

THE EFFECT OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON THE PERFORMANCE OF NURSES AT INPATIENT INSTALLATION OF WEST NUSA TENGGARA REGIONAL PUBLIC HOSPITAL

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Abstract: *The purpose of this research are (1) To analyze and measure the effect of job satisfaction on the performance of nurses at Inpatient Installation of West Nusa Tenggara Regional Public Hospital. (2) To analyze and measure the effect of organizational commitment on the performance of nurses at Inpatient Installation of West Nusa Tenggara Regional Public Hospital. (3) To analyze and measure the dominance of influence among job satisfaction factor and organizational commitment to nurse's performance at Inpatient Installation of West Nusa Tenggara Regional Public Hospital. This research is a causal quantitative research. Population in this research are 121 persons. Data collected by questionnaires. Data analysis and hypothesis testing of this research is done by Partial Least Square (PLS) approach using SmartPLS version 2.0 software. The conclusions of the research showed that: (1) There is a significant influence of Job Satisfaction on Nurse Performance at Inpatient Installation of West Nusa Tenggara Regional Public Hospital. (2) There is a significant influence of Organizational Commitment on the Performance of Nurses at Inpatient Installation of West Nusa Tenggara Regional Public Hospital. (3) Organizational Commitment has a dominant influence on the Performance of Nurses on Inpatient Installation of West Nusa Tenggara Regional Public Hospital.*

Key Words: *job satisfaction, job performance, organizational commitment*

1. BACKGROUND :

Human resources within the organization is one aspect that is important in an organization. Human resources always play an active and dominant role in every organization. Paradigma at this time human resources can no longer be equated with the machine because they become planners, actors and determinants of achieving organizational goals. The organization's goals can be achieved with the resources if it has a quality Human that can generate a good job and have a good performance.

A person's performance within an organization can be influenced by many factors, according to Armstrong and Baron in Wibowo (2010: 7) defines Performance as a result of work that has strong relationship with organizational strategic goals and satisfaction. According to Gibson (2000) there is a reciprocal relationship between job satisfaction and employee performance / performance . On the one hand it is said that job satisfaction improves performance so that satisfied employees will work more productively. In the other side is said that job satisfaction occurs because of performance or good performance , so that more productive employees will get satisfaction in working.

According to Robbins and Judge (2008: 107-108) " Job satisfaction can be defined as a person's positive feelings about his work such as feelings of pleasure, displeasure or satisfaction or dissatisfaction " . This sense shows important aspects of a job that show a person's feelings about every aspect that can affect his work that leads to feelings of satisfaction or dissatisfaction. Factor in question can be satisfaction with the nature of work, satisfaction with superiors, satisfaction with salary and wages, satisfaction of leadership opportunities, and satisfaction with relationships with colleagues .

In addition to job satisfaction factors, organizational commitment factors can also affect performance . According to Gibson, Ivancevich, and Donnelly (2008: 134) one of the factors that may affect Performance is organizational commitment. Organizational commitment is something that indicates the existence of an individual's psychological involvement in a particular organization, in which the individual is aligned, loyal and involved in the organization. In other words, organizational commitment is the relative strength of the individual's involvement with the organization in achieving the stated goals and values (Robbins and Judge, 2008: 100).

Previous researcher's research on the performance has been done a lot, including research results from Anita (2014) The results showed that job satisfaction and organizational commitment have a positive and significant impact

on employee performance. Rikiawan, et al (2013) found that organizational commitment had a significant effect on employee performance. Research conducted by Sunamo., At., Al., (2014) shows that job satisfaction and organizational commitment have a direct significant effect on teacher performance. Argensia., At., Al., (2014) suggests that job satisfaction and organizational commitment have a direct, significant effect on Performance of employees. Kartika., At., Al., (2014) shows that organizational commitment has a significant effect on employee performance.

Some other previous researchers such as Yusaini (2017) found that job satisfaction and institutional commitment have a significant effect on performance. Research conducted by Asdita, Sadha, and Asri (2017) found that organizational commitment had a positive effect on performance and satisfaction had positive effect on performance. Research conducted by Muhammad Arifin (2017) found that Job Satisfaction has a significant influence on Performance. While there are different research results from previous researchers that research dilakukan by Rizki (2011) who found that the commitment of the organization does not affect significantly on the performance of public organizations.

General Hospital of West Nusa Tenggara Province has an employee of 1053 people and 501 persons are perawat and midwife or some 47% of all employees are employed in General Hospital of West Nusa Tenggara Province. As many as 243 people work in Inpatient Installation or as many as 48% of the total nursing staff working in General Hospital of West Nusa Tenggara Province. A total of 168 people are Civil Servants or 69% of the total employees who work in Inpatient Installation, consisting of 121 executing nurses or 72% of total employees who work in Instalasi Rawat Inap with the status of Civil Servants Civil servants.

Installation Inpatient is one of the existing installation in the hospital in carrying out its function to provide health services to patients in the form of treatment and care services in inpatient. The inpatient installation is the largest part of the patient care room in the hospital, where in performing its function is very complex, where in the care of patients in hospitalization various kinds of professions that provide services together provide services to patients.

Power hospitalized nurses are in the treatment room to accompany patients for 24 hours in providing nursing services, according to the needs of the patient. Nurses are required to always be professional, patient and full of empathy in providing services. In addition to performing duties and functions as a nursing service provider, a nurse also performs delegative deliberations from other professions so that the burden of work to be incurred will increase. However, in providing support services from the management is urgently needed, whether it is in providing the facilities needed in services and facilities security and comfort in providing service officers.

As a profession that works professionally and is already enacted in law, an employed nurse is entitled to a reasonable reward and is proportional to the performance already demonstrated, the opportunity to develop themselves, work in a safe and comfortable environment, and work in accordance with ability and education. The provision of both financial and non-financial compensation is one of the factors that can provide job satisfaction to the nurse provided that such compensation is given on the principle of fair, reasonable and comparable to what is expected, and by providing compensation, adequate facilities, boss, good cooperation with colleagues, and get the opportunity to develop self-expected nurse commitment to always work in the hospital is getting well-planted so that it can work with maximum and show proud achievement. However, there are still many employees who complain about the gap between compensation, especially in the distribution of rewards in the form of incentives or performance allowances, which according to the nurses of the applicable sections has not shown the principle of justice and feasibility. The existence of suggestions and infrastructure whose function has not been maximal can affect the performance of nurses in providing services to patients, so that this can reduce the level of nurse work satisfaction and productivity and performance.

Some of the phenomenon that has been happening so far is that many employees complain about the current state of nursing work facility has not fulfilled the desired standard, incentive and remuneration money distribution system which employees have not yet applied the principle of justice and feasibility. This is evidenced from the survey conducted by the National Commissioner of Komnariah West Nusa Tenggara, Indonesia in April 2016, that as many as 95% of nurses in the hospital stated that they were not satisfied with the system of distribution applied.

The purpose of this research are:

- 1) To analyze and measure the effect of job satisfaction on the performance of nurses at Inpatient Installation of West Nusa Tenggara Regional Public Hospital.
- 2) To analyze and measure the effect of organizational commitment on the performance of nurses at Inpatient Installation of West Nusa Tenggara Regional Public Hospital.
- 3) To analyze and measure the dominance of influence among job satisfaction factor and organizational commitment to nurse's performance at Inpatient Installation of West Nusa Tenggara Regional Public Hospital.

2. LITERATURE REVIEW :

2.1. Job satisfaction

Locke in Luthans (2006) provides job satisfaction definitions as a result of a career's perception of how well their work gives importance. According Hasibuan (2007), "Job satisfaction (*job satisfaction*) is a pleasant emotional attitude and love his job. This attitude is reflected by work morale, discipline, and performance "

Handoko (2001) also mentions, "Job *satisfaction* is a pleasant or unpleasant emotional state by which employees view their work. Job satisfaction reflects one's feelings toward one's work "

Job satisfaction is related to the fulfillment of the needs of employees who feel fulfilled their needs will perceive himself as an employee who has satisfaction over his work. Conversely dissatisfaction arises when one or a part of his needs can not be met. Job satisfaction is one of the determinants of high and low performance of employees (Robbins 2007)

From the above definitions, can be drawn a conclusion that job satisfaction is the attitude that the employee has for his work where he feels happy and loves his work, which can be reflected in his work morale, discipline and performance .

According to Celluci, Anthony, and David in Mas'ud (2009: 185-186) job satisfaction can be measured from:

- 1) Satisfaction with the work, with the measuring element as follows:
 - (1) Division of tasks in accordance with the competencies and skills possessed
 - (2) The work that is charged to me does not outweigh the tupoksi I have .
 - (3) The facilities and infrastructure that support my work meets the standards set out
- 2) Satisfaction with salary / wages , with the following measuring elements :
 - (1) The organization provides salaries based on principles of justice
 - (2) The salary and wages I receive are in accordance with the responsibilities I bear
 - (3) Provision of salary and benefits is always on time that has been set
- 3) Satisfaction with co-workers , with the following measuring elements :
 - (1) People who work to support each other 's colleagues
 - (2) Everyone can work as a solid working team
 - (3) Member organizations provide mutual concern within the work environment
- 4) Satisfaction with career development , with the following measuring elements :
 - (1) The organization provides an opportunity for its members to develop a career within the organization
 - (2) Career development opportunities based on Performance
 - (3) I feel given the same opportunities and opportunities as other professions by organizations in developing careers and education .
- 5) Satisfaction with the supervisor , with the following measuring elements :
 - (1) The boss gives support to subordinates
 - (2) The employers provide feedback on the job
 - (3) The leadership has implemented the same rules for all hospital employees .

2.2. Organizational Commitment

Organizational commitment is (1) a strong desire for as a member of a particular organization, (2) the desire to strive hard in accordance with the wishes of the organization , (3) certain keyities and acceptance of organizational values and goals. In other words, the members of the oarganization expressed their concern for the organization and its success and ongoing progress (Lutahan, 2005).

Organizational commitment is defined as a situation in which an employee sides with a particular organization and its goals and intentions to maintain membership within the organization. Thus, high employment involvement means favoring the individual's particular job, while high organizational commitment means favoring the organization that recruits the individual (Robbins and Judge, 2008: 101).

According to Gibson et al (2008: 315) commitment to the organization involves three attitudes: (1) identification with organizational goals, (2) feelings of involvement in organizational tasks, and (3) feelings of loyalty to the organization. So that interpreted organizational commitment is a form of identification, loyalty and involvement expressed by employees to the organization. A good committed employee means that the employee has loyalty to the organization in which he is currently and will strive to achieve optimally the goals of the organization in which he works.

Organizational commitment according to Ivancevich (2007: 234) is a feeling of identification, involvement, and loyalty expressed by employees to the organization. Based on this understanding can be identified that commitment to the organization involves three attitudes namely, a sense of identification with organizational goals, feelings involved in organizational tasks, and feelings of loyalty to the organization. The research evidence shows that the lack of organizational commitment can reduce organizational effectiveness.

There are 3 dimensions of comitm en organization model proposed by Allen and mayer (Luthan 2005), namely:

- a) Affective commitment, namely: emosional employee engagement, identification and involvement in the organization.
- b) The Continuity Commitment is a loss-based commitment that relates to an employee's discharge from the organization. This may be due to a loss of seniority over promotions or benefits.
- c) Normative commitment is a mandatory feeling to remain in the organization because it must be so and the action is the right thing to do.

2.3. Performance

Performance is a work achieved by a person in carrying out the tasks assigned to him based on his skills, experience, and sincerity and time. (Hasibuan, 2013). In line with that opinion, Mangkunegara (2009) defines " Performance is the result of work in quality and quantity achieved by an employee in performing his duties in accordance with the responsibilities given to him". Similar opinion expressed by Sutrisno (2012) that the performance is as a result of work that someone has achieved from his work behavior in carrying out work activities.

The performance of each individual is different, employee performance difference can be detected by the assessment, and the general purpose of the performance appraisal or performance is to find out who is the best to do a job. Performance or performance assessments are used for a variety of purposes within the organization. Each organization emphasizes different goals and other organizations can emphasize different goals even with the same rating system.

Performance appraisal is a very useful for organizational policy planning because basically the purpose of performance appraisal is to make every employee support the smoothness of business processes and corporate goals. Below are some opinions about the purpose of performance appraisal .

According Mangkunegara aspects assessed, are as follows:

- a. Technical capability, ie the ability to use the knowledge, methods, techniques, and tools used to carry out the tasks and experience and training it acquires.
- b. Conceptual ability, namely the ability to understand the complexity of the company and the adjustment of the company's overall field of operation, which in essence the individual understands his duties, functions and responsibilities as an employee.
- c. Interpersonal interpersonal skills, among others, the ability to cooperate with others, motivate employees, negotiate, and others.

3. CONCEPTUAL FRAMEWORK AND HYPOTHESES :

3.1. Conceptual Framework

Based on the problem to be the object of research in this research is as shown in the picture where the research was conducted on the nurses who defend e rja at the Inpatient Installation of West Nusa Tenggara Regional Public Hospital which analyzed the influence of Job Satisfaction and Organizational Commitment to the Performance of Nurse at Inpatient Installation of West Nusa Tenggara Regional Public Hospital.



Figure 1. Research Conceptual Framework

3.2. Hypothesis

The hypothesis is a temporary answer to the research problem, a hypothesis will be accepted if the data collected support the statement. Hypothesis is a basic assumption that then make a theory that still must be tested its truth. So the hypothesis is a temporary answer to the statements in the formulation of the problem.

Based on the problems yan g to be studied in this research the hypothesis of this study can be formulated as follows:

- 1) Suspected job satisfaction has a positive and significant effect on the performance of nurses at Inpatient Installation of West Nusa Tenggara Regional Public Hospital.
- 2) Suspected organisasiaonal commitment has a positive and significant effect on the performance of nurses in Inpatient Installation of West Nusa Tenggara Regional Public Hospital.

3) Suspected job satisfaction factor has a dominant effect on the performance of nurses at Inpatient Installation of West Nusa Tenggara Regional Public Hospital.

4. RESEARCH METHODS :

This research is a causal quantitative research. The causal relationship is causal relationship (Sugiyono, 2014) using *Correlational correlation analysis* design with *cross sectional* approach that is wanted to know the relationship between independent variable with dependent variable directly and the relationship between indeviden variable with devenden variable through variable moderting in one time unit.

Data collection method that done in this research is by sesnsus method. The census method is a method of collecting data and information by observing all elements in the population. Po pulasi in this research is all nurses who active execution work in Installation of Inpatient of West Nusa Tenggara Regional Public Hospital that fulfill criterion that is nurse who have become Civil Servant and work in Installation of Inpatient of West Nusa Tenggara Regional Public Hospital. Population in this research are 121 persons in which all members of the population are active work in Installation of Inpatient become respondent in this research.

Data collection tools in this study is a questionnaire with several questions using a Likert scale consisting of indicators of variable research is the variable indeviden namely the factors of job satisfaction (job itself, compensation, co-workers, promotion, supervision supervisor (supervision), and organizational commitment), the performance devendent variable that has previously been tested validated and reliability first.

Data analysis and hypothesis testing of this research is done by *Partial Least Square* (PLS) approach using *SmartPLS* version 2.0 *software*. PLS is a structural equation model (SEM) based on components or variants (*variance*). According Ghozali (2012) PLS is an alternative approach that shifts a *covariance-based* SEM approaches be based *variants*. SEM-based covariance generally test the causality or theory while PLS is more *predictive model* .

5. RESEARCH RESULT :

Hypothesis testing in this research using *Partial Least Square* (PLS) method . PLS is an alternative method of analysis with *Structural Equation Modeling* (SEM) based on *variance* . The advantage of this method is that it does not require assumptions and can be estimated with a relatively small sample size. The tool used is a SmartPLS Version 2.0 program designed specifically to estimate structural equations on a *variance* basis . Further done the stage of proof hypothesis that has been proposed in this study. To assess the significance of the prediction model in testing the structural model, it can be seen from the *t-statistic value* between the independent variables to the dependent variable in the *Path Coefficient* table in the SmartPLS *output* below:

Table 5.1. Structural Model Test Results

Influence Between Variables	Coefficient	T _{Statistics}	T _{tables}	P _{Value}	Information
JS -> NP	0.194	3.945	1.980	0.000	Sig.
OC -> NP	0.810	18.749	1.980	0.000	Sig.
Information : - NP = Nurse Performance - JS = Job Satisfaction - OC = Organizational Commitment - sig. = Significant					

Based on the above table it can be seen that:

1. Job Satisfaction has a positive effect on Organizational Commitment of 0.194 with a significance value of 0.000.
2. Organizational Commitment has a positive influence on Working Conditions of 0.810 with a significance value of 0.000.

6. PROOF OF HYPOTHESIS:

The first hypothesis states that "Suspected there is a positive and significant influence of Job Satisfaction on the Performance of Nurses Installation Inpatient of West Nusa Tenggara Regional Public Hospital ". Through hypothesis testing using PLS analysis tool with test result showing that Job Satisfaction has a positive effect on Nurses Performance of 0.194 with a significance level of 0.000 which is smaller than the standard error of 0.05 (5%) which means significant. So it can be concluded that the first hypothesis is **accepted**.

The second hypothesis states that "Suspected there is a positive and significant influence of Organizational Commitment on the Performance of Nurse Installation Inpatient of West Nusa Tenggara Regional Public Hospital". Through hypothesis testing using PLS analysis tool with test result showing that Organizational Commitment has positive influence on Nurse Performance of 0.810 with a significance level of 0.000 which is smaller than standard error of 0.05 (5%) which means significant. So it can be concluded that the second hypothesis is **accepted**.

Third Hypothesis states that "Alleged organizational commitment dominant influence on the Performance of Nurses Installation Inpatient of West Nusa Tenggara Regional Public Hospital". Through hypothesis testing using PLS analysis tool with test result showing that Organizational Commitment has positive regression coefficient and bigger than Job Satisfaction (0,810 > 0,194) meaning that Organizational Commitment has more dominant influence compared with Job Satisfaction. So it can be concluded that the third hypothesis is **accepted**.

7. DISCUSSION :

Test results with Partial least square (PLS) indicate that Job Satisfaction has a positive effect on the Nurses Performance of 0.194 with a significance level of 0.000 which is smaller than the standard error of 0.05 (5%) which means significant. These findings are reinforced by the opinions of Gibson, Ivancevich, and Donnelly (2008: 134) that one of the factors that can affect individual performance is **job satisfaction** . In addition, research results from Anita (2014) and Meliana (2013) found that job satisfaction can have a positive and significant effect on employee performance.

According Wibowo (2010: 7) who said that employees feel happy in carrying out their work because of Salary, allowances and incentives received in accordance with the principle of worthiness and justice. The organization provides an opportunity for its members to develop careers within the organization. The employers provide support and feedback on the work of their subordinates, and the division of tasks is in accordance with the competence and skills possessed. All these things become factors that dominate the achievement of work or performance in employees. Past researchers who strengthened the results of this study include Muslims (2008), Anita (2014) and Meliana (2013) have found that job satisfaction has a dominant influence on employee performance.

According to Robbins and Judge (2008: 107) defines job satisfaction as a positive feeling about one's work which is the result of an evaluation of its characteristics. Job satisfaction reflects one's feelings toward one's work. This is evident from the attitude of the employee to the work and everything in his work environment. According to Handoko (1998: 193), it becomes the duty of every corporate leader to create job satisfaction for his employees, because job satisfaction is a factor that is believed to encourage and influence employee morale so that employees can work well and will directly affect employee performance. Nitisemito (2001: 109) many factors that affect employee performance diantaranya internal factors one of which is employee job satisfaction.

Partial least square test results (PLS) indicate that Organizational Commitment has a positive influence on Nurse Performance of 0.810 with a significance level of 0.000 which is smaller than the standard error of 0.05 (5%) which means significant. This finding is reinforced by the opinion of Moris and Sherman (2001) who argued that, " *A growing body of research indicates that organizational commitment has the utility as a predictor of such important behavioral outcomes as performance, absenteeism, and turnover* ". Some research indicates that organizational commitment is useful as a tool to see some very important behaviors, such as performance, workplace attendance and employee turnover from the organization.

Other than that result of testing with *Partial least square* (PLS) shows that Organizational Commitment has positive regression coefficient and bigger than Job Satisfaction (0,810 > 0,194) meaning that Organizational Commitment have more dominant influence compared with Job Satisfaction. According to Gibson, Ivancevich, and Donnelly (2008: 134) the factors that may affect Performance are Ability and Skills, Demography, Perception, Attitude, Personality, Motivation, Organizational Commitment, Job Stress, Work Discipline, Rewards / Compensation, Leadership, Satisfaction , Conflict, Power, Organizational Structure, Job Design, Organizational Design, Communication, and Career. In addition, research results from Anita (2014) and Meliana (2013) found that organizational commitment can have a positive and significant effect simultaneously on employee performance.

Past researchers have found a significant effect of commitment to performance. Nafisah (2005) and Farian (2009) have conducted research and found that organizational commitment has a positive and significant impact on employee performance. In addition, other researchers Anita (2014) and Meliana (2013) found that organizational commitment has a significant effect on employee performance.

8. CONCLUSIONS :

From the results of the research and discussion above, then the conclusions of the research that can be taken that:

- (1) There is a significant influence of Job Satisfaction on Nurse Performance at Inpatient Installation of West Nusa Tenggara Regional Public Hospital.
- (2) There is a significant influence of Organizational Commitment on the Performance of Nurses at Inpatient Installation of West Nusa Tenggara Regional Public Hospital.

- (3) Organizational Commitment has a dominant influence on the Performance of Nurses on Inpatient Installation of West Nusa Tenggara Regional Public Hospital.

9. RECOMMENDATIONS :

In an effort to improve the performance of nurses of Inpatient Installation of West Nusa Tenggara Regional Public Hospital, it is suggested to the policy holder should pay attention to the satisfaction factor and the commitment of the nurse because it is this factor that really needs to be considered if want to improve the performance of Nurse.

Based on the responses of respondents, there are some items that are responded by the nurses on the category quite satisfied. Therefore, the management of West Nusa Tenggara Regional Public Hospital is expected to pay more attention to the policies related to the giving of incentives and allowances to give priority to the principle of justice. Payment incentives and allowances to the nurse should always be paid at the exact time in accordance with the specified. In addition, career development opportunities based on Performance must be truly applicable.

In theory there are many variables that can affect K in Gov nurse, but the focus of this study refers to the theory that the performance can be affected by Nurse Job Satisfaction and Organizational Commitment. The results showed that K in work Nurses are significantly influenced by Job Satisfaction and Organizational Commitment . Sehingga bagi yang tertarik untuk meneliti faktor yang berpengaruh terhadap Kinerja Perawat dapat merujuk pada kajian teoritis penelitian ini.

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