# Organization Innovation Effect on Job Satisfaction and Employee Engagement Over Job Performance at PT. UTAC Manufacturing Services Indonesia

Hendra Lesmana[1], Rhian Indradewa[1], Tantri Yanuar R Syah[1]
[1]*Faculty of Economic and Business, Esa Unggul University, Bekasi, Indonesia*

This study aims to analyse the effect of organization innovation on job satisfaction also the influence effect of organization innovation and job satisfaction on job performance with the influence of employee engagement on job performance at PT. UTAC Manufacturing Services Indonesia. In this study, we use the employees' population at PT. UTAC Manufacturing Services Indonesia. Here, the criteria of employee's job such as operator, staff, and supervisor level. The sample data of observation was reached 300 employees who were considered to have represented as a population studied by using quantitative data methods (sampling technique). The results show the Organization Innovation had a positive and significant effect on Job Satisfaction. This result is implying that the better Organization Innovation carried out by PT. UTAC Manufacturing Services Indonesia, the better the Job Satisfaction. Furthermore, the Organization Innovation have a positive and significant effect on Employee Engagement. This means that the better Organization Innovation, the more increase employee engagement. Also, Employee Engagement also has positive and significant effect on Job Satisfaction, as well as a positive and significant influence of Job Satisfaction on Job Performance. This means that the better the Employee Engagement, the higher Job Satisfaction and the higher Employee Job Performance of PT. UTAC Manufacturing Services Indonesia, the Job Performance will increase.

Keywords: Organization Innovation, Job Satisfaction, Employee Engagement, Job Performance.

## 1. INTRODUCTION

Innovation is an extensively studied topic in the literature and there are numerous definitions of innovation [1, 2]. In this study, innovation is categorized as an implementation of a new product or the significant improvement brought to a new product (good or service) or process, a new marketing strategy, an organizational strategy or a new business strategy, workplace organization or external relations management [3, 4, 5]. Not only the theoreticians study innovation also the practitioners and researchers deal with it mainly because of its relevance to success' increasing and firms' survival. Innovation was considered the elixir of life for companies, regardless of their size and profile [6, 7]. Innovation is a dominant factor in maintaining global competitiveness [8]. Some of the early definitions of innovation can be seen in the definition of innovation who discussed about the project of Polaris -

submarine and the fact that success of the project depended on many contingent factors [9]. However the fact that Project Polaris became a reality implied to the existence of demand triggered by latent need which comes to the fore on possibility of opportunity emerging. Thus innovation was made possible by converging. The greatest influence on the innovation activity of the staff is performed by a corporate culture of an organization [10]. A type of management, the culture of communication, communication system may generate an opportunistic behavior, an innovative passiveness of personnel. Management may declare a value system, create an image, ensuring the success in competition, but can't keep it among organization personnel. Based on the background of the problem and previous studies, the problems that is going to be discussed in the current study are formulated in these questions as follows:

*Email Address: hendra_lesmana@utacgroup.com*

a) To what extent organization innovation affects job satisfaction ?
b) To what extent organization innovation and job satisfaction affect employee engagement ?
c) To what extent employee engagement affect job performance?

Based on the background and the problems of the current study, then the purposes of the current study are formulated as follows:

a) Investigating the effect of organization innovation on job satisfaction.
b) Investigating the effect of organization innovation and job satisfaction on employee engagement.
c) Investigating the effect of employee engagement on job performance.

## 2. METHODOLOGY

### A. Organization Innovation

Innovation can be simply defined as a new idea, creative, thought, and new imagination in form of device or method [11]. However, innovation is also often viewed as the application of better solutions that meet new requirements unarticulated needs or existing market needs [12]. Given the importance of organizational innovation, many medical scientific researchers have focused on reviewing related literature to identify the characteristics and status of organizational innovation in recent years [13, 14]. However, much of these efforts focused on a specific sub-field of organizational innovation or on conclusions drawn from descriptive analysis and systematic reviews of studies on subjects such as medical management and education. Some studies have conducted citation or bibliometric analyses on articles related to organizational innovation [15, 16].

### B. Job Satisfaction

Job satisfaction is among the most commonly discussed phenomena in the psychology of business and human resource management, attesting to the importance it carries. The relevant literature treats job satisfaction as the key factor in commitment to one's job or the intend to quit and change it [17, 18, 19]. Sources of job satisfaction among the employed are also a major focus of enquiry, so that they can be used to amplify perceived job satisfaction and thus increase employees' effectiveness and commitment and decrease motivation to quit jobs. Research conducted to date has found that perceived organizational support with supervisor support and person-organization fit are important elements of job satisfaction [20, 21, 22].

### C. Employee Engagement

Trust is defined as to what extent customers believe that a brand of a product will fulfill their trust [23]. Trusting a brand plays important role in encouraging consumer loyalty on a specific brand. A consumer's trust on a brand can be obtained when a marketer can create and maintain positive emotional relationship with the consumers [24, 25]. Trust is able to reduce consumers' uncertainty on an environment where they might become susceptible, because they know the brand is reliable [26].

Engagement is a concept that is hard to define. However, it is easy to realize that concepts of love, trust and justice are crucial for people. In organizations, engagement has become a buzzword [27]. It is used as a competitive advantage strategy by human resources of consulting firms [28]. Employee engagement has been defined in many different ways. Mostly, it has been defined as an emotional and intellectual commitment to the organization or the amount of discretionary effort exhibited by employees in their jobs [29, 30, 31].

### D. Job Performance

Employee performance is an important component in an organization. It can determine the grade of the organization in the market environment and help achieve the organization's goals. Here, organization is defined performance as the behavior or action to reach an organizational goal [32]. Performance is the outcome of employees' work [33]. A performance is multidimensional in which measurement depends on various factors [34]. Various factors influence employee performance, and one factor is commitment. Here, employee performance is influenced by his/her commitment [35]. The more committed an employee is to an organization, the harder they work. Thus, a commitment and performance have a positive relationship [36, 37]. Employee commitment can maintain a good relationship between employees and the organization, which consequently increases the performance of an organization. Based on the detailed description of the literature review above, the current study proposes several hypotheses as follows:

a) _The Effect of Organization Innovation on Job Satisfaction._

A relationship between aggregate job satisfaction and innovation. Here, the perceptions of organizational innovation had statistically significant positive associations with job satisfaction [38]. A job satisfaction has impact on organizational innovation with employee's job satisfaction has a significant impact on the innovation of the organization.

Based on the detailed explanation of the previous studies, the current study proposes hypothesis 1 as follows:

**(H₁): Organization innovation has significant and positive effect on job satisfaction.**

*b) The Effect of Organization Innovation on Employee Engagement.*

Employee engagement can be defined as the willingness of employees to work extra, trust the organization and what they stand for in an effort to help the success of the organization. Companies globally cannot find a match between profit, productivity, and employee involvement in the office Jain and Swami (2014). therefore, some global company leaders try to align organizational strategies with talent strategies in organizations. According to employee engagement is indeed something that can be measured. Based on the detail explanation of the previous studies, the current study proposes hypothesis 2 as follows:

**(H₂): Organization Innovation has significant and positive effect on Employee Engagement.**

*c) The Effect of Job Satisfaction on Job Performance.*

Job performance has been studied in a number of contexts. Generally defined, job & Markowitz, 2013). Job performance refers to the ability of an employee to reach their goal within a set amount of time within the context of a job or organization. It does not reference the consequences of the act or the appraisal of the act, which is dependent on outside measurements. It has been studied in such fields as marketing.

**(H₃): Job Satisfaction has significant and positive effect on Job Performance**

*d) The Effect of Employee Engagement on Job Performance.*

The problem of employee attrition and consecutive strategies to retain them has led to emergence of employee engagement concept. An engaged employee has high level of involvement, commitment and satisfaction. Employee engagement has been found to influence individual performance as well as that of the business unit where that employee works, and ultimately that of the whole organization. Thus, the employee engagement tends to attract more attention to business researchers than organizational engagement.

**(H₄): Employee Engagement has significant and positive effect on job performance.**

Furthermore, the list of four hypotheses on previous studies are designed into research model (see Figure 1).
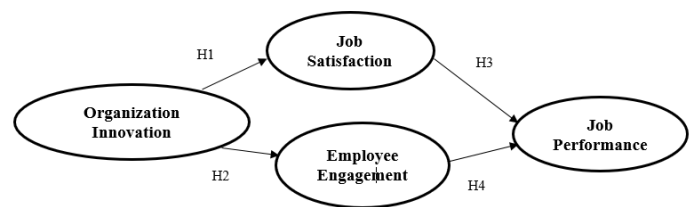


Figure 1. Conceptual Study Model Framework

In order to achieve the result, we verify the causal relationship between Authentic Leaderships, Psychological Capital, Psychological Climate, Team Commitment as the independent variables and Intention to Quit as the dependent variable. The correlation research which is examines whether the two variables are correlated to each other or not, and to investigate the strength and the purpose of the correlation.

The object of the current study is private general insurance at Indonesia is carried out by supervisor to general manager management of 300 employees. Testing in this study was carried out with the help of software used for structural analysis is LISREL 8.70 and for descriptive analysis using Statistical Package for Social Science (SPSS) version 20.00. Measurement of these variables was adapted from research instruments used using five Likert scales. In this study conducted a pretest in two ways namely: the validity test and the reliability test. Validity test uses product moment correlation analysis, to speed up the calculation done with the help of the SPSS program package with a significance level of 5%. This test is This test is carried out using a small sample or data tray out of 30 respondents. Significance test is done by carried out using a small sample or data tray out of 30 respondents (see Table I).

Table I. Reliability Test over four hypotheses

| NO. | Variables | Critical Point | Alpha Cronbach's | Description |
|---|---|---|---|---|
| 1 | Organization Innovation | 0,5 | 0,546 | Reliability |
| 2 | Job Satisfaction | 0,5 | 0,849 | Reliability |
| 3 | Employee Engagement | 0,5 | 0,683 | Reliability |
| 4 | Job Performance | 0,5 | 0,613 | Reliability |

Here, the significance test is done by comparing the value of r arithmetic with r table for degree of freedom (df = n-2) and the significance level of Alpha ($\alpha$) 5%, or r arithmetic> r table. Guided by the total sample of 30 respondents can be seen the value of r table of 0.361. Based on the calculation of the correlation coefficient (rxy) all have r arithmetic greater than r table (0.361) and probability <0.05. Thus, it can be concluded that all items are declared valid. Reliability testing using Cronbach's Alpha. Cronbach's Alpha value> 0.6, then the instrument can be declared reliable. Furthermore, the analysis method of this study use instruments that have been tested in validity and reliability so that the results of good of fit,

where Chi Square / Degree of Freedom = 162.58 / 108 = 1.5 <3 (good fit), RMSEA = 0.045 <0.05 (close fit.). ECVI = 0.89; 1.17 is around the EVCI Model = 1.23 (close fit). AIC Model (252.58) compared with AIC saturated (306.00) and AIC independence (2850.80). The AIC model is smaller than the AIC saturated and the difference is much greater than the AIC independence, so the smaller value indicates a good fit. CAIC model (456.05) is far from saturated CAIC (997.76) and also further from CAIC independence (2927.66), so the smaller value indicates good fit. Normed fit index (NFI) = 0.94 (> 0.90) indicates good fit. Critical N (CN) = 215.23 (> 200) then the model represents the sample size of the data showing good fit. Goodness of Fit Index (GFI) = 0.93, ideal value> 0.90 (see Table II).

Table II. Operational Definition of the Variables

| No | Variable | Dimension | Definition of Variable |
|---|---|---|---|
| 1 | | Behavior Innovation | Individual behavior that aims to reach the introduction stage or tries to introduce new and useful ideas, processes, products or procedures in a job, group or organization. |
| 2 | | Product Innovations | Development and market introduction of new, redesigned, or substantially improved goods or services |
| 3 | Organization Innovation | Process Innovations | The process or results of the development of the use / mobilization of knowledge, skills (including technological skills) and experience to create or improve new products (goods and / or services), processes or systems that provide significant or significant value. |
| 4 | | Market Innovations | The adoption of new marketing methods or significant improvements to product packaging or design, product placement, product promotion or pricing. |
| 5 | | Strategy Innovations | A form of developing strategies for product or service categories or new business models that change the market and create new value for users, customers and organizations. |
| 6 | | Behavior Satisfaction | Attitudes or feelings of employees towards pleasant or unpleasant aspects of work in accordance with the assessment of each employee. |
| 7 | | Benefit Satisfaction | The results of employees' perceptions of how well their work provides things that are considered important. |
| 8 | Job Satisfaction Resnick & | Recognize Satisfaction | Recognition is one of the factors in increasing employee job satisfaction that has a relationship between superiors and subordinates |
| 9 | | Feel Satisfaction | Employee attitudes or feelings towards pleasant or unpleasant aspects of work that are in accordance with the assessment of each employee, job satisfaction reflects a person's feelings about his job. |
| 10 | Employee Engagement | Behavior Engagement | Forms of employee behavior who have a high commitment in carrying out their duties and responsibilities where they work, and have the trust and support that has an impact on increasing individual satisfaction |
| | | Work Engagement | The commitment that employees have made to the company they work for, employee commitment comes from personal goals that are aligned with the goals and values of the company. |
| 11 | | Quality Performance | An outcome that can be measured by the effectiveness and efficiency of a job performed by resources or other |
| 12 | | | |

| No | Variable | Dimension | Definition of Variable |
|----|----------|-----------|------------------------|
| | | | resources in achieving corporate goals or objectives properly and efficiently. |
| 13 | Job Performance | Attention Performance | The tendency to respond in certain ways that affect employee performance |
| | | Reputation Performance | A view or perception resulting from the management of the company as a whole regarding the good or bad performance of a company |
| 14 | | Task Performance | The work results in quality and quantity achieved by an employee in carrying out their duties are in accordance with the responsibilities assigned to them. |

## 3. RESULTS AND DISCUSSION

In order to achieve the result, we analyze the predictors parameter using several methods on job satisfaction over the effect of organization innovation and employee engagement, and to show the effect job satisfaction on job performance of PT. UTAC Manufacturing Services Indonesia, as follows:

### A. Normality and Outlier Tests

In order to test the normal distribution of the data for the analysis, the researcher applied skewness value statistical test provided in LISREL V. software program. Assumptions for normality of data is fulfilled when the critical value (c.r. value) less than $\pm$ 2.58. Normality test is managed by applying assessment of normality. Based on univariate test, the value in c.r. column (skewness) is less than $\pm$ 2.58. Therefore, it is proved that the data is normally distributed. Outlier test is a test to confirm that the data being analyzed have similar range. The current study found that the Chi Square values Table with DF 13 and $\alpha$ =0,001 is 34.5. Based on the calculation, none of the observation has p-value < 0.001. In addition, the Mahala Nobis d-squared value reaches 33.730, less than (<) 34.5 ($X^2_{table}$). It indicates that there is no outlier (see Table III).

Table III. The Result of Validity Test of the Study Variable Items

| NO | VARIABLE | FACTOR | FACTOR LOADING | KMO MSA | DESCRIPTION |
|----|----------|--------|----------------|---------|-------------|
| 1 | Organization Innovation | 011 | 0,713 | 0,734 | |
| | | 012 | 0,844 | | |
| | | 013 | 0,782 | | |
| | | 014 | 0,941 | | |
| | | 015 | 0,944 | | |
| 2 | Job Satisfaction | JS1 | 0,866 | 0,845 | |
| | | JS2 | 0,756 | | |
| | | JS3 | 0,859 | | |
| | | JS4 | 0,653 | | |
| | | JS5 | 0,932 | | VALID |
| 3 | Employee Engagement | EE1 | 0,857 | 0,792 | |
| | | EE2 | 0,727 | | |
| | | EE3 | 0,846 | | |
| 4 | Job Performance | JP1 | 0,933 | 0,673 | |
| | | JP2 | 0,967 | | |
| | | JP3 | 0,887 | | |
| | | JP4 | 0,866 | | |
| | | JP5 | 0,662 | | |
| | | JP6 | 0,849 | | |

### B. Validity and Reliability Tests

LISREL software program version 8.70 also provides the user to test the validity with loading standard ($\lambda$) more than (>) 0.5 and asserted as reliable when the Construct Reliability is more than (>) 0.7 of value.

### C. Goodness-of-Fit Test

The goodness-of-fit test was proposed to process observation data using LISREL V. 8.70 software. Table IV shows the result of the goodness-of-fit index calculation.

Table IV. Goodness-of-Fit Index

| Goodness of Fit Index | Result | Cut Off Values | Criteria |
|-----------------------|--------|----------------|----------|
| Chi Square | 0,082 | Expected small | |
| Probability | 1.286 | $\geq$ 0,05 | |
| RMSEA | 0,041 | $\leq$ 0,08 | |
| NFI | 0,397 | $\leq$ 0,9 | Good |
| NNFI | 0,902 | $\geq$ 0,9 | |
| IFI | 0,972 | $\geq$ 0,9 | |
| RFI | 0,987 | $\geq$ 0,9 | |
| CFI | 0,989 | $\geq$ 0,9 | |

The result shows that Chi Square ($X_2$) value with the significance rate at 0.086 and p value > 0.05. The Ho highlights there is no difference between the estimated covariance matrix sample and estimated covariance matrix population that can be accepted. In other words, the estimated covariance matrix sample and the estimated covariance matrix population are the same, therefore the model is considered as good. The Minimum Sample Discrepancy Function (CMIN/DF) is the adjusted parsimonious index that measure the goodness-of-fit model and the total of estimated coefficients. The calculation is expected to reach the adjustment rate. The result of CMIN/DF is 1.274, which is less than (<) 2 (value that is recommended by CMIN/DF), so it shows good-fit model.

The Root Mean Square Error of Approximation (RMSEA) is the index applied to compensate Chi Square Statistics for huge sample. The RMSEA value indicates expected goodness-of- fit when the model is estimated within the population. The recommended acceptance value is less than (<) 0.08. The test result shows that the value is 0.042, which indicates the good-fit model. The analysis of goodness-of-fit (GFI) depicts the adjustment rate of the model. The recommended acceptance rate by GFI is more than (>) 0.90. The result shows that the result shows the GFI value is 0.939, it is more than (>) 0.9. Therefore, it indicates the good-fit model. Adjusted Goodness of fit Index (AGFI) is a development of GFI index. It is the index that has been adjusted with the degree of freedom ratio model, which is suggested by the degree of freedom from the null model. The result of the current study shows that the AGFI value is 0.900, it is more than (≥) 0.9 the recommended AGFI value, so it shows good-fit model. Tucker Lewis Index (TLI) is the incremental fit index alternative. It compares the tested model with the baseline. The recommended adjusted value is more than (>) 0.9. The result of the current study shows that TLI value equals to 0.980, so it shows good-fit criteria. Comparative Fit Index (CFI) is the adjusted incremental index. It compares the tested model with the null model. The recommended CFI value is more than (>) 0.9. The value of the test result is 0.986, which shows good-fit model. According to the calculation of the Goodness-of-Fit Index above, most parameters meet the expected requirement except AGFI. Therefore, the current study design meets the adjusted model.

*D. Hypothesis Test*

The results shown by the AMOS software describe the correlation links between the variables, brand communication and brand image on the brand trust and brand loyalty (see Figure 2 and Table V).



Figure 2. The result of LISREL model analysis

Table V. The Result of Hypothesis Test analysis

| Correlation Between Variables | Estimation of Coefficient | S.E | C.R | P.Value | Additional Information |
|---|---|---|---|---|---|
| Organization Innovation -> Job Satisfaction | 0,397 | 0,067 | 3.815 | 0,000 | |
| Organization Innovation -> Employee Engagement | 0,218 | 0,026 | 2.194 | 0,027 | |
| Job Satisfaction -> Job Performance | 0,209 | 0,036 | 2.114 | 0,036 | Significant |
| Employee Engagement -> Job Performance | 0,308 | 0,068 | 3.813 | 0,000 | |

The first hypothesis test states that (H1): Organization Innovation has significant and positive effect on Job Satisfaction. The table 5 above shows that the organization innovation variable is proven to have significant and positive effect on the job satisfaction, which is shown by the estimated coefficient at 0.397 with the probability value at p = 0.000 < 0.05.

Furthermore, the second hypothesis test states that (H2): Organization Innovation has significant and positive effect on Employee Engagement The table 5 above shows that the organization innovation variable is proven to have significant and positive effect on the employee engagement, which is shown by the estimated coefficient at 0.218 with the probability value at p = 0.029 < 0.05.

Thus, the third hypothesis test states that (H3): Job Satisfaction has significant and positive effect on Job Performance The table 5 above shows that the job satisfaction variable is proven to have significant and positive effect on the job performance, which is shown by the estimated coefficient at 0.209 with the probability value at p = 0.002 < 0.05.

In addition, the fourth hypothesis test states that (H4): Employee Engagement has significant and positive effect on Job Performance. The table 5 variable is proven to have significant effect on the job performance, which is shown by the estimated coefficient at 0.308 with the probability value at p = 0.035 < 0.05. above shows that the employee engagement (see Table VI).
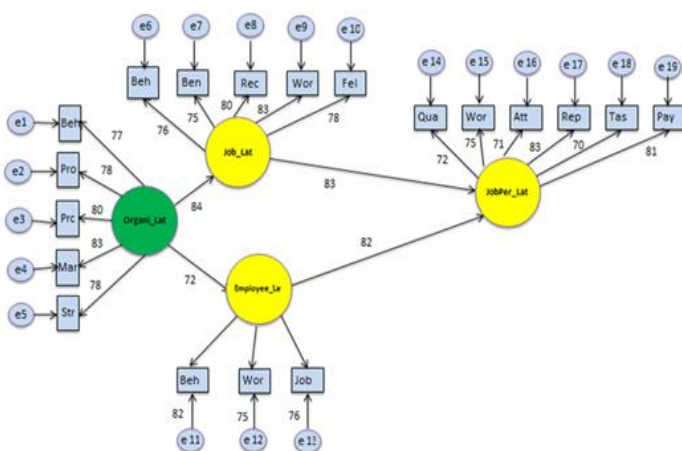
Table VI. The Indirect Effect (Mediating Effect)

| The Pattern of The Correlation | The Weight of Indirect Effect |
|---|---|
| Organization Innovation -> Job Satisfaction -> Job performance | 0,116 |
| Organization Innovation -> Employee Engagement -> Job Performance | 0,066 |

Table VI shows that the organization innovation affects the job satisfaction indirectly through the employee engagement as the mediating variable, with the weight of the indirect effect at 0.116 or 11.6%. Therefore, the better the organization innovation managed by PT. UTAC Manufacturing Services Indonesia, the more the brand image will increase. Accordingly, it is expected to increase the brand trust as well.

Affects the job performance indirectly through the job satisfaction and employee engagement as the mediating variables with the weight of the indirect effect at 0.066 or 6.6%. It tells us that the better the organization innovation managed by PT. UTAC Manufacturing Services Indonesia, the better the employee engagement. Accordingly, it will lead to the job satisfaction, and result in the increase employee job performance on PT. UTAC Manufacturing Services Indonesia

### E. The Effect of the Organization Innovation the Job Satisfaction

The analysis result by LISREL software tells us that there is a significant and positive effect of the Organization Innovation variable on the job satisfaction of the PT. UTAC Manufacturing Services Indonesia. It indicates that the better PT. UTAC Manufacturing Services Indonesia manages its Organization Innovation, the more the job satisfaction will increase. In their study, Shipton, West, Parkes, Dawson and Patterson (2006) found that there is a relationship between aggregate job satisfaction and innovation. Lambert and Hogan (2010) concluded that perceptions of organizational innovation had statistically significant positive associations with job satisfaction.

### F. The Effect of the Organization Innovation on the Employee Engagement

The analysis result by LISREL software shows the significant and positive effect of the Organization Innovation on the Employee Engagement of the PT. UTAC Manufacturing Services Indonesia. It indicates that the better the Organization Innovation. Employee engagement can be defined as the willingness of employees to work extra, trust the organization and what they stand for in an effort to help the success of the organization. Companies globally cannot find a match between profit, productivity, and employee involvement in the office Jain and Swami (2014), therefore some global company leaders try to align organizational strategies with talent strategies in organizations. According to employee engagement is indeed something that can be measured.

### G. The Effect of the Job Satisfaction on the Job Performance

The analysis result by LISREL software shows the significant and positive effect of the job satisfaction, the one of the variables, on the job satisfaction of the PT. UTAC Manufacturing Services Indonesia. It indicates that the better the job performance, the more the job performance will increase. Job performance has been studied in a number of contexts. Job performance refers to the ability of an employee to reach their goal within a set amount of time within the context of a job or organization. It does not reference the consequences of the act or the appraisal of the act, which is dependent on outside measurements. It has been

### H. The Effect of the Employee Engagement on the Job Performance

The analysis result by LISREL software shows the significant and positive effect of the employee engagement, as one of the variables. Employee Engagement it is found to influence individual performance as well as that of the business unit where that employee works, and ultimately that of the whole organization. Employee engagement tends to attract more attention to business researchers than organizational engagement.

## 4. CONCLUSIONS

The conclusions of the current study based on the result analysis are described as follows (1) There is a significant and positive effect of organization Innovation, as one of the variables, on the job satisfaction of PT. UTAC Manufacturing Services Indonesia It indicates that the better the organization innovation managed by PT. UTAC Manufacturing Services Indonesia the more the job satisfaction will increase. (2) There is a significant and positive effect of the organization innovation, as one of the variables, on the employee engagement of PT. UTAC Manufacturing Services Indonesia. It indicates that the better the organization innovation, the more the employee engagement will increase. (3) There is a significant and positive effect of the job satisfaction, as one of the variables, on the job performance of PT. UTAC Manufacturing Services Indonesia. It indicates that the better the job satisfaction, the more the job performance will increase. (4) There is a significant and positive effect of the employee engagement, as one of the variables, on the job performance of PT. UTAC Manufacturing Services Indonesia. It indicates that the better the employee engagement, the more the job performance will increase.

Based on the conclusions elicited in the current study, some suggestions are offered for the HRD of PT. UTAC Manufacturing Services Indonesia such as (1) To raise the job performance of employees of PT. UTAC Manufacturing Services Indonesia, must pay attention to and improve the innovation of each employee or department. by way of appreciation to employees who have a high sense of innovation. so that every employee will be encouraged to innovate at any time and can improve the employee's job performance. (2) Job satisfaction is very closely related to employee engagement, due to its relationship with employees, by increasing these two variables, simultaneously increasing employee job performance.

## References

[1]. Aghekyan, S. M., Forsythe, S., Kwon, W.S. and Chattaraman, V. **(2012)**. The role of product brand image and online store image on perceived risks and online purchase intentions for apparel. *Journal of Retailing and Consumer Services*, Vol. 19, No. 3, pp. 325-331.

[2]. Algesheimer, R., Dholakia, U.M. and Herrmann, A. **(2005)**. The social influence of brand community; evidence from European car clubs. *Journal of Marketing*, Vol. 69, No. 2, pp. 19-34.

[3]. Alhaddad, A. **(2015)**. A structural model of the relationships between brand image, brand trust and brand loyalty. *International Journal of Management Research and Reviews*, Vol. 5, No. 3, pp. 137-44.

[4]. Alves, V., Pedro, C. and Maria, F. **(2017)**. Analysis of trust in B2B relationships: The case of automatic storage and retrieval systems. *International Journal of Marketing, Communication and New Media*, Vol. 5, No. 8, pp.52-83.

[5]. Chinomona, R. **(2016)**. Brand communication, brand image and brand trust as antecedents of brand loyalty in Gauteng Province of South Africa. *Journal of Economic and Management Studies*, Vol. 7, No. 1, pp. 124-139.

[6]. Deheshti, M., Javad, A.F. and Hossein, A. **(2016)**. The relationship between brand image and brand trust in sporting goods consumers a structural model of the relationships between brand image, brand trust and brand loyalty. Annals of Applied Sport Science, Vol. 4, No. 3, pp.27-34

[7]. Etemadifard, M., Azar, K., Ahmad, Z. **(2013)**. The Effect of brand communication and service quality in the creation of brand loyalty through brand trust (Case Study: Samsung's Representatives Company in Mashhad City). *International Journal of Advanced Studies in Humanities and Social Science*, Vol.1, No. 8, pp. 1067-1077.

[8]. Ferrinadewi, E. **(2008)**. Consumer Brand and Psychology. Yogyakarta : Graha Ilmu.

[9]. He, H. and Li, Y. **(2010)**. CSR and service brand: the mediating effect of brand identification and moderating effect of service quality. *Journal of Business Ethics*, Vol. 100, No. 2, pp. 673-688.

[10]. He, H., Li, Y. and Harris, L. **(2012)**. Social identity perspective on brand loyalty. *Journal of Business Research*, Vol. 65 No. 5, pp. 648-657.

[11]. Indradewa, R., Tjakraatmadja, J.H. and Dhewanto, W. **(2015)**. Alliance strategy in an R&D energy sector project: a knowledge-based view perspective. *International Journal Knowledge Management Studies*, Vol. 6, No. 4, pp.337–352.

[12]. Indradewa, R., Tjakraatmadja, J.H. and Dhewanto, W. **(2016)**. Alliance strategy in R&D contractual projects for the energy sector: perspective of the knowledge and resource-based views. *International Journal Technology Transfer and Commercialisation*, Vol. 14, No. 1, pp.1–19.

[13]. Juntunen, M., Juntunen, J. and Juga, J. **(2010)**. Corporate brand equity and loyalty in B2B markets: A study among logistics service purchasers. *Journal of Brand Management*, Vol. 18, No. 4, pp. 300-311.

[14]. Kennedy, J. E. and Dermawan, S. **(2006)**. Marketing Communication – Tactics and Strategy. Jakarta : PT Buana Ilmu Populer.

[15]. Kotler, P. **(2008)**. Marketing Management, 2nd Edition. Jakarta : PT. Gramedia.

[16]. Kotler, P. and Keller, K.L. **(2009)**. Marketing Management, 13th Edition. Jakarta : Erlangga.

[17]. Kotler, P. and Amstrong. **(2007)**. Marketing Principles 9th Edition. Jakarta : PT. Indeks.

[18]. Lovelock, C. **(2005)**. Service Marketing 5th Edition. Gramedia Indeks, Indonesia.

[19]. Madura, B. Z., Stecko, J. and Mentel, G. **(2016)**. Brand image vs consumer trust. Актуальні Проблеми Економіки, Vol. 1, No. 8, pp. 182-190.

[20]. Morrison, S. and Crane, F. **(2007)**. Building the service brand by creating and managing an emotional brand experience. *Journal of Brand Management*, Vol. 14, No. 5, pp. 410-421.

[21]. Mowen C. and John, M. M. **(2002)**. Consumer Behaviour. Jakarta : Erlangga.

[22]. M. Ali. **(2011)**. Memahami Riset Perilaku dan Sosial. Bandung : Pustaka Cendikia Utama.

[23]. Narayanan, S. and Manchanda, P. **(2010)**. Heterogeneous learning and the targeting of marketing communication for new products. Marketing Science, Vol. 28 No. 3, pp. 424-441.

[24]. Pratiwi, D. M., David, P.E. and Saerang, F.T. **(2015)**. The influence of brand image, brand trust and customer satisfaction on brand loyalty (Case of Samsung Smartphone). *Scientific Journal*, Vol.15, No. 05, pp. 377-385.

[25]. Rak, A. **(2015)**. Brand and corporate image of a sport organisation as a factor of building loyalty on example of rock climbing in Poland. *International Journal of Innovation and Learning*, Vol. 17, No. 2, pp. 205-216.

[26]. Rizwan, M., Akbar, I., Muqtadir, A., Shafique, U., Zia, H., Naseer, W. and Amin, S. A. **(2013)**. Impact of brand switching, brand credibility, customer satisfaction and service quality on brand loyalty. *IOSR Journal of Business and Management*, Vol. 1, No. 1, pp.12-20.

[27]. Ryan, J. and Silvanto, S. **(2013)**. The critical role of corporate brand equity in B2B marketing: An example and analysis. The Marketing Review, Vol. 13, No. 1, pp. 38–49.

[28]. Sadek, H., Sarah, E. and Mohamed, E. **(2017)**. The impact of social media brand communication on consumer-based brand equity dimensions through facebook in fast moving consumer goods: egypt case. The Business and Management Review, Vol. 8, No. 5, pp. 237-251.

[29]. Sahin, A., Zehir, C. and Kitapçi, H. (2011) 'The effects of brand experiences, trust and satisfaction on building brand loyalty; an empricial research on global brands', The 7th International Strategic Management Conference, Paris

[30]. Schivinski, B. and Dariusz, D. **(2015)**. The impact of brand communication on brand equity through Facebook. *Journal of Research in Interactive Marketing*, Vol. 9, No. 1, pp. 31-53.

[31]. Seebaluck, V., Naidoo, P. and Ramseook-Munhurrun, P. **(2013)**. Meetings, incentives, conferences and exhibitions as a tourism development trategy in Mauritius. Global Conference on Business and Finance Proceedings, Vol. 8, No. 2, pp. 354 – 370.

[32]. Su, M. and Rao, V. R. **(2010)**. New product preannouncement as a signaling strategy: An audience-specific review and analysis. *Journal of Product Innovation Management*, Vol. 27 No. 5, pp. 658–672.

[33]. Supriyatin, E., Iqbal, M. A. and Indradewa, R. **(2019)**. Analysis of auditor competencies and job satisfaction on tax audit quality moderated by time pressure (Case Study of Indonesian Tax Offices). *International Journal of Business Excellence*, Vol. 19 No. 1, pp. 119 – 136.

[34]. Upamannyu, N.K., Chanda, G. and Garima, M. **(2014)**. Effect of brand trust, brand image on customer brand loyalty in FMCG Sector at Gwalior Region. Scholars World-IRMJCR, Vol. 2, No. 2, pp.83 – 93.

[35]. Waluya, A.I., Iqbal, M.A. and Indradewa, R. **(2019)**. How product quality, brand image, and customer satisfaction affect the purchase decisions of Indonesian automotive customers. *International Journal of Services, Economics and Management*, Vol. 10, No. 2, pp. 177 – 192.

[36]. Wu, C.S. **(2015)**. A study on consumers attitude towards brand image, athletes endorsement, and purchase intention. *The International Journal of Organizational Innovation*, vol. 8, No. 2, pp. 1 – 15.

[37]. Zehir, C., Sahin, A., Kitapci, H. and Ozsahin, M. **(2011)**. The effects of brand communication and service quality in building brand loyalty through brand trust; the empirical research on global brands. The 7th International Strategic Management Conference, Paris.

[38]. Zhou, Z., Zhang, Q., Su, C. and Zhou, N. **(2012)**. How do brand communities generate brand relationships? Intermediate mechanisms. *Journal of Business Research*, Vol. 65 No. 7, pp. 890-898.