

Impacts of Training, Promotion, and Placement on Employee Performance and Satisfaction

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ABSTRACT: study aimed to investigate the impacts of training, job promotion, and employee placement to the performance and satisfaction of employees in the Ternate and Tidore City Secretariats located in North Maluku Province, Indonesia. The population of this study are all employees in the Ternate and Tidore City Secretariat, North Maluku Province, Indonesia.

The population of this study is characterized as definite population with a total of 478 employees. The samples of this study were taken by using Slovin formula with the number of 220 employees.

This study found that good trainings could improve employee performance as well as employee satisfaction in the Ternate and Tidore City Secretariat, North Maluku Province. This study also indicated that job promotion gave no impact to employee performance, but promotion provided a positive impact to employee satisfaction. In addition, this study confirmed that employee placement had an effect on both employees' job performance and job satisfaction. While employee performance had an impact on employee satisfaction.

KEYWORDS: training, promotion, placement, employee performance, satisfaction

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I. INTRODUCTION

Human resource is one of the fields that influences an organisation's success. Either governmental organization or non-governmental organization requires high quality of human resources. In other words, it is important for an organization to provide and develop employees with adequate qualification due to globalisation needs. Qualified employees play an essential role in order to accomplish various activities and complex tasks at work. Hence, the employee performance has a correlation to positive human resource practices within an organisation.

Obviously, employee performance and satisfaction can be influenced from different factors. The employees may generate inside and outside circumstances to increase or to decrease their performance and satisfaction at work. Thus, previous studies indicated trainings, promotion and placement as factors that can develop employee performance and satisfaction. For example, Elnaga (2013) and Boe (2014) give evidence for the importance of in-house trainings to improve employee performance. Then, Parta *et al.* (2011) confirms that trainings for employees would lead for greater opportunity on employee job satisfaction.

Job promotion is, moreover, considered as a factor to improve employee performance and satisfaction. Promotion is the reassignment of an employee's position higher. In particular, the employee is moved from one job into another job position that includes higher level job title, greater responsibilities, and higher salary range. The employee promotion is typically given due to a reward system for the employee's previous working efforts and achievements (Rivai, 2003).

In addition, employee placement can be the predictor for employee performance and satisfaction. According to Rivai and Sagala (2010:198), a placement is an activity to allocate an employee to a particular position within an organisation. They also argued that the process of placing an employee to a position should match with his or her working competencies. So the employee placement with relevant skills lead for effective and efficient job performance that the employee can accomplished at the workplace. In contrast, the process of allocating employees without considering relevant skills will result for less optimality of employee performance (Atkhanet *al.*, 2013).

The consideration for employee training and promotion within an organisation may affect to the organizational performance. As in the Ternate and Tidore City Secretariats, North Maluku Province, many employees seem to deliver less optimal services in the offices. Accordingly, this study made assumptions that the problems might be caused from lack of employee trainings and irrelevant employee placement that was not oriented to the proper procedures of job promotions. Therefore, this study aimed to investigate the impacts of

training, job promotion, and employee placement to the performance and satisfaction of employees in the Ternate and Tidore City Secretariats located in North Maluku Province, Indonesia. In turn, the results of this study can be used as considerations for developing proper and better human resources to enhance employee welfare.

II. THEORETICAL FRAMEWORK

Education And Trainings

An organization conducts education and training to facilitate its organizational goals. Having good human resources is one of the targets. Hence, education and training are efforts to develop human resources as the workplace needs. Adequate education and training are required not only for new employees, but also for experienced employees. Accordingly, every organization needs to consider what methods of education and training will be used, what material will be taught and discussed, who should be assigned as participants, and who are relevant to teach particular employees. These should be clearly set before trainings to meet the planned organizational goals. Recognizing specific goals or targets for an in-house training is able to manage what strategies and materials that are practicable to employees. Moreover, the instructed trainings should be supported by not only the unit organizer but also by the training participants. They also have to know the properness of trainings that are essential for their jobs as well as to take advantages of trainings usage for their office task completeness. As a result, the employees are able to accomplish their duties in the office appropriately as the organizational expectations.

Job Promotion

Job promotion is generally defined as an employee's position movement into higher position. Referring to Rivai (2004:211), it is when an employee is moved from one position into another position involving higher level of job position and of salary. While Hasibuan (2005:107), confirms that employee promotion is often regarded with having greater authority and responsibility, higher status, and increasing salary within an organization. However, in some cases such aspects may not happen for employee promotion in different institutions.

In addition, the opportunity to be promoted by employers can escalate employee satisfaction. The recognition about employee promotion can also encourage more applicants to apply for a job within an institution. In turn, the more applicants lead a company or an organization for recruiting more potential employees; and it will also be easier to choose skillful and better employees. Otherwise, when employees have no or less chances for job promotion, they may have less working desires and working discipline. So their job satisfaction will be decreased gradually. Indeed, job promotion plays an important role for employees. Moreover, this is highly expected by employees since they are assumed as having good competency compared to others. The job promotion is also indicated by employees as respects and trust that their company or organization maintain to allocate them into higher position. In consequence, job promotion grants employees for higher social status, greater authority, larger responsibility, and higher salary rate for employees.

Employee Placement

Job employment is started from recruitment process in which applicants take a set of selection process. Job placement is given to those who successfully complete job analysis, recruitment, and applicant selection processes. Then, placing the successful applicant is the fourth process part within the labour management function in which employers commonly expect for good employees.

Furthermore, job placement is described as the process of allocating the right employee in the right place. Therefore, the management has to choose and adjust proper employees who are able to complete required workplace duties, to maintain responsibilities to various job risks, and to solve possibilities of office problems (Sastrohadiwiryono, 2002:162). Job placement is designed to accomplish particular office duties. When some duties are considered difficult to be accomplished so the system of employee allocation should be modified and redesigned as the company goals. In addition, the employment system emphasizes to provide matched employees as a means to gain broader flexibilities during employment operation. The system is also as the means to elicit employment plans with improper employees. In brief, the system of employee placement is to allocate skillful employees to meet the requirements of each job unit or area within a company or organization.

Employee Performance

The notion of job performance or actual performance refers to one's working achievement or actual achievement. Mangkunegara (2000:67) defines it as the quantitatively and qualitatively working results that employees perform based on the given tasks and responsibilities in the office.

There are two main aspects that are measured for employee performance. First is the outcome; and the second is the behaviour. However, many experts disagree with the first aspect, i.e. the outcome since there are

various problems and biases underlying the measurement. Otherwise, they focus more on the behaviour. Feldman (1992:32) argues that the usage of figures for employee performance can be misleading and may be tenuous. Indeed, the domain of performance is preferably defined as attitude domain than outcome domain. Furthermore, the measurement of employee performance may use *performance standards*, i.e. the performance level that is in relation to the level of effectiveness that has been previously designed (Smither, 1998:257). In short, employee performance should be measured in the form of behaviour rather than of numbers.

Job Satisfaction

Job satisfaction has unique, attractive, and important aspects. It can provide enormous benefit and influence on the employee's interest as well as on company's expectation. For employees, job satisfaction encourages their life improvement. Some previous researchers found that understanding the causes and sources for what employees make them satisfy with their jobs lead the employees increase efforts for their individual life advancement. While for organization, job satisfaction is indicated in some researches as a framework to escalate employee performance as well as to decrease cost as the result of employees' changes in working attitude and behaviour.

Within an organization or a company, employees are individuals that have been considered as important asset. Hence, the organization has to determine its employees' needs and interests. In turn, the employees will be able to give their best actions as their contribution for the organizational development. Basically, job satisfaction is desired by employees as their individual aspect.

Each employee must have different levels of job satisfaction. Employee satisfaction is a personal feeling towards the employee's current job and also all things faced by the employee in the workplace. Employees who are satisfied with their job tend to think and behave positively. They also look positive in facing all problems happened in the office. Drawing to Wexley and Yukl (1992:130), job satisfaction "...is the way and employee feel about his or her job". In other words, job satisfaction is the employees' perception and reaction towards their work; and this is indeed how to measure employee satisfaction. Then, Kreitner (2003:271) states that job satisfaction is the effectiveness or emotional reaction to various aspects of work. Such definition is not a solely concept. An employee can be relatively satisfied with one aspect of work, but not satisfied with another aspect of work. In brief, job satisfaction can be distinct among employees at the workplace.

Hypothesis

Simamora (2004:58) explains that employee trainings are part of employment requirements that correlate with particular knowledge and skills based on actual working activities. Maryadi (2010), in his research, finds that trainings had significant influence to employee performance. If various kinds of trainings are attended by employees, so professionalism can be well developed by the employees. In turn, this can increase employee performance in the office. Elnaga (2013) and Boe (2014) also prove the importance of trainings to develop employee performance. Therefore this study firstly hypothesizes that:

H1 :Trainings give impact on employee performance in the Ternate and Tidore City Secretariat, North Maluku Province.

Kreitner (2003:271) indicates that bahwa job satisfaction is an effectiveness or emotional response to various working aspects. Moreover, Parta *et al* (2011) prove that trainings are able to influence job satisfaction positively and significantly. In other words, the more effective a training is conducted, the greater opportunity an employee can advance his or her job satisfaction. The implication is how important for an organization to assure the training program based on training needs analysis. As a result, the training process will be able to fit the needs of employees in the purpose to improve their job satisfaction. As like a research by Andi (2011), how well a training program will not directly influence job satisfaction of employees. Hence, this study secondly hypothesizes that:

H2 :Trainings give impact on job satisfaction of employees in the Ternate and Tidore City Secretariat, North Maluku Province.

Atkhan *et al* (2013) confirm that employees who are allocated in particular position must have adequate competence so they are able to accomplish required jobs effectively and efficiently. Otherwise, improper placement process may affect to less optimality of employee performance. In addition, Nurdin *et al.* (2015) show that job promotion influences to employee performance. Promotion exists when an employee is moved from one position into another position with higher salary, greater responsibilities, and higher level. The movement is obviously as a reward system for the employee's efforts and achievements at work. However, the research result of Nurdin *et al.* (2015) indicate contradictory in which job promotion gives no impact to employee performance. This shows a gap between researches on the effect of job promotion to employee performance. Then this study thirdly hypothesizes that:

H3: Job promotion gives impact on employee performance in the Ternate and Tidore City Secretariat, North Maluku Province.

Andini *et al.* (2013) argue that job promotion can be maintained due to the organizational policy that is set up to make employees satisfy to their jobs. In turns, the employees will tend to improve their knowledge and working experience. Besides, job satisfaction among employees have to be considered by the employers. For this, good communication lead for harmonious and competitive working situation among employees. Such situation will help employees to maintain their job performance. In contrast, a research by Nurdin *et al.* (2015) indicate different result in which job promotion does not influence employee satisfaction. This study, therefore, fourthly emphasizes that:

H4: Job promotion gives impact on job satisfaction of employees in the Ternate and Tidore City Secretariat, North Maluku Province.

Employee placement refers to the movement of labours within a company or an organization. The activity of transferring employees from one place into another place can be called as mutation. Other similar terms for mutation are transfer, over duty, job rotation, and displacement. The mutation is also as employment activities in relation to process of transferring function, responsibilities, and employment status. Such activities aim to obtain employee satisfaction that can increase productivity and lead employees to give maximal achievement to the company. However, Nurdin *et al.* (2015) finds different research result in which employee placement does not influence employee performance. Then this study sets the fifth hypthosis as follow:

H5: Employee placement influences employee performance in the Ternate and Tidore City Secretariat, North Maluku Province.

Some research results indicate that employee placement can be as predictor for job satisfaction. For example, Kushendarto (2014) and Wijaya (2013) find the positive impact of employee placement on job satisfaction. So every job satisfaction that is considered from job placement will always be followed by the improvement of employee performance. Nonetheless, Nurdin *et al.* (2015) finds a contradictory research result, i.e. employment placement does not influence employees' job satisfaction. This indicates the gaps of research results on the effect of employee placement to job satisfaction. Then this study sets the sixth hypthosis as follow:

H6 :Employee placement influences job satisfaction of employees in the Ternate and Tidore City Secretariat, North Maluku Province.

Penturi (2010) confirms that job performance as the indicator of working quantity and working quality bring out direct job satisfaction in the workplace. It means that the higher level of job performance indicates the higher level of job satisfaction. Other researches conducted by Andri (2011), Suspendi (2012), and Ahmad (2014) also find similar results. Job satisfaction of employees can be generated from the rewards given by the employers. Such reward is usually due to the employees' accomplishment to create valuable output. In brief, company compensation is essential to encourage employees in improving their job performance. Furthermore, if a company expects to escalate its employees' job satisfaction, the company should provide efforts to develop its employee performance.

H7: Job performance influences job satisfaction of employees in the Ternate and Tidore City Secretariat, North Maluku Province.

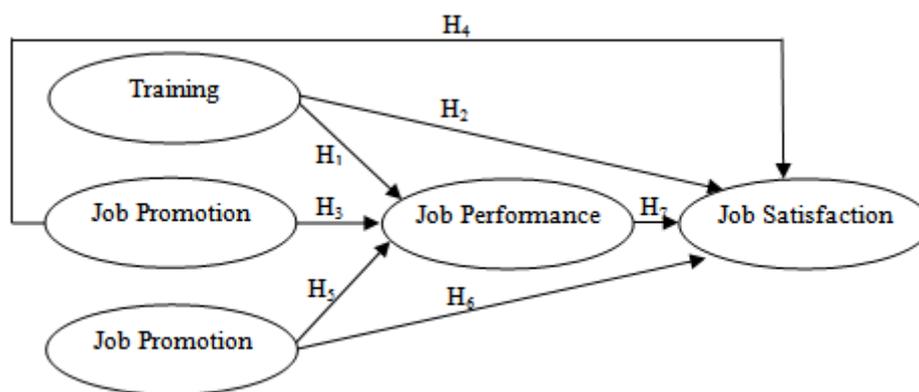


Figure1. Framework of Research Concept

Research Method

This study is a survey research. This is conducted with large or small population, but data observed is from the samples of population taken from this study so relative events, distributions, and relation between variables are found in this study. The population of this study are all employees in the Ternate and Tidore City Secretariat, North Maluku Province, Indonesia.

The population of this study is characterized as definite population with a total of 478 employees. The samples of this study were taken by using Slovin formula with the number of 220 employees. Then, questionnaires were directly distributed by the researcher to the respondents in their convenience so the researcher did not interfere the respondents' works. The questionnaires were also circulated based on the numbers of each group planned in this study.

Analisis Structural Equation Modeling (Sem)

The stage of structural model leads to ensure the model has matched to data. It also assures the presence and absence of influence between variables being studied. In structural testing, this study used *Maximum Likelihood Estimation* (MLE) model. The first action to do in this stage is to ensure that the model has fitted to data. After that, hypothesis testing can be conducted. The following is the result of SEM testing with SEM coefficient value or standardized SEM in each variables.

Table1. SEM Coefficient Value, Effects between Variables

Causal Relations			<i>Direct effect</i>	<i>Indirect Effect</i>	<i>Total</i>
Trainings	->	Employee Performance	0,507	-	0,507
Job Promotion	->	Employee Performance	0,026	-	0,026
Employee Placement	->	Employee Performance	0,254	-	0,254
Trainings	->	Job Satisfaction	0,310	0,098	0,408
Job Promotion	->	Job Satisfaction	0,318	0,005	0,323
Employee Placement	->	Job Satisfaction	0,255	0,049	0,304
Employee Performance	->	Job Satisfaction	0,194	-	0,194

III. DISCUSSION

Impact Of Trainings On Employee Performance

The result of hypothesis testing regarding the influence between variables with SEM method shows significant from training to employee performance. The first hypothesis, i.e. training gives impact on employee performance in the Ternate and Tidore City Secretariats, North Maluku Province, was accepted in this study. The amount of coefficient on training towards employee performance was 0,507 with CR value bigger than t-table 1,96 or probability value (p-value) smaller than error of 5%. This means that the training has significant effect to employee performance in the Ternate and Tidore City Secretariat, North Maluku Province. Therefore, this study suggests that the secretariat of North Maluku Province should pay attention to the trainings held in order to produce good employee performance. This action also needs more attention on the evaluation indicators after the implementation of the training.

This testing result is consistent with a research result by Maryadi (2010). He indicates that in-company trainings have an effect to employee performance. If various trainings that are attended by employees are getting better and improved, the trainings will develop employees' professionalism. In turn, the employees will be able to run their office tasks and to improve their job performance. Similarly, Elnaga (2013) and Boe (2014) prove the importance of trainings to advance employee performance.

Impact of Trainings on Employee Satisfaction

The result of hypothesis testing on the effect between variables with SEM method shows a significant impact of trainings on employee satisfaction. The second hypothesis, i.e. trainings give impact on employee satisfaction in the Ternate and Tidore City Secretariat is accepted. After the testing between the training and the employee satisfaction, the coefficient amount was 0.310 with CR value greater than t-table 1.96 or the probability value (p-value) was smaller than the error of 5%. This means that in-company trainings have significant affect to the job satisfaction of employees in the Ternate and Tidore City Secretariat, North Maluku Province. To develop employees' job satisfaction, the secretariat of North Maluku Province has to consider more on evaluation indicators after training progress (indicators with the lowest mean value).

The testing result of this study is consistent with previous research result by Partaet *al.* (2011). They prove that training can positively and significantly influence employees' job satisfaction. It means that the more effective a training is conducted, so the greater chance job satisfaction can be improved by employees. The implication draws the importance of considering a training program within each organization. The program should be based on the needs analysis for employee training so the training process will match with what employees expect in the purpose to develop their job satisfaction.

Impact of Job Promotion on Employee Performance

The result of hypothesis testing for influences between variables with SEM method proves that there is no impact of job promotion on employee performance. In other words, the third hypothesis, i.e. job promotion

gives impact on employee performance in the Ternate and Tidore City Secretariat, North Maluku Province, was not accepted. As the testing result, the coefficient amount on job promotion to job performance was 0,026 with CR value was smaller than t-table of 1.96; or the probability value (*p-value*) was larger than the error of 5%. This means that job promotion does not influence employee performance in the Ternate and Tidore City Secretariat, North Maluku Province. In this study, the fact shows that even though job promotion has been properly managed; however, this cannot give a real impact to the development of employee performance in the Ternate and Tidore City Secretariat, North Maluku Province. Such hypothesis testing is consistent with Nurdin (2015) who indicates the insignificant influence of job promotion to employee performance.

Generally, job promotion is generated as a reward system in which the employees have performed good achievements in the previous years. However, this study identified that job promotion did not influence job performance because promotion in the Ternate and Tidore City Secretariat, North Maluku Province, is due to the education levels of employees, without considering their educational subjects and relevant competence. Such situation occurs because of the constraint of human resources in North Maluku Province. Improper process of employee promotion lead for employees' less optimality to do the given tasks and functions at work. As a result, the employee performance cannot be maximum in achievements.

Impact of Job Promotion on Employee Satisfaction

The result of hypothesis testing on the influence between variables with SEM method indicates the significant existence of job promotion to employee satisfaction. The fourth hypothesis, i.e. job promotion gives impact on employee satisfaction in the Ternate and Tidore City Secretariat, North Maluku Province, was accepted. As the testing result, the coefficient amount of job promotion to employee satisfaction was 0,318 with CR value greater than t-table 1,96; or the probability value (*p-value*) is smaller than the error of 5%. This means that job promotion significantly influences job satisfaction of employees in the Ternate and Tidore City Secretariat, North Maluku Province.

To establish higher employee satisfaction, the city secretariat in North Maluku Province should address job promotion, mainly in accordance with indicators for job promotion based on working achievement (the indicators having lowest mean value). Furthermore, the hypothesis testing result is consistent with a research by Andini *et al.* (2013). In her research, a promotion policy should be maintained since it can lead employees feeling satisfied at work as well as pursuing employees' greater knowledge and working experience. In brief, job promotion can also deliver a valuable impact on employees' job satisfaction.

Impact of Job Placement on Employee Performance

The result of hypothesis testing on the influence between variables with SEM method shows significant impact of job placement on employee performance. The fifth hypothesis, i.e. the job placement gives an impact on employee performance in the Ternate and Tidore City Secretariat, North Maluku Province was accepted. As the testing result, the coefficient amount of job placement and employee performance was 0,254 with CR value larger than t-table 1,96 or *probability value (p-value)* was smaller than the error of 5%. This means that job placement significantly influence employee performance in the Ternate and Tidore City Secretariat, North Maluku Province. To establish better employee performance, the City Secretariat has to consider employment placement, mainly in relation to placement with competence base (the indicator having the lowest mean value).

Such hypothesis testing is consistent with what was investigated by Rivai and Sagala (2010). They argue that employee placement is a working predictor that is defined as an activity to reassign employees into particular position. Atkhan *et al.* (2013) also confirms that employees who are allocated in specific position must have relevant competence or skills so they are able to complete tasks effectively and efficiently. In contrast, if employment placement is improper, the employees' job performance will not be optimal.

Impact of Employee Placement on Employee Satisfaction

The result of hypothesis testing on the effect between variables with SEM method shows a significant impact of employee placement on job satisfaction. The sixth hypothesis, i.e. employee placement influences job satisfaction of employees in the Ternate and Tidore City Secretariat, North Maluku Province, was accepted. After the testing between variables of employee placement and job satisfaction, the coefficient amount was 0,255 with CR value greater than t-table 1.96 or the probability value (*p-value*) was smaller than the error of 5%. This means that employee placement significantly influences employee satisfaction in the Ternate and Tidore City Secretariat, North Maluku Province. To establish higher level of employees' job satisfaction, the Secretariat of North Maluku Province should pay attention on employment placement based on competence (the indicator having the lowest mean value).

This testing result is consistent with researches by Kushendarto (2014) and Wijaya (2013). They find positive impact between employee placement and employee satisfaction at work. Hence, the improvement of job satisfaction from employment will be followed with employee's job performance. Besides, this study indicates

the positive and significant influence between job placement and employee performance. The better process of job placement for employees that is organized by a company, the higher job performance will be performed. In turn, these will lead to employee's job satisfaction.

Impact of Employee Performance on Employee Satisfaction

The result of hypothesis testing on the influence between variables with SEM method indicates the significant existence of employee performance to employee satisfaction. The seventh hypothesis, i.e. employee performance influences job satisfaction in the Ternate and Tidore City Secretariat, North Maluku Province, was accepted. As the testing result, the coefficient amount of job promotion to employee satisfaction was 0,194 with CR value greater than t-table 1,96; or the probability value (p-value) is smaller than the error of 5%. This means that job performance significantly influences job satisfaction of employees in the Ternate and Tidore City Secretariat, North Maluku Province. To establish higher employee satisfaction, the city secretariat in North Maluku Province should address job performance, mainly in accordance with the time limit to complete office tasks (the indicators having lowest mean value).

Furthermore, the hypothesis testing result is consistent with a research by Penturi (2010). His research indicates positive effect between job performance and job satisfaction. Indicators for job performance are represented with working quantity and working quality that directly give impact to job satisfaction. In other words, the higher job performance of employers are performed, the higher level of job satisfaction will be gained. Similarly, other researchers, like Andri (2011), Supendi (2012), dan Ahmad (2014) also find that job satisfaction that is performed by employees can be derived from rewards given by the employers. The rewards are as a result of valuable output for the company. If an organization expects to develop employees' job satisfaction, so the organization should have efforts to improve its employee performance. In brief, job performance can develop job satisfaction of employees.

Indirect Impact of Training, Job Promotion, and Employee Placement on Employee Performance

The analysis results indicate that trainings are able to influence job satisfaction directly or through the mediation of employee performance. This can be concluded that job performance of employees partially mediates the impact of training on job satisfaction. Moreover, employee placement directly influences job satisfaction. Besides, employee placement partially mediates the impact of job satisfaction. While job promotion can directly influence job satisfaction without mediation to employee performance. So this can be concluded that employee performance does not mediate the effect of job promotion towards job satisfaction.

The analysis results also give information that the job training program and employee placement without competence base may decrease employees' job performance. Therefore, the employees' job satisfaction will not be improved. However, the variable of job promotion is able to lead employees satisfy with their jobs. In other cases, job promotion cannot develop employee performance. In brief, improper process of job promotion will not give significant impact for the improvement of job performance. Even though in different side, job promotion can satisfy employees.

IV. CONCLUSION

This study found that good trainings could improve employee performance as well as employee satisfaction in the Ternate and Tidore City Secretariat, North Maluku Province. This study also indicated that job promotion gave no impact to employee performance, but promotion provided a positive impact to employee satisfaction. In addition, this study confirmed that employee placement had an effect on both employees' job performance and job satisfaction. While employee performance had an impact on employee satisfaction.

Likewise, this study argues that the quality of employment training program can be improved by fixing some evaluation components. The first relates to training room condition which should be conducive for employees as training participants. The second evaluation component refers to training equipments that should be well prepared and available during training programs. The third describes the needs of training instructors' competence improvement so they are able to control the training rooms. The fourth evaluation suggests for training instructors' abilities in delivering training materials. They are expected to teach materials that can be easily acquired by employees as training participants. The fifth evaluation recommends for learning motivation. The training instructors should constantly advise the employees as participants to rehearse training materials that have been taught during training programs. The sixth assists the improvement of employee participation. The employees as training participants are expected to be actively participated during training programs. And the last recommends for program evaluation. After the implementation of trainings, it is essential to evaluate whether or not the employees are able to accomplish their office duties quickly and accurately as the company's or the organization's requirements. These are ways of developing employee performance.

An organization also requires procedures to establish job promotion based on employee performance. The employers can determine some policies to adjust employee performance, for examples: the employees' achievements have to meet the employers' expectations, the employees are able to solve office problems as the

standardized time allocation, and the evaluation of employee performance must be transparent and fair. Moreover, the organization has to resolve procedures for employee placement properly. The placement must be basen on the employees' capabailities, including technical skills, ability in maintaining relationships between colleagues, conceptual skills, and mental skills. In conclusion, each organization requires specific policies to figure out barriers as well as relevant competetence of employees so that they are able to improve their job performance and satisfaction.

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