

# Analysis of Remuneration System Implementation and Job Satisfaction on the Performance of Health Officers at RSI Garam Kalianget, Sumenep Regency

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## ABSTRACT

Performance is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time. Performance can be equated with work performance, and thus employee performance is a work achievement achieved by an employee in carrying out their duties and targets.. The purpose of this study is to analyze the effect of the implementation of the remuneration system and job satisfaction on the performance of health workers at the Garam Kalianget Hospital, Sumenep Regency. The design of this research is an observational quantitative research with a cross sectional approach with the focus of the research being directed at analyzing the effect of the implementation of the remuneration system and job satisfaction on the performance of health workers at the Garam Kalianget Hospital, Sumenep Regency. The total population is 134 respondents and a sample of 100 respondents is taken using the Simple Random Sampling technique. In the study, it was found that almost half of the respondents had sufficient remuneration in the category of 46 respondents (46%). Most of the respondents have job satisfaction in the moderate category, 54 respondents (54%). Almost half of the respondents have a good performance category as many as 48 respondents (48%). Based on the results of Multiple Linear Regression analysis shows that with a p-value of 0.000 < 0.05 then H1 is accepted so it can be concluded that simultaneously there is the effect of remuneration and job satisfaction on the performance of health workers at the Garam Kalianget Hospital, Sumenep Regency with an effect of 76.9%. It is hoped that health workers will be able to be more oriented to the work itself in providing results, impacts, and benefits for the community and for other employees.

**Keywords:** Performance, satisfaction & remuneration

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## INTRODUCTION

Performance is a result of work both in quality and quantity achieved by an employee in carrying out his duties. According to Hasibuan (2016) performance is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time. Performance can

be equated with work performance, and thus employee performance is a work achievement achieved by an employee in carrying out their duties and targets.

Research conducted by Astini As'ad (2018) at the Inpatient Unit of Hasanuddin University Hospital shows that there is a relationship between job satisfaction aspects of work, salary, development opportunities, co-workers and supervision with nurse performance, and there is no relationship between job satisfaction aspects of working conditions and leadership with nurse performance. The same research was also conducted by Andi Kinarkas Argapati (2018) at the Stella Maris Hospital in Makassar City. It showed that the level of job satisfaction of nurses was that of 134 respondents there were 79 respondents (60.8%) who were satisfied and 51 respondents (39.2%) who are dissatisfied. This level of satisfaction is based on aspects of interest, job security, skills, nurse's social interaction with superiors, social interaction between nurses, working time and rest time arrangements, work equipment, room conditions, salary,

Based on the results of a preliminary study conducted by researchers on November 9, 2020, it was found that the number of health workers at the Garam Kalianget Hospital, Sumenep Regency was 134 people (PPSDM Health, 2020). And after an initial survey was carried out to 10 respondents, it was found that a number of 7 respondents (70%) had less than optimal performance where it appears from the work activities carried out that errors often occur such as incomplete medical record filling, lack of discipline and also cooperation and work coordination. less than optimal. Where this is related to the remuneration system which is still not in line with the expectations of health workers and also because health workers are not satisfied with having to work with unbalanced rewards.

Health workers as human resources who have a very important role in hospitals so that management needs attention to manage / foster so that they can do their jobs well so that they can contribute to the performance / progress of the hospital. Based on the researcher's observations and interviews with the medical services, pharmacy, medical records and other related departments as well as the results of the patient satisfaction survey (2016), it was found that the performance of health workers was still lacking. There is a turn over of several health workers due to the unavailability of equipment, as well as work incentives/benefits.

This is an indicator of dissatisfaction at work. Job satisfaction is a person's attitude towards his job that comes from their perception of the job (Gibson, 2015). Job satisfaction is a general attitude toward a person's job, indicating the difference between the number of awards workers receive and the amount they believe they should receive. A widely used approach to measuring job satisfaction by identifying key elements; wages/salaries, promotions, work atmosphere, co-workers and supervision (Wibowo, 2017).

Of a number of dimensions associated with job satisfaction, five of them have very important characteristics (Smith in Gibson, 2015). The five dimensions are wages/salaries (pay). The work itself (work it self). Promotion (promotion). Supervisor (supervisor). Co-workers. The five dimensions of job satisfaction have been measured in several studies using the Job Descriptive Index (JDI) which has been widely used in the world.

Employees will feel comfortable if when working they get job satisfaction as expected (Koesmono, 2015). There are several ways to express job satisfaction, for example, employees can complain, disobey, steal, etc. An emotional attitude that is pleasant and loves his job is job satisfaction (Hasibuan, 2013). Job satisfaction is an employee's opinion that is pleasant or not about his work, that feeling can be seen from the employee's good behavior towards work and all things experienced in the work environment (Handoko, 2016).

The results of research conducted by Luthfan Atmaji (2016) Studies at Sultan Agung Islamic Hospital Semarang show that job satisfaction (aspects of salary, working conditions, co-workers, supervisors, and the work itself) has a positive and significant effect on nurse performance. Furthermore, research conducted by Nurhayni (2017) shows that there is a relationship between job satisfaction (work environment conditions, incentives, opportunities for self-development, supervisory relationships, and co-workers relations) with the performance of nurses in the Inpatient Room of Daya Hospital Makassar City.

Based on the above conditions, the authors are interested in researching the analysis of the implementation of the remuneration system and job satisfaction on the performance of health workers at the Garam Kalianget Hospital, Sumenep Regency.

## MATERIALS AND METHODS

In this study, the researcher used an observational quantitative design with a cross sectional approach, which is a study to study the dynamics of the correlation between risk factors and effects, by approaching, observing or collecting data all at once (point time approach), that is, each subject The study was observed only once and measurements were made on the status of the character or variable of the subject at the time of examination. This does not mean that all research subjects are observed at the same time (Soekidjo, 2012). This research will analyze the effect of the implementation of the remuneration system and job satisfaction on the performance of health workers at the Garam Kalianget Hospital, Sumenep Regency. The total population is 134 respondents and a sample of 100 respondents is taken using the Simple Random Sampling technique. Data analysis using Linear Regression test. This research has gone through an ethical test with SK: 2309/KEPK/III/2021..

## RESULTS

Table 1. Statistical test results *Linear Regression* an analysis of the implementation of the remuneration system and job satisfaction on the performance of health workers at the Garam Kalianget Hospital, Sumenep Regency, which was carried out by researchers on 1-30 July 2021 with a total of 100 respondents.

No	Variable	Sig	R <sup>2</sup>	Sig
1	constant	.000		
2	Remuneration	.000	0.769	0.000
3	Job satisfaction	.002		

### 1. Partial

#### a. Effect of Remuneration on Performance

Based on the results of Linear Regression analysis shows that the p-value 0.000 < 0.05 then H1 is accepted so it is concluded that partially there is the effect of remuneration on the performance of health workers at the Garam Kalianget Hospital, Sumenep

#### b. The Effect of Job Satisfaction on Performance

Based on the results of Linear Regression analysis shows that the p-value is 0.002 < 0.05, then H0 is rejected and H1 is accepted, so it can be concluded that partially there is the effect of job satisfaction on the performance of health workers at the Garam Kalianget Hospital, Sumenep Regency

### 2. Simultaneous

Based on the results of Multiple Linear Regression analysis shows that with a p-value of 0.000 < 0.05 then H1 is accepted so it can be concluded that simultaneously there is the effect of remuneration and job satisfaction on the performance of health workers at the Garam Kalianget Hospital, Sumenep Regency with an effect of 76.9%.

## DISCUSSION

### A. Implementation of the Remuneration System for Health Officers at the Garam Kalianget Hospital, Sumenep Regency

The results showed that almost half of the respondents have remuneration in the sufficient category, 46 respondents (46%). In addition, 39 respondents (39%) have remuneration in the less category. While a number of 25 respondents (25%) remuneration in the good category.

Remuneration has the meaning of "something" that employees receive in return for the contributions they have made to the organization where they work. Remuneration has a broader meaning than salary, because it includes all forms of remuneration, whether in the form of money or indirectly, and which are routine or non-routine. Direct remuneration consists of salary/wages, position allowances, special allowances, bonuses that are linked or not linked to work performance and organizational performance, intensive as an achievement award, and various types of assistance provided regularly. Indirect compensation consists of facilities, health, pension funds, salary during the disaster relief leave and so on (Surya, 2014)

According to the Decree of the Minister of Health of the Republic of Indonesia Number 625 of 2010, the definition of Remuneration is the expenditure of costs by the Hospital BLU, as

compensation for services to employees, the benefits of which are received by employees in the form and type of reward and protection components. So incentives are only a small part of the broad remuneration system.

Remuneration is employee benefits that can be in the form of salary, honorarium, fixed allowances, incentives, bonuses for achievements, severance pay, or pensions. While the definition of remuneration according to the Big Indonesian Dictionary is "Purchase of gifts, (services or others), rewards. For Civil Servants, remuneration means work benefits other than salary associated with a performance appraisal system. The remuneration in the Ministry of Finance is a reorganization of the provision of employee benefits in the form of allowances known as the Special Allowance for State Financial Development (TPKKN) based on the level of responsibility and risk of the position/job being carried out (Efendi, 2014).

The purpose of the remuneration system in general is to attract, retain and motivate quality human resources, for that human resource management needs to consider the supply and demand of human resources. If there is an excess supply of labor, the level of compensation given is relatively low. On the other hand, if there is excess demand, the rate of return is relatively high.

Achieving the goal of motivating human resources depends on the basis of the reward system. For the remuneration system based on performance and competence, the motivations for each are performance improvement and human resource skills/expertise. Meanwhile, the remuneration system based on time and seniority and the severity of the work is more about rewarding than motivating.

Employees receive remuneration in the form of salaries, wages, or other forms to meet economic needs. The provision of remuneration is related to the requirements that must be met by the employee in the position he occupies, so as to create a balance between output and input. The bolder an institution provides high remuneration can be used as a benchmark that the more successful the institution is in building the work performance of its employees, because the provision of high remuneration is only possible if the institution has a high enough income and is willing to provide high remuneration in the hope that the institution will be more advanced. the. Providing better remuneration will encourage employees to work more productively.

#### **B. Job Satisfaction of Health Officers at RSI Garam Kalianget, Sumenep Regency**

The results showed that most of the respondents had job satisfaction in the moderate category of 54 respondents (54%). In addition, a number of 26 respondents (26%) had job satisfaction in the low category. While a number of 20 respondents (20%) job satisfaction in the high category.

According to Robbins and Judge (2015) job satisfaction is a general attitude towards a person's work that shows the difference between the number of awards workers receive and the amount they believe they should receive. Job satisfaction is an affective or emotional response to various aspects or aspects of one's work so that job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of the job and dissatisfied with one or more other aspects.

Job Satisfaction is the (positive) attitude of the workforce towards their work, which arises based on an assessment of the work situation. The assessment can be carried out on one of the jobs, the assessment is carried out as a sense of appreciation in achieving one of the important values in the work. Satisfied employees like their work situation more than they dislike it. Feelings related to job satisfaction and dissatisfaction tend to reflect the assessment of the workforce about current and past work experiences rather than expectations for the future. So it can be concluded that there are two important elements in job satisfaction, namely job values and basic needs (Robbins & Judge, 2015).

Greenberg and Baron (2003 in Yuniasanti & Setiawan, 2015) describe job satisfaction as a positive or negative attitude that individuals have towards their work. In addition, Gibson (1999 in Yuniasanti & Setiawan, 2015), states job satisfaction as an attitude that workers have about their work. It is the result of their perception of work.

Job satisfaction is the way workers feel about their work. This is a general attitude towards work which is based on the evaluation of different aspects of the job, (Handayani, 2010). Meanwhile, according to Jennifer and Gareth (1987 in Handayani, 2010) suggests job satisfaction is a collection of feelings and beliefs held by individuals about their organization as a whole. Luthans (1998 in Vanecia, 2013) Job satisfaction is a feeling of pleasure or displeasure felt by

employees towards their work such as the work atmosphere which includes organizational climate, relationships between superiors and subordinates, relationships with fellow employees, leadership styles that exist within the company.

According to the researcher, everyone who works expects to get satisfaction from his place of work. Basically job satisfaction is an individual thing because each individual will have a different level of satisfaction according to the values that apply to each individual. The more aspects of the job that match the individual's wishes, the higher the level of perceived satisfaction. Job satisfaction is obtained if the reality of what is done in the work is in accordance with what will be obtained from the results of the work itself or the direct results thereof, such as the nature of the work, achievements in work, promotion opportunities and opportunities for self-development and recognition.

### **C. Performance of Health Officers at RSI Garam Kalianget, Sumenep Regency**

The results showed that almost half of the respondents had good performance in the category of 48 respondents (48%). In addition, a number of 31 respondents (31%) had performance in the moderate category. While a number of 21 respondents (21%) have a performance in the poor category.

Performance can basically be seen from two aspects, namely the performance of employees (individuals) and organizational performance. Employee performance is the result of individual work in an organization. While organizational performance is the totality of the work achieved by an organization (Handri, 2012).

Performance is a description of the level of achievement of the implementation of an activity/program in realizing the goals, objectives, mission, and vision of the organization contained in the strategic planning of an organization (Mahsun, 2015). Widodo (2016) adds that performance is carrying out an activity and perfecting it according to its responsibilities with the expected results. Meanwhile, Anwar (2015) said that performance is the result of a person's quality and quantity of work in carrying out his functions in accordance with the responsibilities given to him.

Based on the existing theory, it can be concluded that organizational performance is the level of achievement of the implementation of an organization's tasks in an effort to realize the goals, objectives, mission, and vision of the organization. It can be seen that the elements contained in organizational performance consist of results or evaluation of job functions, factors that affect employee performance such as motivation, skills, role perceptions, and so on. Achievement of organizational goals and a certain time period (Sasa, 2016).

Keith Davis in Anwar's book (2015) states that the factors that affect performance are the ability factor and the motivation factor. Psychological abilities, consisting of potential abilities (IQ) and reality abilities (knowledge + skills) which means leaders who have an IQ above average with adequate education for their positions and are skilled at doing daily work. Motivation (motivation) is defined as a leadership attitude towards work situations in the organizational environment.

According to researchers, performance is the result of work that can be achieved by a person or group of people in an organization according to their respective authorities and responsibilities in an effort to achieve organizational goals legally, not violating the law, and according to morals and ethics. Performance is the appearance of the work of personnel both in quality and quantity in an organization. Good performance from an employee will be beneficial for himself later.

### **D. The Effect of the Implementation of the Remuneration System on the Performance of Health Officers at the Garam Kalianget Hospital, Sumenep Regency**

Based on the results of Linear Regression analysis shows that the p-value  $0.000 < 0.05$  then H1 is accepted so it is concluded that partially there is the effect of remuneration on the performance of health workers at the Garam Kalianget Hospital, Sumenep

Efforts to get professional employees in accordance with the demands of the position require a continuous development, namely an effort to plan, organize, use, and maintain employees so that they are able to carry out their duties effectively and efficiently. As a real step in the results of coaching, it is deemed necessary to provide rewards or awards to employees who have shown good work performance. The provision of remuneration is a leader's effort in providing

remuneration for the work of employees, so that they can encourage work harder and have potential (Brika, 2013).

The size of the remuneration given to those who are entitled to depend on many things, mainly determined by the level of achievement achieved. In addition, the form of reward is also determined by the type or form of achievement achieved and to whom it is given (Santi, 2016).

Every organization uses various rewards to attract and retain people and motivate them to achieve their personal goals and organizational goals. For example, by giving employees certificates of appreciation, assignment transfers, promotions, praise and recognition and also helping to create a climate that results in more challenging and satisfying work. Instead, employees exchange it for time, ability, expertise, and effort to get appropriate rewards (Nugroho, 2016).

Currently, many organizations or educational institutions are implementing a reward system. The purpose of this formal award is to inform all employees that one of the employees has performed well and deserves to be rewarded. This award can be in the form of titles, medals or certificates given to outstanding employees. In general, the time of awarding this award is when the organization carries out formal activities. For example, the principal gives a certificate of appreciation to one of the teachers because he is diligent in involving his students to take part in academic and non-academic competitions (Isnawati, 2011).

According to researchers, remuneration for officers who do a good job can increase the desire of the officers themselves to work harder. Where if he does his job well he will get appreciation and will even get royalties from the services he does. So that it will increase the allowance he gets every month. So the researchers concluded that there was an effect of remuneration on the performance of health workers at the Garam Kalianget Hospital, Sumenep Regency.

#### **E. The Effect of Job Satisfaction on the Performance of Health Officers at RSI Garam Kalianget, Sumenep Regency**

Based on the results of Linear Regression analysis shows that the p-value is  $0.002 < 0.05$ , then  $H_0$  is rejected and  $H_1$  is accepted, so it can be concluded that partially there is the effect of job satisfaction on the performance of health workers at the Garam Kalianget Hospital, Sumenep Regency

Performance is a result of work both in quality and quantity achieved by an employee in carrying out his duties. According to Hasibuan (2016) performance is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time. Performance can be equated with work performance, and thus employee performance is a work achievement achieved by an employee in carrying out their duties and targets.

Health workers as human resources who have a very important role in hospitals so that management needs attention to manage / foster so that they can do their jobs well so that they can contribute to the performance / progress of the hospital. Based on the researcher's observations and interviews with the medical services, pharmacy, medical records and other related departments as well as the results of the patient satisfaction survey (2016), it was found that the performance of health workers was still lacking. There is a turn over of several health workers due to the unavailability of equipment, as well as work incentives/benefits.

This is an indicator of dissatisfaction at work. Job satisfaction is a person's attitude towards his job that comes from their perception of the job (Gibson, 2015). Job satisfaction is a general attitude toward a person's job, indicating the difference between the number of awards workers receive and the amount they believe they should receive. A widely used approach to measuring job satisfaction by identifying key elements; wages/salaries, promotions, work atmosphere, co-workers and supervision (Wibowo, 2017).

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Performance is the result or level of success of a person independently during a certain period in carrying out tasks compared to various possibilities, such as standard work results, targets or targets and predetermined criteria. Organizational performance can be seen from the existing vision and mission, process performance can be seen from standard operating procedures, and employee performance can be seen from existing work instructions. So that the description of the vision and mission of an organization must be able to explain the goals and objectives to be achieved in an organization which is formulated in a main task and function and will become a work unit in creating activities or activities of workers or employees. Thus performance is more oriented to the work itself in providing results, impact, and benefits for the community as well as for the employees themselves. So the researchers concluded that there was an effect of job satisfaction on the performance of health workers at the Garam Kalianget Hospital, Sumenep Regency.

## CONCLUSION

1. Almost half of the respondents have remuneration in the moderate category, 46 respondents (46%).
2. Most of the respondents have job satisfaction in the moderate category, 54 respondents (54%).
3. Almost half of the respondents have a good performance category as many as 48 respondents (48%).
4. There is an effect of remuneration on the performance of health workers at the Garam Kalianget Hospital, Sumenep Regency
5. Ada the effect of job satisfaction on the performance of health workers at the Garam Kalianget Hospital, Sumenep Regency

## SUGGESTION

1. For Respondents  
It is hoped that health workers will be able to be more oriented to the work itself in providing results, impacts, and benefits for the community and for other employees.
2. For Educational Institutions  
It is hoped that educational institutions can use the results of this study as learning input in the analysis of the implementation of the remuneration system and job satisfaction on the performance of health workers at the Garam Kalianget Hospital, Sumenep Regency and can be developed again for further research to be more useful for readers and for researchers.
3. For Further Researchers  
It is hoped that further research needs to be deepened and added more specific research on Factors that affect the job satisfaction of health workers at the Garam Kalianget Hospital, Sumenep Regency

## ACKNOWLEDGMENT

I solemnly declare that to the best of my knowledge, in this thesis there is no scientific work that has been submitted by another person to obtain an academic degree at a university, and there is no work or opinion that has been written or ordered by anyone, others, except those quoted in this manuscript and mentioned in the citation sources and bibliography.

## CONFLICT OF INTEREST

In this study, there is no interest whatsoever regarding myself or with other institutions other than the Indonesian Strada Institute of Health Sciences, Kediri City.

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