

# THE INFLUENCE OF WORK MOTIVATION AND ORGANIZATIONAL COMMITMENT ON PERFORMANCE THROUGH JOB SATISFACTION (A STUDY ON PROFESSIONAL ASSISTANTS OF THE MINISTRY OF VILLAGE IN KONAWA DISTRICT)

Aguslan Toeni<sup>1\*</sup>, Murdjani Kamaluddin<sup>2</sup>, Muhamad Masri<sup>3</sup>

<sup>1,2,3</sup> Halu Oleo University Kendari, Indonesia

[1aguslantoeni4@gmail.com](mailto:1aguslantoeni4@gmail.com), [2murdjanik54@gmail.com](mailto:2murdjanik54@gmail.com), [3masribones@gmail.com](mailto:3masribones@gmail.com)

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## ABSTRACT

*This study aims to examine the impact of Work Motivation and Organizational Commitment on Performance through Job Satisfaction among the Professional Support Staff at the Ministry of Village in Konawe Regency. The population in this research consists of 119 Professional Support Staff members at the Ministry of Village in Konawe Regency. Data analysis for this study utilized SmartPLS version 3.0. The results of this research indicate that Work Motivation has a positive and significant influence on job satisfaction. Organizational commitment also has a positive and significant influence on job satisfaction. Work Motivation has a positive and significant influence on performance. Organizational commitment similarly has a positive and significant influence on performance. Job satisfaction has a positive and significant influence on performance. Work Motivation has a positive and significant influence on performance through job satisfaction. Organizational commitment also has a positive and significant influence on performance through job satisfaction.*

*Keywords: Motivation, Organizational Commitment, Satisfaction, Performance.*

## INTRODUCTION

Human resources (HR) is one of the crucial factors that cannot be separated from any organization, be it an institution or a company. HR is also a key determinant of a company's development. Essentially, HR consists of individuals employed in an organization as drivers, thinkers, and planners to achieve the organization's goals.

Professional Support Staff is a human resource with qualifications and competencies in the field of community support and empowerment. Village support aims to accelerate village development to achieve the well-being of the community. Increasing awareness and participation of the village community in participatory village development also need to be nurtured for the progress of the village. The presence of village support is expected to create participatory development from the village government and the community.

Performance is the comparison between actual work results and set standards; it is also referred to as work achievement. Every organization strives to continually improve the performance of its employees, aiming to achieve the goals set by the organization (Cizek, 2001). Adhari (2021) explains that in enhancing employee performance, high motivation is crucial. Motivation provides individuals with reasons to work well according to established procedures, standards, and targets. Motivation is the driving force for someone to work, such as a high salary, supportive leadership, adequate work facilities, a comfortable working

environment, and pleasant colleagues, among other factors. Research by Saputra and Mulia (2020) shows that work motivation significantly influences performance, indicating that good work motivation enhances performance.

Organizational commitment is a state where an employee favors a particular organization and is willing to maintain membership in that organization along with its goals and desires. Putra et al. (2019) demonstrate that organizational commitment significantly influences performance, as strong commitment to the organization encourages employees to work loyally, thereby improving their performance.

Furthermore, job satisfaction is necessary to enhance performance. Individuals are driven to work or engage in activities because they expect it to lead to better and more satisfying conditions than the current ones. Thus, job satisfaction is crucial for an organization because one symptom of organizational instability is low job satisfaction. Research by Rosmaini and Tanjung (2019) finds that job satisfaction significantly influences performance; the more satisfied individuals are with their work, the more likely human resources in the organization will improve their performance.

The researcher also found inconsistencies in previous research findings, such as Rivaldo and Ratnasari (2020) stating that work motivation is significant for satisfaction, while Adam and Efni (2021) found the opposite or non-significant relationship. Additionally, Wahab (2021) found organizational commitment to be significant for job satisfaction, but Kambey and Trang (2016) found it non-significant. Asi and Gani (2021) found work motivation to be significant for performance, but Putra (2021) found it non-significant. Suhardi et al. (2021) found organizational commitment to be significant for performance, while Liana (2015) found it non-significant.

Based on the Village Facilitator Performance Assessment Indicators, it is known that the indicators of loyalty to work, initiative and innovation, expansion of collaboration networks and accuracy of daily reports have inadequate and sufficient criteria, meaning they are still not optimal or good.

There is still a research gap between previous studies and empirical phenomena, making it intriguing to conduct a study on the influence of Work Motivation and Organizational Commitment on Performance through Job Satisfaction of Professional Supporting Staff in the Ministry of Village in Konawe Regency.

## LITERATURE REVIEW

### Work Motivation

Maslow's hierarchy of needs, as mentioned by Robbins (2018: 78), states that motivation is based on a hierarchy of needs arranged by their priority levels. When lower-level needs are satisfied, it creates a demand for fulfilling behaviors related to higher-level needs. The measurement used in this study refers to McClelland's theory (1979), which includes the Need for Achievement (nAch), which is the drive for excellence, to achieve in relation to a set of standards, and to strive for success. The Need for Affiliation (nAff) is the desire for friendship and closeness in interpersonal relationships. The Need for Power (nPow) is the need to influence others to behave in ways they would not choose themselves.

Gibson et al. (2014) state that motivation is an attitude that tends to influence someone to act in a way directed toward a specific goal. Motivation is a process that begins with physiological or psychological deficiencies or needs,

triggering behavior aimed at a goal or incentive.

### **Organizational Commitment**

Organizational commitment is a state in which an employee favors a specific organization and has the desire to maintain membership in that organization. According to Moorhead and Griffin (2013) organizational commitment is an attitude reflecting the extent to which an individual identifies and is bound to their organization. The measurement used in this study refers to Meyer and Allen (1997), stating that the indicators of organizational commitment are Affective Commitment, reflecting emotional attachment to the organization and trust in its values, and Continuance Commitment, a necessity to remain a member for moral or ethical reasons. Organizational commitment is obtained from subordinates by fulfilling basic employee needs, providing attention to individuals at all levels, trusting and being trusted, tolerating individuality, and creating an error-free environment (Heller, 2006).

### **Job Satisfaction**

Job satisfaction is a positive attitude toward one's work. Individuals typically feel satisfied with their work if what they do is perceived to meet expectations and align with their work goals. Job satisfaction reflects the alignment between an individual's expectations and the rewards provided by the job, closely related to justice theory, psychological contracts, and motivation (Potale & Uhing, 2015). Job satisfaction is measured based on the Job Descriptive Index (JDI) according to Smith (1969), where job difficulty and a person's perception of the relevance of their skills to the job increase or decrease job satisfaction. Payment is a factor in meeting employees' deemed adequate or inadequate living needs. Supervision by superiors implies respect for subordinates' work, and colleagues represent factors related to relationships between employees and superiors and among employees doing similar or different types of work.

### **Performance**

Performance is a representation of the level of achievement in implementing an activity/program/policy to realize the goals, objectives, mission, and vision of an organization outlined in its strategic planning. Performance is often used to refer to the success or achievement level of an organization (Supraja, 2019). Performance can be assessed only if there are predetermined success criteria, such as specific goals or targets. Each employee in an organization is expected to contribute positively through good performance, as organizational performance depends on the performance of its employees. Indicators used include the Minister of Village Decision (KepmenDesa), Development of Underdeveloped and Transmigration Areas (PDTT) of the Republic of Indonesia (RI) Number 143 Year 2022 About Technical Instructions (Juknis) for Village Community Assistance (Permendes), namely loyalty to work, initiative and innovation, expansion of collaboration networks, accuracy of daily reports, and capacity as a Professional Support Staff.

## **RESEARCH METHODS**

This study is an explanatory research type, explaining the relationship between the studied variables and the connection between one variable and

another through the testing of formulated hypotheses. The sample in this research is all 119 Professional Support Staff at the Ministry of Village in Konawe Regency. Data collection is done through the distribution of questionnaires, using Likert scale 1-5 for measurement.

## RESULTS AND DISCUSSION

### Measurement Model Evaluation

Convergent validity is assessed by examining item reliability (validity indicators) indicated by the loading factor values. The loading factor is a number that shows the correlation between the score of a question item and the score of the indicator construct measuring that particular construct. A loading factor value greater than 0.7 is considered valid. Cronbach's alpha measures the lower limit of the reliability value of a construct, while composite reliability measures the actual reliability value of a construct. Composite reliability is considered better in estimating the internal consistency of a construct. The rule of thumb for Cronbach's alpha and Composite Reliability is that values greater than 0.7 are considered valid. Each variable will be explained as follows:

**Table 1. Measurement Model Results**

Variable	Indicators	Factor loadings	Cronbach's Alpha	Composite Reliability
Work motivation	X1.1	0,84	0,864	0,916
	X1.2	0,88		
	X1.3	0,94		
Organizational Commitment	X2.1	0,88	0,852	0,91
	X2.2	0,88		
	X2.3	0,88		
Job satisfaction	Y1.1	0,87	0,906	0,934
	Y1.2	0,92		
	Y1.3	0,88		
Performance of Professional Support Personnel	Y1.4	0,87	0,910	0,933
	Y2.1	0,86		
	Y2.2	0,89		
	Y2.3	0,89		
	Y2.4	0,86		
	Y2.5	0,79		

### Evaluation of Goodness of Fit Model

After testing the outer model and meeting the criteria for convergent validity, discriminant validity, and composite reliability, the next step is to conduct testing on the structural model or Inner Model. The R-Square values can be used to explain the influence of a specific exogenous latent variable (X) on an endogenous latent variable (Y) to determine if it has a substantive impact. According to Chin (1998), the R-Square value is categorized as strong if it is greater than 0.67, moderate if it is greater than 0.33 but lower than 0.67, and weak if it is greater than 0.19 but lower than 0.33. The results of the data analysis can be seen in the following table:

Table 2. R-Square Value

Variable	R-Square
Job satisfaction	0,686
Performance of Professional Support Personnel	0,795

The table explains that the R-Square value for job satisfaction is 0.686, indicating that the changes in work motivation and organizational commitment can be explained by job satisfaction to the extent of 68.6%. Therefore, it can be concluded that job performance has a strong influence. Meanwhile, the R-Square value for the performance of professional support staff is 0.795, meaning that changes in work motivation, organizational commitment, and job satisfaction can be explained by the performance of professional support staff to the extent of 79.5%. Hence, it can be concluded that performance has a strong influence.

Next is the testing of predictive relevance or Q-Square for the structural model. The purpose of predictive relevance testing is to assess how well the observation values generated by the model and its parameter estimates perform. If the Q-Square value is greater than 0, it can be stated that the model has predictive relevance. To calculate the Q-Square value, the formula can be applied:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R_1^2) (1 - R_2) \\
 &= 1 - ((1 - 0,686^2) (1 - 0,795^2)) \\
 &= 1 - ((0,529) (0,367)) \\
 &= 0,805
 \end{aligned}$$

Based on the calculation results of perception data, it is known that the value of predictive relevance (Q2) is 0.805. This means that the accuracy or precision of this research model can explain the diversity of variables such as work motivation, organizational commitment, job satisfaction, and the performance of professional support staff to the extent of 80.5%. The remaining 19.5% is explained by other variables that are not included in this research model.

### Research Hypothesis Testing

In this research, hypothesis testing is conducted using the Partial Least Square (PLS) analysis technique. The use of Partial Least Square (PLS) is for prediction. The following is the schema of the proposed PLS program model:

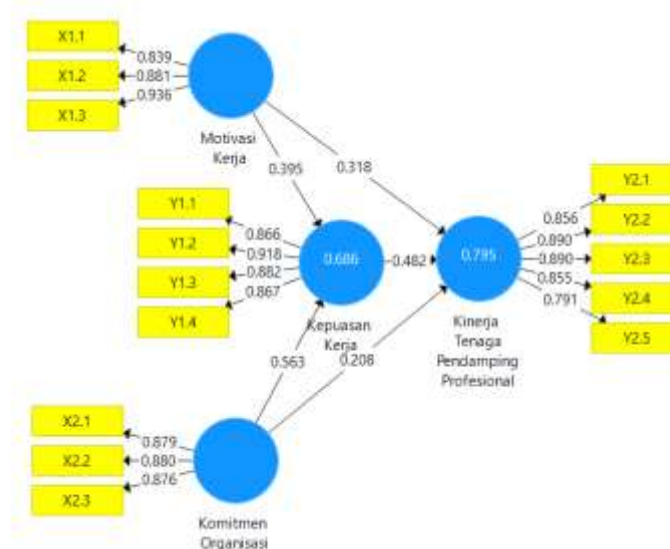


Figure 1: Construct Model

## Direct Effect Testing

Table 3. Direct Effect Hypothesis Test Results

Path	Original Sampel	P Values	Result
Work motivation → Job satisfaction	0.395	0.000	Accepted
Organizational Commitment → Job satisfaction	0.563	0.020	Accepted
Work motivation → Performance of Professional Support Personnel	0.318	0.009	Accepted
Organizational Commitment → Performance of Professional Support Personnel	0.208	0.021	Accepted
Job satisfaction → Performance of Professional Support Personnel	0.482	0.000	Accepted

The influence of work motivation on job satisfaction shows an original sample value of 0.395 and is positively signed, meaning that the better the work motivation, the better the job satisfaction. The P Values is 0.000, which is smaller than 0.05. The value indicates that work motivation significantly influences job satisfaction. Therefore, the first hypothesis proposed in this study is accepted.

The influence of organizational commitment on job satisfaction shows an original sample value of 0.563 and is positively signed, meaning that the better the organizational commitment, the better the job satisfaction. The P Values is 0.020, which is smaller than 0.05. The value indicates that organizational commitment significantly influences job satisfaction. Therefore, the second hypothesis proposed in this study is accepted.

The influence of work motivation on the performance of Professional Support Staff shows an original sample value of 0.318 and is positively signed, meaning that the better the work motivation, the better the performance of Professional Support Staff. The P Values is 0.009, which is smaller than 0.05. The value indicates that work motivation significantly influences the performance of Professional Support Staff. Therefore, the third hypothesis proposed in this study is accepted.

The influence of organizational commitment on the performance of Professional Support Staff shows an original sample value of 0.208 and is positively signed, meaning that the better the organizational commitment, the better the performance of Professional Support Staff. The P Values is 0.021, which is smaller than 0.05. The value indicates that organizational commitment significantly influences the performance of Professional Support Staff. Therefore, the fourth hypothesis proposed in this study is accepted.

The influence of job satisfaction on the performance of Professional Support Staff shows an original sample value of 0.482 and is positively signed, meaning that the better the job satisfaction, the better the performance of Professional Support Staff. The P Values is 0.000, which is smaller than 0.05. The value indicates that job satisfaction significantly influences the performance of Professional Support Staff. Therefore, the fifth hypothesis proposed in this study is accepted.

## Results of Indirect Effects

**Table 4. Results of Indirect Effects**

Path	<i>Original sampel</i>	P value	Result
Work motivation → Job satisfaction → Performance of Professional Support Personnel	0.190	0.000	Accepted
Work motivation → Organizational Commitment → Performance of Professional Support Personnel	0.271	0.000	Accepted

Sumber: Data Diolah 2023

Work motivation has a significant influence on the performance of Professional Support Staff through job satisfaction, with a p-value of 0.000. This means that job satisfaction can mediate the impact of work motivation on the performance of Professional Support Staff, thus accepting the sixth hypothesis. The test of work motivation has a significant impact on the performance of Professional Support Staff through organizational commitment, with a p-value of 0.000. This means that organizational commitment can mediate the influence of work motivation on the performance of Professional Support Staff, thus accepting the sixth hypothesis.

### Discussion

#### The Influence of Work Motivation on Job Satisfaction

Based on the findings of this research, it is evident that the relationship between the work motivation of Professional Support Staff of the Ministry of Village in Konawe Regency and job satisfaction is positive. This implies that the better the work motivation, the better the job satisfaction, and it is statistically significant. It can be understood here that job satisfaction can be enhanced when work motivation is good. The findings of this research reaffirm the findings of Rivaldo and Ratnasari (2020) and Parimita et al. (2018), indicating that the work motivation of Professional Support Staff of the Ministry of Village in Konawe Regency has a significant influence on job satisfaction. This can be interpreted as individuals with good motivation will enhance their job satisfaction in the organization.

#### The Influence of Organizational Commitment on Job Satisfaction

Based on the findings of this research, it is shown that a positive relationship exists between organizational commitment and job satisfaction of Professional Support Staff of the Ministry of Village in Konawe Regency. Therefore, it can be understood that good organizational commitment will enhance job satisfaction for Professional Support Staff. The findings of this research reaffirm the findings of Wahab (2021) and Hariyanto et al. (2021), indicating that organizational commitment has a significant influence on performance. This result suggests that the better the organizational commitment, the potential for increased job satisfaction, making commitment an important factor in improving job satisfaction.

### **The Influence of Work Motivation on Performance**

Based on the findings of this research, it is evident that a positive relationship exists between work motivation and the performance of Professional Support Staff. This means that the better the work motivation, the better the performance of Professional Support Staff of the Ministry of Village in Konawe Regency. Motivation significantly affects employee performance. This research reaffirms the findings of Asi and Gani (2021) and Linggi (2021), showing that work motivation has a significant influence on performance. This indicates that work motivation is an important factor in enhancing an individual's performance.

### **The Influence of Organizational Commitment on Performance**

The findings of this study indicate that organizational commitment has a positive and significant influence on the performance of Professional Support Staff of the Ministry of Village in Konawe Regency. This finding suggests that the better the organizational commitment, the better the performance of Professional Support Staff. The commitment held by Professional Support Staff will have a positive impact on the quality of their work. This research reaffirms the findings of Suhardi et al. (2021) and Badzaly (2021), indicating that organizational commitment has a significant influence on performance. This suggests that the concept of organizational commitment can be an important factor in improving an individual's performance in an organization.

### **The Influence of Job Satisfaction on Performance**

This finding indicates that job satisfaction has a positive and significant influence on the performance of Professional Support Staff. This means that the better the job satisfaction, the better the performance of Professional Support Staff of the Ministry of Village in Konawe Regency. Job satisfaction is a positive affective level of Professional Support Staff towards their job and work situations. Job satisfaction is closely related to an employee's attitude towards their work. This finding reaffirms the findings of Haris et al. (2019) finding that job satisfaction has a significant influence on performance. This indicates that job satisfaction can be an important factor in improving performance.

### **The Influence of Work Motivation on Performance Through Job Satisfaction**

This finding indicates that work motivation has a significant influence on the performance of Professional Support Staff through job satisfaction. Thus, it can be said that job satisfaction can mediate the influence of work motivation on the performance of Professional Support Staff of the Ministry of Village in Konawe Regency. Motivation is the desire of Professional Support Staff that causes them to take empowerment actions. Empowerment means assisting the village in the implementation of village governance, village cooperation, the development of Village-Owned Enterprises (BUMDes), and local-scale village development in Konawe. This finding reaffirms the findings of Feri et al. (2020), finding that work motivation has a significant influence on performance through job satisfaction. This indicates that job satisfaction can be a mediating factor in the influence of work motivation on the performance of Professional Support Staff.

### **The Influence of Organizational Commitment on Performance Through Job Satisfaction**

This finding indicates that organizational commitment has a positive and significant influence on the performance of Professional Support Staff through job satisfaction. Thus, it can be said that job satisfaction can mediate the influence of organizational commitment on the performance of Professional Support Staff. This

study also confirms that Professional Support Staff have a loyal attitude towards the organization where they work. Job satisfaction perceived at present cannot be denied is influenced by salary payments, then the job itself, and supervision from superiors. This finding reaffirms the findings of Ola et al. (2019) finding that organizational commitment has a significant influence on performance through job satisfaction. This suggests that job satisfaction can be a mediating factor in the influence of organizational commitment on the performance of Professional Support Staff of the Ministry of Village in Konawe Regency

## CONCLUSION

Based on the research results and discussion, it can be concluded that in this study, work motivation has a positive and significant influence on job satisfaction. Organizational commitment also has a positive and significant influence on job satisfaction. Work motivation has a positive and significant influence on performance, and organizational commitment also has a positive and significant influence on performance. Job satisfaction has a positive and significant influence on performance. Work motivation has a positive and significant influence on performance through the job satisfaction. This means that in this study, it was found that job satisfaction can mediate the influence of work motivation on performance with a partial mediation nature. Organizational commitment has a positive and significant influence on performance through the job satisfaction. This means that in this study, it was found that job satisfaction can mediate the influence of organizational commitment on performance with a partial mediation nature. Further research could explore other organizational sectors, making it more difficult to generalize the findings to regional apparatus organizations and private organizations with different performance indicators. In the future, this research could conduct longitudinal studies. Longitudinal studies also allow repeated observations of the same individuals over time.

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