

## **PROMOTION, COMPENSATION, JOB SATISFACTION AND EMPLOYEE PERFORMANCE IN RIVERS STATE CIVIL SERVICE**

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### **ABSTRACT**

*The study investigated promotion, compensation and job satisfaction on employee performance in Rivers State Civil Service. Objectives of the paper include, to determine the influence of job promotion based incentive on employees' performance in Rivers State Civil Service, and to evaluate the influence of compensation on employee job satisfaction in Rivers State Civil Service. The research questions are; what influence does promotion have on employees' performance in Rivers State Civil Service? What influence does compensation have on employee job satisfaction in Rivers State Civil Service? The study adopted quantitative and descriptive approach of which 120 Public Workers in the Civil Service were administered questionnaire in four Likert format using the purposive sampling technique to elicit information. The data retrieved from respondents were analyzed statistically. The findings affirm that promotion and compensation influences employees in civil service for higher performance on routine duties. Furthermore, the findings revealed that compensation positively influences job satisfaction in Rivers State Civil Service. Therefore, based on the findings, the paper recommends that promotion processes in civil service should not be delayed and those employees who attained the year of promotion should be given promotion accordingly through convening promotion implementation committee. Further, government and management of Civil Service commission should set up evaluation and assessment committee for promotion and compensation in Civil Service.*

**Keywords: Promotion, Compensation, Job Satisfaction, Employee Performance, Civil Service**

### **INTRODUCTION**

Employees in the civil service are the vital resource that has huge potential to success in various agencies and departments in public institutions. Hence, it is evident that human resource can drive government parastatals and its management through human resource process and strategy to guarantee the maximization of employee performance. Conditions and culture internally and externally surrounding an organization differ from a corporate body to another, as is also similar from person to person in various organizations. This situation can affect the entire elements and structures in organizations. Civil service employees are public servant focused on providing services for the betterment of individuals in society, while being under the control of the government through the rank and file of the civil service commission. It aims toward improving quality service through the implementation of legislations and policies of government, community service, research and focuses on improving on the capability for competitiveness in mitigating industrial and community needs in the globe. However, employee performance is believed to be one of the cogent factors in ascertaining organizational performance. The concerns in variations of human resources (HR) for civil servants is based on high performance in work practice. To attain high performance among civil servants, the HR in civil service mostly depends on the reward system common in the organization, (Kleinbeck, 1990). Reward is an important inducement factor that can continue to encourage civil servants to increase their performance. According to Armstrong (2004), the intent of employee reward is based on how workers are rewarded in tandem with their work role and value to a given organization. It is however concerned with nonfinancial and financial rewards. Therefore, it is

pertinent for organizations not to solely base on financial aspect of reward, but also consider the nonfinancial purview as well for employees' job satisfaction (Zhuang & Pan, 2022).

In the State Civil Service Commission, it is stated that career development has close link to rank and levels of position. Meanwhile, career development in civil service commission for civil servants has been largely influenced by ethnicity, nepotism, corruption, bribery, favouritism and collusion, rather than by merit. The pervasion of corruption, collusion, ethnicity and nepotism in the civil service system is because of the neglect to reform in the civil service commission in Nigeria, and Rivers State in particular. However, the system of management in civil service appear inefficient because it relies on the statutory budget. According to (Aruan, 2015) the nature of personnel management policy formulated in civil service commission still creates some confusion in its implementation, and it does not align to the attainment of ideal expectations.

Promotion as is known as the appointment from low position to high position which considers individuals rank. Aside of rank, other requirements considered for promotion is work competency, years of service, and other criterial as may be required by the organization for elevation to a high position. After promotion to higher rank in civil service, it is necessary that the employee promoted be compensated with higher salary that must commensurate to the new level which is usually paid by the government. Therefore, civil service promotion process must be objective, timely and transparent, so that state awards in form of promotion to civil servants can increase job satisfaction and work motivation.

In recent times, studies regarding reform in Indonesia civil service observed that there are unfair practices in determining the spate of promotion in civil service (Toyibah, 2018). Furthermore, Pierskalla *et al.* (2020) investigated the promotion patterns and processes in Indonesia's civil service since 1980-2015, but the study concentrated mainly on "the effect of democratization on the discrimination of women and minorities in the civil service". Therefore, this paper seeks to fill the research gap by conducting a qualitative work to unravel the influences of promotion and compensation on civil servants and job satisfaction for performance in civil service in Rivers State, Nigeria.

Objectives of the paper consist to:

1. determine the influence job promotion based incentive have on employees' performance in Rivers State Civil Service,
2. evaluate the influence of compensation on employee job satisfaction in Rivers State Civil Service.

The research questions are:

1. What influence does promotion based incentives have on employees' performance in Rivers State Civil Service?
2. What influence does compensation have on employee job satisfaction in Rivers State Civil Service?

## **Literature review**

### **Promotion of Civil Servants**

The employment system in Rivers State civil service is usually covered by the civil service commission tagged with the responsibility through its human resource department to recruit, select and employ civil servants who are appointed to various ranks, positions and duties. Meanwhile, it is the government that gives the directive for such process to begin. However, each rank is based on educational qualification of the individual applying to belong to the civil service cadre, and such policy linking education and rank has often been problematic (Baquero & Pérez, 2021). As posited

by (Park, 2011) the link between education qualification and the process of employment has two main issues for argument. Firstly, an individual's educational level may not totally competency. Secondly, educational qualification may affect employee income, and provide more opportunities which translates to social mobility. On promotion, ranking is determined by the nature of work commitment, job performance and years of work experience. The inexistence of accurate work data in the performance assessment and appraisal affects the promotion process. This lapses stands as obstacles to employees that deserve promotion not being promoted, rather employees who should not be promoted are the ones promoted (Ali, 2017). The employment system in Rivers State civil service appear to lack democracy, fairness, diversity, and effervescent effectiveness compared to other civil servant management in other states.

The civil servant promotion process or system can likely deter or promote career development in its implementation. There are four factors are linked to the non-optimal implementation process of promotions in civil service. The factors are as follows:

- i. Certain civil servants with long time work experience and who has performed well are not promoted due to not having met the educational requirement for the lowest position in administrative ranks.
- ii. Some civil servants cannot be appointed into administrative or clerical positions with reason of their high ranks.
- iii. Other civil servants who have worked long period approaching their retirement age and have climbed to the top rank due to their education level and position cannot be promoted.
- iv. The civil servants that have higher education qualifications but have not been promoted because their majors do not support the implementation of the routine duties for the position.

Promotion with financial compensation is related to motivation (Kumar, 2015). It is also apparent that non-financial compensation can also have significance on employee motivation. The higher employees are motivated in the public service there can be greater and positive impact overtime. Malik (2010) argue that the civil service can only achieve longer success with the performance of a qualified, promoted, compensated, satisfied, and committed or motivated employees and with supportive leaders.

### **Public Service**

The emergence of public or civil services for people in community is the nation's responsibility and ideals for a better society. This is achievable where the civil service commission has integrity, and is professional, fair, neutral, free from nepotism, political intervention, free from corrupt practices and collusion (Rasul & Rogger, 2016). A vital aspect of utilization of civil service system is increase in individual work morale. Increasing work morale can improve productivity in civil service which invariably elevate the quality as well as performance in the civil service.

In reality, the quality of civil services in society has not reach the peak or optimal level. Therefore, the human resources apparatus in public service has not been motivated to the extent of its adequate utilization to achieve required purposes for which it exist. According to Darmawan (2021), to ensure improvement in the quality of service there is need overtime to carry out the plan for regular promotion in the system as to support career development among civil servants. Promotion in this sense can be elevation in position or higher rank. Promotion do occur in line with organizational culture and climate. Further, it may be agreed that promotion process is a clear issue that requires commensurate compensation, which must be fair to employees and transparent in its system. However, it is argued that non-financial rewards can have impact on employee job satisfaction and may also encourage the effectiveness of workers in public services at some level.

### **Civil Service Quality**

Service quality refers to the overall conclusion toward the service delivered which generally is accepted as being recognizable overall customer satisfaction (Zeithaml & Bitner, 1996). It is the ability of the firm or organization to meet or exceed customer expectations. Hence, service quality connotes the variance between customer expected service and the perceived service (Zeithaml *et al.*, 1990). Perceived kind of service quality emanates from comparisons by individuals due to their expectations and perceptions of delivered service by civil servants (Zeithaml *et al.*, 1990). where expectations are more than performance, the perceived quality could be less more satisfactory, leading to peoples' dissatisfaction (Lewis & Mitchell, 1990).

Services are provided to improve society at large and to saddle value to individuals. The presence of human deficiencies while delivering service or through delivery process can outrageously have the probability unintended errors on the part of civil servants and the masses. This error may be seen as ignorable behavioral patterns that cannot easily be controlled or restrained (Bowen, 1986). Furthermore, the degree of service quality as observed by research focuses on service to customers' perceived service quality (Carman, 1990; Babakus & Boller, 1992). Moreover, some level of attention had been presented to exploring the elements that can have impact on the services provided' by workers' behavior with consideration to service quality.

More so, service encounters the interaction that exist between humans and the society. Citizens and civil service providers possess the roles to impact the society during and after service experience and that they are based mainly on interpersonal relationship between organizations and people. Service quality in service delivery is intrinsic and can affect the perception of both the service renderer and service receiver. Similarly, Czepiel (1990) argued that service quality should always combine with the perspectives of the renderer and the receiver. However, some researcher argue that service quality can be restricted to a single perspective: which is the service receiver (Guerrier & Deery, 1998). A few others have related perspectives with consideration to interactive elements of service quality in service delivery (Tam & Wong, 2001; Svensson, 2006).

Service delivery happens when there is interaction between civil servants and the public. The attitudes as well as behaviors of workers can influence peoples' perceptions of the kind of service quality delivered (Schneider & Bowen, 1985). More so, Beatson *et al.* (2008) observed that perceived workers' satisfaction, perceived employee loyalty, and perceived employee work commitment had a large influence on the perceived service quality. According to Zeithaml & Bitner (1996), workers represent the quality of an organization and may directly or indirectly influence clients' satisfaction, when they perform their roles.

Public services are rendered to and accountable to the entire populace in communities. Most researches have deliberated much on service quality in public or civil services (Wisniewski, 2001; Brysland & Curry, 2001). Brysland & Curry (2001) posits that there is clear support for quality service in the public sector. Furthermore, Gowan *et al.* (2001), argued that providing service to the public is usually more complex and constraining. Services provided in the public sector is a matter of meeting individuals expressed needs in society, as well as finding out what other needs are unexpressed, setting key needs priorities, assigning available resources and transparently justifying and assessing what has been done. However, Caron & Giauque (2006) posited that the public sector workers may have potential new professional challenges that arises from the emergence of new strategies, principles and technique inspired by transiting to a new policy on public management.

### **Issues Regarding Promotions**

As earlier discussed, promotion is taken to mean an employee's elevation in rank or position based on hierarchical structure in the organization. Since promotions varies in the way that it is not in similar levels and tranches as other kind of reward allocations. It is often seen as a tournament in the workforce (DeVaro, 2006) where some variations among employees impact on its outcomes. Promotion consist a move from one level of position to another higher rank and responsibility. Usually any official elevation to a higher rank comes with an increase in pay, however, this is may

not always be the case as there are times promotion comes with no pay raise. Although technically and professionally, a promotion involves a move from one rank to another that includes increase in status and pay. Furthermore, promotion happens based on seniority, loyalty level, honesty and performance appraisal. Job promotions are both a concern to employees and employers because it does not only indicate variations of the job but in addition other aspects that are connected with job descriptions.

The promotion pattern of civil servants consists of regular promotion rank and choice promotion rank. Regular promotions are supposed to be received by civil servants after occupying a position for four years in their last rank. A civil servant with just secondary school education may not be able to attain an echelon position. As for graduates, the opportunity to compete for high promotion is wide open. On another dimension, promotion by choice can be given to civil servants who have greater achievements in service.

### **Incentives and promotion**

Employees, often care more about getting a bonus. Regarding performance, management may however be mostly influenced by certain considerations, that concerns how employees show favour, and involve in any influential activity, Prendergast & Topel (1996). Monetary bonuses can also influence employees' activities. Using promotions to provide incentives can mitigate between employee work behavior and performance. As long as rewards are linked in some way to short term performance of which the management is responsible, the organization should have interest in determining and ensuring that appropriate employees within are promoted. This makes the given incentive to yield to the influence of work activities when distributing workers to job roles having different pay plan. Meanwhile, when workers are risk free or neutral, it can accomplish that without compromise to either efficient work effort by the workers or efficient roles to jobs. Where workers are risk averse, there can be some disconnection in roles but that can be a little sacrifice to pay to increase incentives for work performance in the reality of influential work activities.

Performance is usually not completely ascertainable in the pattern required. According to Holmstrom & Milgrom (1991), it is viewed as being too complex to be documented unambiguously in a work contract enforceable by courts. Therefore, non-verifiability or non-ascertain ability of performance workplace is not sufficient enough to determine for the conditions for promotions. Even where no documented contract exist, employers can pay bonuses to employees for good job performance because their reputation could be at stake, and such bonus can induce employees to effectively exert work effort above what is averagely expected. Furthermore, promotions are implemented generally with incentives as is seen in mega organizations that regularly improve on reputations, with regard to\* their personnel policy. The employer's concern about reputation may support an organization promotion structure or system that may both tender incentives for performance as well as discover employees work ability. However, in a situation where all employees do similar tasks, while considering promotions, sorting employees into ranks will avert conflict between incentives given and work tasks. Owners of organizations and management can determine easily pay scale and how many employees involved in each work category and rank, and the number of employees that have been promoted in past years through involving the human resources department. Their concern can then be rested on ensuring that it makes available the promised amount of bonuses and number of promotions, and the salaries payments agreed for all levels of employees. More so, the hard thing to verify concretely is how well each employee has performed. However, to obtain such data, organizations may rely on the information from supervisors and line managers, who may have less concern for the organization's long term or decades reputation. Where the employee is more than one for promotion, the employer is obliged to use the tournament approach as argued by Malcomson (1984). In different perspective, Carmichael (1983) argue that tournaments method attracts the fixing of wage bill of which some workers who achieved the best performance appraisal and others who have contributed to the growth of the organization. However, the employer should

have no reason not to award wages accordingly to each performance ranking. Promotion is the yardstick to apply tournaments approach in practice. Baker, Jensen and Murphy (1988) supported the utilization of promotions for incentive purposes

### **Employee Performance and compensation**

Employee performance is the output made by individual functions of a job done within a scheduled time. Performance usually indicate output of organizations through its management functions, or employee output. Performance is truly necessary because it can discover how great the employee ability is to fulfill routine tasks assigned. Performance refers to the ability of each employee to complete certain tasks using expertise and skill. Performance combines series of results achieved as well as the momentum of implementing and achieving work goals. Accordingly, there are three classes of performance that have been observed which include: job initiative, job skills and expertise and job quality. To this end, compensation involves basic components such as direct compensation, which includes salary, incentives and wages, as well as indirect kind of compensation, constituting employee welfare. Hence, compensation as remuneration is given by employer to employees, which is in financial or either in non-financial form. Compensation as a function is formulated as a proper and adequate remuneration to personnel for their contribution to organization. The components of overall salary program are generally classified into direct, indirect, and non-financial compensation. Compensation can aid performance, ignite motivation, compel loyalty, and encourage job satisfaction. Compensation is provided in line with ability between rights and responsibilities, which enables employees to become motivated to attain organizational goals. Employees apply their expertise, skills, knowledge, energy, commitment and time merely hoping to get a rewarded for their input, performance and organizational productivity. According to the observation made by Mohamad *et. al* (2016), compensation carries some influence of which employees can perform credibly. This also agree to the postulation that compensation has a positive influence on workers' performance. Performance remains the overall assessable success of a worker during scheduled work periods of duty in relation to the required work standard, the targets of work that are determined or scheduled before commencement of work which also had been agreed (Rivai, 2004). Performance is in connection to job satisfaction, motivation, compensation, and is influenced by employee skills, work abilities and potential traits of individuals. In another dimension, employee performance can be ascertained by employee ability, desire to work and the work environment. However, employee performance can also be influenced by certain behaviours of individuals.

Objective performance determination and assessments will produce the proper and expected feedback toward behavioural change to aid increased productivity and lasting performance. Assessing performance can be done in different ways, this include key performance indicators which are basically on objective and systematic process to collect data, analyze and use or apply the data to ascertain employees efficiency or effectiveness in their routine duties and attainment of work targets. Furthermore, Performance assessment is also based on understanding of knowledge, behavior, skills, and expertise and necessary to carry out a good job and more crucially analyze the attributes and work behavior of employees.

### **Job satisfaction**

Job Satisfaction refers to individuals feeling about his or her job which is produced by internal and external perception and judgment on the job or work conditions, job outcomes, and nature of job. The issue of employee job satisfaction is not perceive as being easy, because it deals on human feelings and individual perceptions concerning job. Employees claim to have job satisfaction when they view that compensation received for job done exceeds individual labor and the costs incurred doing the job, which they think that the difference is large satisfy his life.

Job satisfaction connotes the positive feeling an employee have towards his work or routine job. According to Hendra & Arasy, (2015) job satisfaction maintains a significant or positive influence on

employee work performance. Job satisfaction indicates how happy an employee is with doing his/her routine job. According to Locke (1976) job satisfaction is termed pleasurable, emotional feeling evolving from personal appraisal of the job and key factors. The happier the feeling of individuals, the higher will be the job satisfaction. Meanwhile, there is the assumption that positive kind of attitude towards work with greater morale for organizational commitment improves job satisfaction which therefore enhances performance of employees. (Linz, 2002). As the employees work performance increases, it will translate to the organizations performance and profitability. Therefore, organizational performance is the strength of employees' identification and ultimate involvement in that particular organization.

Job satisfaction is important in organizational behavior. According to Nelson (2006) the workers' satisfaction is considered to be priceless. This is because the frustrated worker negatively influenced can be unwilling to carry on the job. Where unsatisfied employees are, there will be less committed to work in that organization which totally affects their work performance and thereby impede organizational performance. Due trending competition among firms, employers have recognized the necessity of employees' satisfaction and work performance, making further effort to develop human resource capital or human capital building to compete intensely in global and local markets. The massive spread of the number of service oriented industries has increased the level of importance of job satisfaction of employees as regards to civil service sector that have more close connection with the public and for the profitability of all. Considerable number of scholars have observed that job satisfaction has common link with various factors, such as organizational commitment, productivity and job performance as well as other work-related outcomes, (Yousaf, 1998; Linz, 2002; Nelson, 2006). Crossman & Zaki (2003) argued that job satisfaction is not independent or isolated in all job facets and that job satisfaction with single facet can lead to another form of satisfaction.

## **Theoretical Framework**

### **Equity Theory**

Equity theory was propounded by (Adams, 1963) which argued on how fair the distribution of resources is done among relational partners. This is determined by comparing the ratio of contributions and rewards for each individual in the workplace. The belief of equity theory is that to maximize employees' benefits, there is the prospect to institute the systems where available resources can be fairly distributed among a workforce in organization. Furthermore, equity theory holds that individual perceptions of work effort contributed to the organization, compared to what they are rewarded in return, and how in relation their return work contribution ratio is in comparison to others within and outside the organization, do determine how fair they are treated and perceive of their employment (Adams, 1963).

### **Reinforcement and Expectancy Theory**

Reinforcement theory opines further that a response related to rewards or benefits is likely to reoccur in the future. The implication here for rewards management is such that can trigger high employee performance, because a monetary or financial reward can increase future performance to be higher than previous. Similarly, high performance not accompanied by a compensation can make for less performance in the future. However, the theory emphasis is on the importance of an employee actually having, experiencing and enjoying the reward. Aside reinforcement theory, the expectancy theory developed by (Vroom, 1964) concentrated on the relationship guiding behaviors and rewards otherwise called (instrumentality perceptions). Further, it focuses on expected rewards or incentives. Expectancy here is the perceived relationship between effort and work performance, and valence, which is the expected and desired value of outcomes of rewards.

**METHODOLOGY**

The study adopted quantitative and descriptive research approach. Using purposive sampling technique, 120 Public Workers in the Civil Service from different departments were administered questionnaire in four Likert format to elicit information. The data retrieved from respondents were analyzed statistically in tables.

**RESULTS AND DISCUSSION**

**Table 1.0:** Job promotion based incentive have influence on employees’ performance in Rivers State Civil Service?

Variable	Frequency	Percentage
Agreed	38	31.7
Strongly Agreed	63	52.5
Disagreed	12	10
Strongly Disagreed	7	5.
Total	120	100

*Source: field survey, 2022*

Table 1.0 display that 38(31.7%) and 63(52.5%) respondents agreed and strongly agreed that job promotion based incentive have influence on employees’ performance in Rivers State Civil Service respectively. But on the other hand, 12(10%) and 7(5.8%) respondents disagreed and strongly disagreed respectively. Therefore, since the figure of respondents that agreed is greater than those who disagreed, the study states that job promotion incentive influences employees’ performance. The findings affirm that promotion based incentive influences employees in civil service for higher performance on routine duties

**Table 2.0:** Compensation have influence on employee job satisfaction in Rivers State Civil Service?

Variable	Frequency	Percentage
Agreed	40	33.3
Strongly Agreed	54	45
Disagreed	18	15
Strongly Disagreed	8	6.7
Total	120	100

*Source: field survey, 2022*

Table 2.0 indicates that 40(33.3%) and 54(45%) respondents agreed and strongly agreed respectively that compensation influences employee job satisfaction, while 18(15%) and 8(6.7%) disagreed and strongly disagreed that compensation influences employee job satisfaction. Hence, the study accepts that compensation influences employee job satisfaction. The findings revealed further that compensation positively influences employee job satisfaction in Rivers State Civil Service.

**CONCLUSION**

Job promotion with rewards is important in organization to motivate employees. Workers usually improve work behaviours whenever benefits and rewards are provided. Service quality also improves in the civil service sector when there exists the absence of corruption, nepotism, and prejudice among management in public service. Following the study, it is certain that employees’ performance be higher where promotion based incentives are given and compensation are timely and equitably

distributed for work effort, to stir job satisfaction among employees and performance in the civil service.

### **RECOMMENDATIONS**

Based on the findings, the paper recommends that

1. Promotion processes in civil service should not be delayed and those employees who have attained the year of promotion should be given accordingly through convening a promotion implementation working committee.
2. Government and management of Civil Service commission should set up promotion evaluation and assessment committee to verify the conducting of promotions and compensation in Civil Service.
3. Promotion should not be based only on those who are operating on their majors, rather employees who have put in some number of years and have acquired skills through in-service training and have under gone various internal cross posting within the organization settings should be promoted, hence skills have been acquired.

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