell, 2002, Strategic Worth of Human Resources: Driving Organizational Performance, Practice Coordinator, *Corporate Performance Improvement, Universalia*. August 2002
- I Made Wardana dan I Wayan Mudiarta Utama, 2017, The role of human resource competency on the performance of Smes in enhancing competitive advantages: a study of endek crafts in Klungkung regency, Bali Province, *International Journal of Economics, Commerce and Management*, Vol. V, Issue 11, November 2017
- I Nengah Suardhika and Ni Kadek Suryani, 2016, Strategic Role of Entrepreneurial Marketing and Customer Relation Marketing To Improve Competitive Advantage in Small and Medium Enterprises in Bali Indonesia, *International Journal of Management and Commerce Innovations*, Vol. 4, Issue 1, pp : 628-637, Month: April 2016 - September 2016,
- Iskandar. 2008. *Metodologi Penelitian Pendidikan dan Sosial (Kuantitatif dan Kualitatif)*. Jakarta : GP Press.
- Ismiyati, Indah. 2010. Pengaruh Kinerja Karyawan Terhadap Kepuasan, Kepercayaan dan Loyalitas Konsumen. *Skrripsi*. Program Studi Manajemen Jurusan Manajemen Fakultas Ekonomi Universitas Sanata Dharma. Yogyakarta.
- IWG Sarmawa, NK Suryani, I Gede Riana, 2015, Commitment and Competency as an Organizational Citizenship Behaviour Predictor and Its Effect on the Performance, A Study of Private Vocational High Schools in Klungkung Regency, Bali, Indonesia, *International Journal of Economics, Commerce and Management Vol. III, Issue 1, Jan 2015, pp: 1 – 13*

- 4 Karolina Ilieska, 2013, Customer Satisfaction Index –as a Base for Strategic Marketing Management, *TEM Journal*, 2 (4), hal : 327 – 331
- Lytras, M. D., dan Ordóñez de Pablos, P. (2008). The role of a “make” or internal human resource management system in Spanish manufacturing companies: Empirical evidence. *Human Factors and Ergonomics in Manufacturing Journal*, 18(4), hal : 464 – 479.
- Masoud Amoopour, Marhamat Hemmatpour dan Seyed Saeed Mirtaslimi, 2014, Job satisfaction of employee and customer satisfaction, *Arabian Journal of Business and Management Review (OMAN Chapter) Vol. 3, No.6; Jan. 2014*, hal : 1 – 6
- Noe, Raymond A. John R., Hollenbeck, Barry Gerhart, Patrick M. Wright, 2016, Fundamentals of Human Resource Management—Sixth Edition, *New York McGraw-Hill Education*, hal : 350
- Nusanjaya, Blasius Panut. 2017. The Role Of Job Satisfaction In Mediating The Influence Of Compensation And Job Motivation On The Employees Performance. *Skripsi*. Sanata Dharma University. Yogyakarta.
- 1 Pirouz, Dante, M. 2006. *An Overview of Partial Least Squares*. Irvine : The Paul Merage School of Business University of California.
- 12 Pugh, S. D., Dietz, J., Wiley, J. W., dan Brooks, S. M., 2002. Driving service effectiveness through employee–customer linkages, *Academy of Management Executive*, 16, hal : 73–85.
- Quansah, Nancy, 2013, The impact of HRM Practice on Organizational Performance: the case study of some selected rural banks, Master Thesis, College of art and social science School of Business
- 16 R. Wayne Mondy dan Joseph J. Martocchio, 2016, *Human Resource Management - Fourteenth Edition - Global Edition*, England, *Pearson Education Limited*, hal : 24
- 1 Sugiyono, 2011. *Metode Penelitian Kuantitatif Kualitatif Dan R&D*. Bandung : CV. Alfabeta.
- Suryani, Ni Kadek, Wardana Made, Sintaasih Desak Ketut, Surya Ida Bagus Ketut, 2017, Human Resources Management Practice and Organizational Performance (a case study of Line Manager Support in star hotel Bali Indonesia), *International Business Management* 11, hal : 1523 – 1531
- Tan, C, L dan Nasurdin, A, M, 2001, Human Resource Management Practices and Organizational Innovation: Assessing the Mediating Role of Knowledge Management Effectivenessll *The Electronic Journal of Knowledge Management Volume 9 Issue* , hal: 155 – 167
- Tehmina Sattar, Khalil Ahmad dan Syeda Mahnaz Hassan, 2015, Role of Human Resource Practice in Employee Performance and Job Saisfaction with Mediating Effect of Employee Engagement, *Pakistan Economic and Social Review*, Volume 53, No. 1 (Summer 2015), hal : 81 – 96
- Wijanto, Setyo Hari. 2009. *Structural Equation Modeling dengan LISREL 8.8 : Konsep dan Tutorial*. Yogyakarta : Graha Ilmu

05_IMPACT OF HUMAN RESOURCES MANAGEMENT PRACTICE ON EMPLOYEE SATISFACTION AND CUSTOMER SATISFACTION (case study SMEs in Bali, Indonesia)

ORIGINALITY REPORT

18%

SIMILARITY INDEX

7%

INTERNET SOURCES

4%

PUBLICATIONS

17%

STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Udayana University Student Paper	4%
2	Submitted to CVC Nigeria Consortium Student Paper	2%
3	Submitted to Universiti Teknologi Malaysia Student Paper	1%
4	www.temjournal.com Internet Source	1%
5	Submitted to Walden University Student Paper	1%
6	Submitted to Universiti Sains Malaysia Student Paper	1%
7	www.ijsrp.org Internet Source	1%
8	Submitted to Universiti Malaysia Sarawak Student Paper	1%

9	Submitted to University of Technology, Sydney Student Paper	1%
10	Submitted to University of Wales central institutions Student Paper	1%
11	Submitted to Myanmar Imperial College Student Paper	1%
12	shop.tarjomeplus.com Internet Source	1%
13	Submitted to University of Newcastle upon Tyne Student Paper	1%
14	Submitted to Burapha University Student Paper	1%
15	Submitted to Kwame Nkrumah University of Science and Technology Student Paper	1%
16	Submitted to University of Glamorgan Student Paper	1%
17	Submitted to Universitas Terbuka Student Paper	1%
18	Submitted to Asia e University Student Paper	1%

Exclude quotes On

Exclude bibliography On

Exclude matches < 1%