Research Paper

The Effect of Job Satisfaction and Motivation on Bank Sumut Employee's Performance

Yana Tamita Putri[1], Hasnida[2], Abdhy Aulia Adnans[3]

[1,2,3] Faculty of Psychology
[1,2,3] University of North Sumatera

ABSTRACT: *Employee performance is the result of work that has been achieved by an employee or group of people according to the responsibilities and authorities given to him. Several factors that influence employee performance are job satisfaction and motivation. This research was conducted at PT. Bank Sumut KCP Sei Rampah. The purpose of this study was to see the effect of job satisfaction and motivation on the performance of PT Bank Sumut KCP Sei Rampah employees. This research is a quantitative research using primary data in the form of questionnaires from interviews with employees. The sample of this research is the employees of PT. Bank Sumut Kcp Sei Rampah. Partially, the results of this study indicate that there is an insignificant negative effect between job satisfaction variables on employee performance, but there is a significant positive effect between work motivation variables on employee performance. Simultaneously, the results of this study indicate the influence of job satisfaction and motivation together on employee performance.*
KEYWORDS: *Job Satisfaction, Motivation, Employee Performance*

I. INTRODUCTION

In the era of globalization, business competition is getting tougher. Company sued take strategic steps to face various challenges in order to carry out activities his efforts. Human resources are one of the important factors in supporting progress company. The progress of the company can be seen by the presence of competent human resources quality in the face of various challenges. The quality of a company's HR can be seen of the performance achieved by the company for a certain period. The company's performance Effective and efficient is the accumulation of individual and group performance in it. Performance is the result of work that has a strong relationship with goals organizational strategy, customer satisfaction and contributing to the economy (Abdullah, 2014). Performance can be said as the company's work performance which is the result of implementation of work plans made by a group of human resources in it, both leaders, as well as employees.

Bank Sumut KCP Sei Rampah which is located on Jl. State, Sei Rampah, Kec. Sei Rampah, Serdang Bedagai Regency consists of 2 implementation parts, namely the business and operational. Based on the results of an interview with Mr. Agus Hamdani Ritonga, SE as Head of Operations Section, for the sales business the target has been achieved every year, because Bank of North Sumatra, especially KCP Sei Rampah, cooperates with Regency ASN Serdang Bedagai. Likewise with the performance of section employees*teller*has achieved performance targets whole. But for performance*Customer Service*not fully achieved. For To achieve the performance of a company, there are several factors that can affect including internal factors and external factors. Internal factors include researchers focusing on motivation and job satisfaction to assess the performance of Bank Sumut Kcp Sei Rampah employees.

Factors that affect performance according to (Hasibuan, 2017) in outline factors that affect performance internally and externally. Some of them are job satisfaction and motivation. Job satisfaction is an emotional attitude that is shown by being happy with the work being undertaken. Some of the factors that affect job satisfaction, namely the work itself, salary, promotion, supervision, co-workers, and overall (Robbins, 2016).

There are three elements that are the key to motivation, namely effort, organizational goals, and needs. So motivation in this case is actually a response to an action. Motivation arises from within humans because of the encouragement by the existence of an element of a goal. This goal is about needs, so it can be said that there will be no motivation if there is no perceived need. The abilities, skills, and abilities of employees are meaningless to the company, if they don't want to work hard by using their abilities, skills, and skills which he has. Hasibuan (2016) says that work motivation is the provision of driving force that creates enthusiasm for one's work so that they want to work together, work effectively, and integrated with all efforts to achieve satisfaction. Meanwhile, according to Serdamayanti (2014), motivation is the willingness to spend a high level of effort towards organizational goals conditioned by the effort's ability to meet needs individual. Based on the several definitions above, it can be concluded that motivation is: an impulse that moves someone to participate in achieving a desired goal has been set by the company.

II. LITERATURE REVIEW

Performance

Performance is the result of a process that refers to and is measured over a period of timecertain conditions or agreements that have been previously determined. Performance implementation is carried out by human resources who have the ability, competence, motivation, and interests. How the organization values and treats human resources will affect their attitudes and behavior in carrying out performance. According to Rivai (2012), performance is a real behavior that is displayed by everyone as a work performance produced by employees in accordance with their role in the company. Meanwhile, external factors are factors that support employees in their work comes from the environment, arem: Leadership style, career development, work environment, training, compensation, and management system in the company, the implementation of the company, in the proceduresused to ensure a company meets the standards. Factors that affect performance According to (Hasibuan, 2017) in outline factors that affect performance internally and externally. Internal factors is a factor that comes from within the employee, like intellectual abilities,work discipline, work experience, job satisfaction, educational background, and employee motivation. Performance indicators are tools to measure the extent to which achievement employee performance, some indicators to measure employee performance are : work quality, work quantitiy, punctuality, effectiveness, and independence.

Job satisfaction

Job satisfaction is an emotional attitude or feeling that pleases individuals wholoves his job. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed on the job, outside of work, and a combination of inside and outside work (Hasibuan, 2017: 202). The job satisfaction of an employee depends on the characteristics of the employee and the job situation.Each employee will have a different level of satisfaction according to the value system used happens in him. The more aspects of work that match your interests and expectations of the employee, the higher the level of satisfaction he feels andon the contrary. Based on definition above, the authors conclude that job satisfaction is a positive or negative feeling that arises from the attitude of responsibility of a person employees on the work done and expected and affect the the company.

Work Motivation

In essence, human behavior is motivated by the desire to get something which is the goal of the activity. The meaning of motivation is as a need, desire, impulse, the impulse of one's self. The motivation that exists in a person will realize a behavior that is directed towards the goal of achieving the goal of satisfaction. Can be concluded that motivation is the spirit or drive in a person to do certain activities in order to achieve a goal that can have a positive effect on performance. Motivation is a condition or energy that moves employees who are directed or aimed at achieving the company's organizational goals. Positive employee mental attitude It is the work situation that strengthens his work motivation to achieve better performance.

III. METHOD

This research is a quantitative research, used primer data. The population in this study were the employees of Bank Sumut Sei Rampah, totaling 44 people. The data collection method used in this study used a scale. Psychology is a measuring tool in the form of several statements that reveal aspects or attributes psychology (Azwar, 2012). The method used to state items and respond to the scale through the scale *Likert* to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena (Sugiyono, 2009). Scale *Likert* contains a systematic statement to show the respondent's opinion on that statement. The questionnaire answered by the respondent as research data. Likert scale has two characteristics, namely positive and negative. For positive statement *(favorable)* were given a range of 4-1 and for negative statements *(unfavorable)* were given a range of 1-4. In the psychological scale of this study was given 4 (four) alternative

answer choices, namely Strongly Agree (SS), Agree (S), Disagree (TS), and Strongly Disagree (STS). This study uses a performance scale, job satisfaction scale and work motivation scale.

IV. RESULT

This research used validity and reliability test , validity test to see the extent to which the test or instrument is able to measure the concept and its relationship with other dimensions. Realiability refers toconsistency, constancy, and trustworthiness of the measuring instrument empirically high and low reliability is shown through the reliability coefficient.

4.1   Validity Test

The results of the variable (Y) employee performance have good and acceptable values and is considered valid to see employee performance. This is because the values of some indicators has been fulfilled like*Chi-square test* has a p value = 1,000 > 0.05, and meets the standard of value*Fit indices* which can be seen in the following table, where the value is getting closer to 1000 then the better. As for the secondary assessment of the other measures, it can be seen the majority of the values are below 0.05, meaning that the construct of the employee performance variable is acceptable which can be seen in the table 4.1 below :

| Variable	*Chi2*	GFI	RMSEA	CFI	SRMR
employee performance	1,000	0.799	0.000	1,000	0.139
job satisfaction	0.337	0.873	0.028	0.993	0.159
work motivation	0.998	0.914	0.000	1,000	0.131

Table 4.1.1 Fit of Measuring Instrument

Based on the table above, it can be concluded that the scale construct is declared valid because it meets the fit requirements of a measuring instrument even though not everything is in line with expectations

but the value is acceptable with the idea that it is not too far from the standard that has been determined.

In testing the hypothesis, the estimation used for this standard is the standard the overall estimate made with the JASP program. On the variable X1 satisfaction work, the loading factor moves from 0.528 to 0.940 and there are 3 dropped items of the first factor with a value of 0.018 is the lowest of the three. Then the second factor of the job satisfaction scale fell entirely with a value of -0.994 which was considered not can explain the second factor. Finally, there are two of the fifth factor with the highest value high 0.496 and in this case even though the value is close to 0.050 but we still drop it because the value you are looking for should be above 0.050 so that it really describes the factor to be measured.
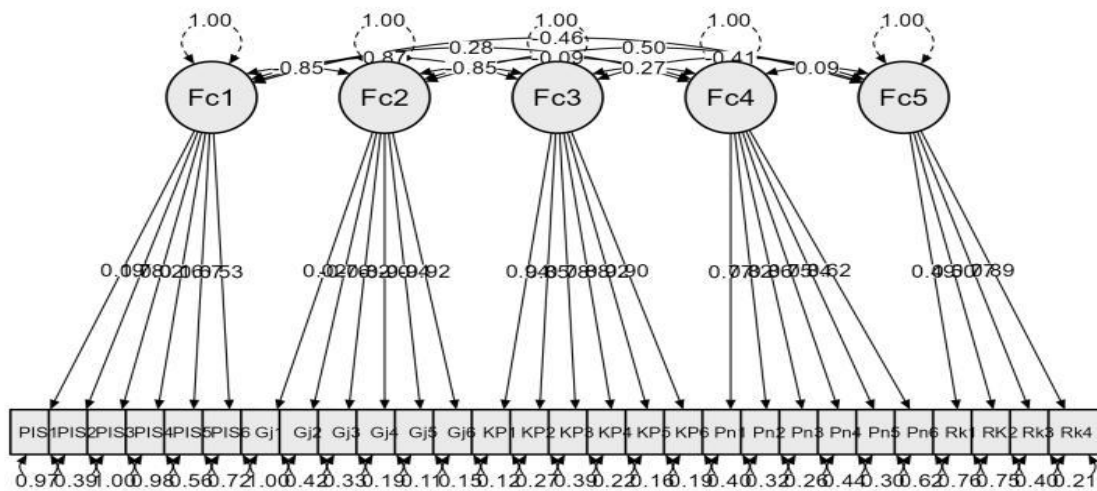

Picture 4.1 Loading factor of Job Satisfaction

Then on the work motivation variable, the loading factor moves from 0.564 to 0.959 and in this variable there is only one item that falls and that is in the third factor in the fourth item with a value of 0.318.
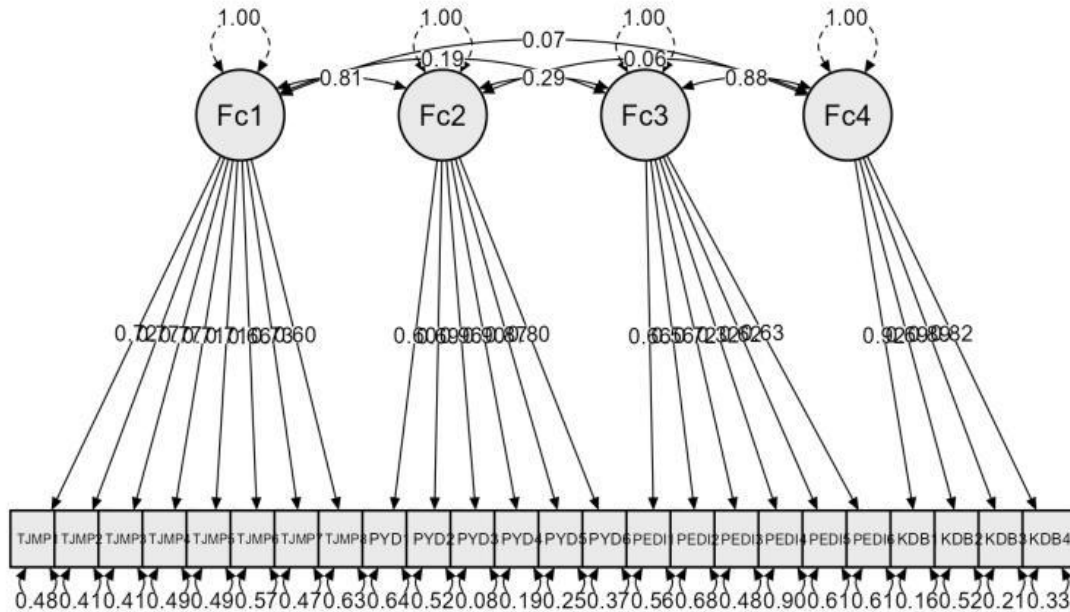
Picture 4.1.2 Loading work motivation scale factor

At the end of the construct validation there is a performance Y variable, the loading factor on this variable moves from 0.522 to 0.901, and this variable has several points who fall, in total there are 12 items that fall in this variable. As for the items the fall starts from the first factor with a total of 6 items and there are 2 items fall. Then the second factor is 4 items in total with 2 items falling, in the third factor there are 6 items in total and only 1 item is dropped. Then in the fourth factor there are 6 items in total and there are 3 items that fall. Fifth factor is the last with a total of 8 items and there are 4 items that fall.
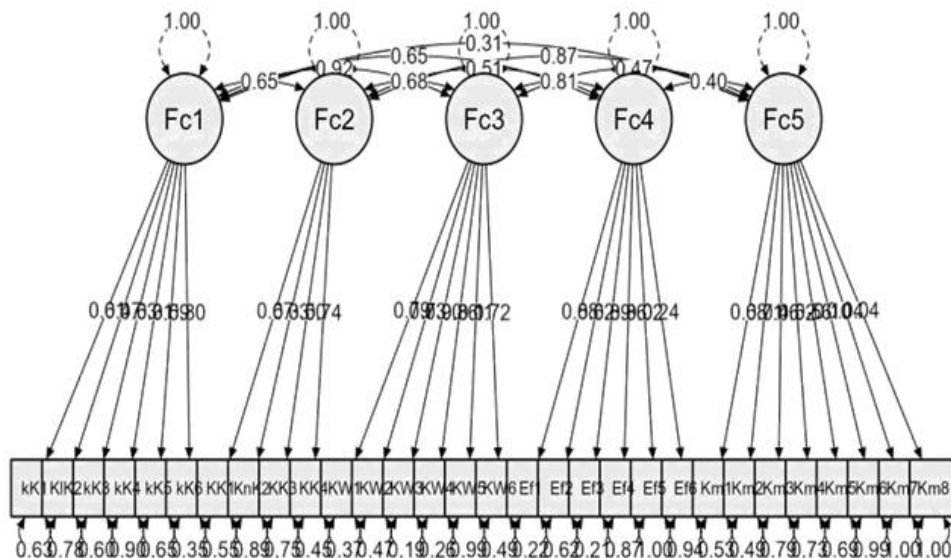
Picture 4.1.3 Loading performance scale factor

4.2 Realiability Test

This test is carried out after the validity test and what is tested is a statement that has been tested valid. The level of reliability used is measuring the coefficient *Cronbach Alpha* with using the JASP program. A statement said *reliable* if the number is in range 0 to 1. The reliability coefficient that is getting closer to 1 indicates the higher the reliability. On the other hand, the coefficient that is getting closer to 0 means that the lower the reliability it has.

Table 4.2.1 Scale reliability Test Results

Variable	McDonald's	Cronbach's	Information
(X1) Job Satisfaction	0.891	0.904	Reliable
(X2) Work Motivation	0.913	0.907	Reliable
(Y) EmployeePerformance	0.831	0.862	Reliable

Based on the table above, it can be concluded that the statement used in this research questionnaire*reliable*because it has value*Cronbach Alpha*has approached the number 1 which is getting higher. This indicates that each statement item used will be able to obtain consistent data if the statement is resubmitted then the answer will be relatively the same as before.

4.3   Normally Assumption Test
This test is used to measure data on an ordinal, interval or ratio scale. If analyzed using the parametric method, the normality requirements must be met, namely the data comes from a normal distribution. Normal data if the significance is greater than 0.05. This study uses the test*Shapiro Wilk*using a significance level of 0.05.

Table 4.3 Descriptive Statistic

	Y	X1	X2
Valid	39	39	39
missing	0	0	0
mean	64,513	62,231	87,359
Std. Deviation	5.698	4.368	2,045
Shapiro-Wilk	0.966	0.941	0.957
P-value of Shapiro-Wilk 0.275 0.051 0.138			
Minimum	54,000	53,000	82,000
Maximum	76,000	68,000	91,000

Based on the table above, it can be seen that the significance value of *Shapiro Wilk*more greater than 0.05. So it can be concluded that the residual value is normally distributed.

4.4   Linearility Assumption Test
The linearity assumption test is used to determine the linear status of a distribution research data with the criteria seen from the linearity test is if $F_{counted} < F_{table}$ then data it is linear. And vice versa if the value of $F_{counted.}$ is known $> F_{table}$ then the data is not linear, while the results of the first linearity are carried out in the SPSS program while for support is taken from JASP. Then the linearity can also be seen from the QQ plot so that it becomes supporting evidence of the fulfillment of assumptions.

ANOVA Table

			Sum of Squaresdf	Mean Square	F	Sig.
	(Combined)		7571.03921	360526	1.154	
				5498.66		
		linearity	5498.6641		17,600	. 000
Employee performance *	Groups	Deviation from linearity	2072.37520	103,619	. 332	. 991
Job satisfaction	Within Groups		593608319	312,425		
	Total		13507.12240			
		(Combined)	1340428923	582.795	96,345	. 000
	between	linearity	13230,6111	13230.6 11	2187.2 32	. 000
Employee performance * [Groups]		Deviation from	173.67822	7,894	1.305	. 291

Work motivation	linearity		
Within Groups	102.83317	6.049	
Total	13507.12240		

Table 4.4.1 Linearity Test Result

Based on the table above, it is known that for the job satisfaction variable (X1) and work motivation (X2) has a value of F_{count} of 0.332 and 1.305. Meanwhile, to find F_{table} it is necessary to know the values of dfl and df2 = k-1 (2-1) = 1, and df2 = 41-k (41-2) = 39 (k is the number of variable and n is the number of respondents). So that the value of F . is obtained$_{table}$of 3,238. So, based on this value, it can be concluded that for the job satisfaction variable (X1) and work motivation (X2) there is a significant linear relationship to the performance variable employee (Y). This happens because the value of Fcount< Ftable and the significance value on *linearity* of0.000 < 0.05. Meanwhile, from the plot results, it can be seen from the following plot results which also is considered linear because the points do not spread far from a predetermined line
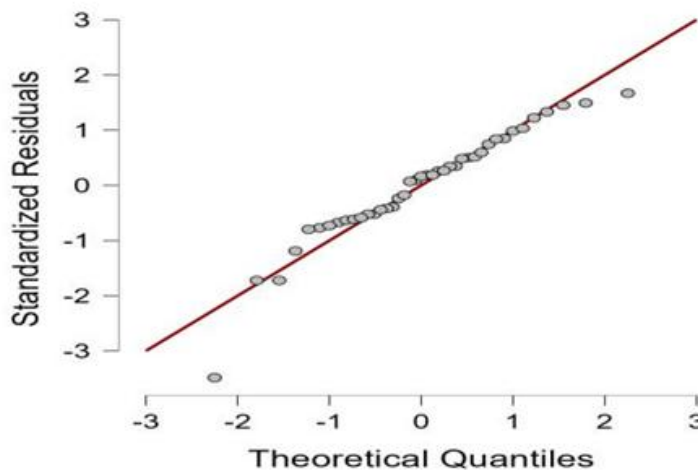
Picture 4.4.1 QQ Plot Standardized Residual

4.5   Multicollinearity Assumption Test
This test is carried out to find out whether there is a correlation between the variables free. To determine the presence or absence of multicollinearity in the regression model, you can known from the tolerance value and the value of*Variance Inflation Factor*(VIF). Common valuesused to show the presence of multicollinearity is the value of*tolerance*>0.1 or equal with a VIF value > 10. And vice versa if the VIF value < 10, then nothing multicollinearity.happens.

Multicollinearity Test Results
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coeffici ents	t	Sig.	Collineari ty Statistics	
		B	Std. Error	Beta			Tole ranc e	VIF
1	(Constant)	3.123	2.116		1.476	.148		
	Job satisfaction	-.012	.026	-.015	-.484	.631	.954	1.058
	Work motivation	1.221	.037	.999	32,701	.000	.954	1.058

a. Dependent Variable: Employee Performance

Source: Data processed by researchers (2022)
Table 4.5.1 Multicollinearity Test

*Corresponding Author: Yana Tamita Putri

Based on the table above, it is known that the value of *tolerance* 0.954 > 0.1 and the VIF value is 1.058 < 10. It can be concluded that there is no multicollinearity between the independent variables.

4.6 Heteroscedasticity Assumption Test

This test is carried out to test whether in the regression model there is a significant residual variance inconsistent in the regression analysis which causes the accuracy of the prediction results to be doubtful. This heteroscedasticity test can be done using *Linear RegressionPlot*. The data is said to have heteroscedasticity if the residual scatter diagram forms certain pattern. The dots formed must be spread randomly, spread both above and below below the number 0 on the Y axis. If this condition is met then nothing happens heteroscedasticity and regression models are feasible to use. The results of the heteroscedasticity test with use graphic s*scatterplot* can be seen in the image below:
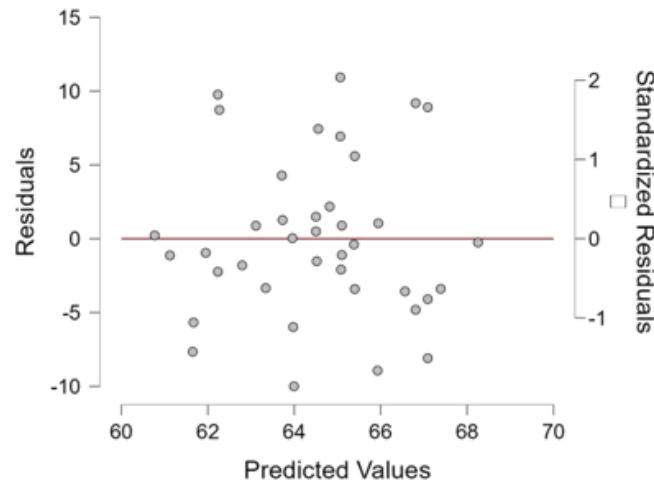
Picture 4.6.1 Residual vs Predicted

Based on the picture above, it can be explained that you can see that the dots spread randomly, and are quite spread out both above and below the numbers 0 (zero) on the Y axis. Then it can be concluded that there are no symptoms heteroscedasticity in the regression model used.

4.7 Multiple Linear Regression

The following are the results of multiple linear regression testing from the answer tabulation processing respondents :

ANOVA

Model		Sum of Squares	df	Mean Square	F	p
H	Regression	137,187		268,594	2.252	0.012
	Residual	1096.556		3630,460		
	Total	1233,744	38			

Source: Data processed by researchers (2022)
Table 4.7.1 Multiple Linear Regression Test Results

Based on the table of multiple linear regression test results above, it can be presented that together or simultaneously the variables X1 and X2 make a significant contribution to changes or fluctuations in the Y variable with an F value of 2.252 and p = 0.012 < 0.050. While the explanation of the contribution of each independent variable to the Y variable can be seen in the following table:

Coefficients

Model		Unstandardized	Standard Error	Standardized	t	p	Collinearity Statistics Tolerance	VIF
H	(Intercept)	64,513	0.912		70.706	< .001		
H	(Intercept)	3,761	38,446		0.098	0.923		
	X1	0.281	0.211	0.216	1.335	0.019	0.945	1.058
	X2	0.581	0.450	0.209	1.290	0.020	0.945	1.058

Source: Data processed by researchers (2022)

Table 4.7.2 Regression Calculation Value

1.   Intercept value of 3.761 means that if the job satisfaction variable (X1) and motivation variable work (X2) = 0 then the employee performance variable (Y) is 3.761. It means this value is a fixed value if there is no change in the value of the independent variable.
2.   The coefficient for the variable job satisfaction (X1) is 0.281 which means that job satisfactionis predicted to increase by 0.281 then the performance of employees at Bank Sumut (Y) is predictedwill increase by 0.281 from the intercept value assuming the variable the other independent the value is fixed.
3.   Coefficient for work motivation variable (X2) is equal to 0.581, meaning that if the work motivation is predicted to increase by 0.581 then the performance of employees at Bank Sumut (Y) is predicted will increase by 0.581 from the intercept value with the assumption that the variable the other independent the value is fixed.

4.8.   Hypothesis Test
The t test is used to test the significant level of the influence of the independent variable partially to the dependent variable. The test is carried out by comparing steps t_{count} with t_{table} provided that if $t_{count} > t_{table}$ and significant value < 0.05 ($\alpha : 5\%$), then the independent variable partially has a significant effect on the dependent variable.
1.   The job satisfaction variable (X1) shows that the value of tcountof 1.335 and the value of significance for the variable job satisfaction 0.019 means <0.05. then it can be concluded that the job satisfaction variable (X1) has a significant effect on the employee performance variable (Y).
2.   The work motivation variable (X2) shows that the value of tcountof 1,290 and the value of significance for the variable job satisfaction 0.020 means <0.05. then it can be concluded that the work motivation variable (X2) has a significant effect on the employee performance variable (Y).
The results of F test analysis show that the independent variables simultaneously have an effect
positive and significant on the dependent variable so that the third hypothesis is accepted. From result indicates that job satisfaction and work motivation are important elements in performing work tasks, with good satisfaction and good motivational support in achieving optimal performance.

V. CONCLUSION
Based on the results of the research and discussion that have been described previously,
the conclusions of this study are as follows:
1.   Job satisfaction has a positive effect on employee performance at Bank Sumut KCP Sei Rampah
        If the company knows the employee's wishes, the performance will also increase good.
2.   The work motivation variable has a positive and significant effect on the performance variable employees so that the second hypothesis is accepted. That is, with the fulfillment of the gift motivation both physically and non-physically, employees will be able to focus on carry out the assigned duties and responsibilities. The percentage of work motivation is 58.5%, which means that the motivation of Bank Sumut employees is already high.
3.   All independent variables (job satisfaction and work motivation) together (simultaneously) has a positive and significant effect on the dependent variable (employee performance at the Bank of North Sumatra).

REFFERENCES

[1]. Abdullah, M. (2014).Employee Performance Management and Evaluation. Yogyakarta: Aswaja Persindo.
[2]. Adamy, M. (2016).Human Resource Management. Malikussaleh University, 17-20.
[3]. Adiguna, AO, IA Oyrkunle and TA Onifade. (2017). Influence of Job Satisfaction on Emloyees Performance in MTN Nigeria.Global Journal of Human Resource Management, Vol 5 (5): 54-60.
[4]. Afandi.(2018).Human Resource Management (Theory, Concepts and Indicators). Yogyakarta: Nusa Media.
[5]. Aini, Y. (2013). The Influence of Internal, External and Work Environment Motivation on Employee Performance at Pasir Pengaraian University.Cano Economos Scientific Journal, Vol 2 (1) : 98-112.
[6]. Ali, M., Idris, A., & Kalalinggi, R. (2013). The Effect of Job Satisfaction on Performance Employees at the Food Security Agency and Regional Extension Officers of Samarinda City.Ejournal Administrative Reform, Vol. 1(2), 418-430.
[7]. Anoraga, P. (2009).Occupational Psychology. Jakarta: Rineka Cipta.Azwar,S. (2012).Psychological Scale PreparationEdition 2. Yogyakarta: Student Library. Bernardin, JH and Russell, JFA (2013).Human Resource Management.An Experiential Approach. Sixth Edition. New York: McGraw-Hill International Edition.
[8]. Damayanti, R., Hanafi, A.,&Cahyadi, A. (2018). The Effect of Job Satisfaction on Employee Performance (Case Study of Non-Medical Employees of Siti Khadijah Islamic Hospital Palembang)Scientific Journal of Business and Applied Management Year XV No2.
[9]. Darmasaputra, A., & Satiningsih. (2013). Relationship between Coworkers' Social Support with Employee Performance at the Jombang District Office.Character Journal, 01(02), 1-6.
[10]. Dessler, G. (2000).Human Resource Management. 8th edition. New Jersey: Prentice-Hall, Inc.
[11]. Farida, Umi and Hartono, Sri.(2016).Human Resource Management II. Ponorogo: Umpo Ponorogo Press.
[12]. Febriyana, W. (2015). The Effect of Job Satisfaction on Employee Performance at PT. Kabepe Chakra 2015.e-Proceeding of Management, Vol. 2(3): 2954-2961. Furnham, A., Eracleous, A., & Premuzic, TC (2009). Personality, motivation and job statistics: Hertzberg meets the Big Five.Journal of Managerial psychology,24(8), 765-779.
[13]. Gardjito, AH, MA Musadieq and GE Nurtjahjono. (2014). Effect of Work Motivation and Work Environment on Employee Performance (Study on Employees of the Production Division of PT. Karmand Mitra Andalan Surabaya).Journal of Business Administration (JAB), Vol. 13(1) : 1-8. Gibson, JL et. al. 2010).Organization and Management. Translated Edition. Jakarta: Erlangga.
[14]. Handayani, Henny.(2017). The Effect of Job Satisfaction and Morale on Work Achievement at PT Bumi Karsa Makassar.Journal of Research EditionXV 3 (004) 88- 89.
[15]. Haryono, B. (2018).How to Be a Professional Customer Service. Yogyakarta: CV.Andi offset.
[16]. Hasibuan, MSP (2017) .Human Resource Management. Jakarta: PT Bumi Aksara. Indrasari, Meithiana. (2017).Job Satisfaction and Employee Performance Overview of Dimensions of Organizational Climate, Individual Creativity, and Job Characteristics. Original Edition. Sidoarjo : Indomedia Pustaka.
[17]. Javed, M., Balouch, R., & Hassan, F. (2014). Determinants of Job Satisfaction and Impact on Employee Performance and Turnover Intention.International Journal of Learning & Development, Vol. 4 (2). ISSN 2164-4063.
[18]. Latif, B. (2012). Factors Affecting Employee Performance PT. Mega Noble Servindo in Makassar.Journal of Management and Accounting,1 (1), 61- 70.
[19]. Luthan, F. (2005).Organizational Behavior. The McGraw-Hill Companies, Inc.
[20]. Mangkunegara, AA Anwar Prabu. (2009).Human Resource Management. Bandung: PT. Remaja Rosda works Company. Twelfth printing. Bandung: PT. Teen Rosda by Marisa. (2020). The Effect of Compensation, Job Satisfaction and Work Motivation on Employee Performance at PT. Bank Syariah Mandiri Branch Palembang Simpang Patal.Adl Islamic Economics,Vol 1 (1) : 1-12.
[21]. Mougbo, US (2013). The Influence of Motivation on Employee's Performance: A Study of Some Selected Firms in Anambra State. AFRREV IJAH.An International Journal of Arts and Humanities Bahir Dar, Ethiopia, Vol. 2(3) : 134-151.
[22]. Munandar, AS (2012).Industrial and Organizational Psychology. Jakarta : University Indonesia (UI-Press).
[23]. Ndulue, TI, & Ekechukwu, HC 2016. Impact of Job Satisfaction On Employees Performance: A Study Of Nigerian Breweries PLC Kaduna State Branch,Nigeria. Arabian Journal of Business and ManagementReview, 5(11), 13–23.
[24]. Noya, J. (2014).Motivation in Local Government Organizations.Populist, Vol. 1(2):16-29.
[25]. Octaviannand, R., NK Panjaitan and S. Kuswanto. (2017). Effect of Job Satisfaction and Motivation towards Employee's Performance in XYZ Shipping Company. Journal of Education and Practice, Vol. 8 (8): 72-79. Rahmayanti.(2014). The Influence of Work Motivation on Employee Performance on CV. Son of East Kalimantan Samarinda.eJournal of Business Administration Ilmu, Vol 2 (2). ISSN 2355-5408
[26]. Risambessy, A., B. Swasto., A. Thoyib and EA Astuti. 2012. The Influence of Transformational Leadership Style, Motivation, Burnout towards Job Satisfaction and Employee Performance.Journal of Basic and Applied Scientific Research, Vol. 2(9) : 8833-8842.
[27]. Rivai, Veithzal. (2012).Human Resource Management for Companies : from Theory Into Practice, First Edition. Jakarta: PT. King Grafindo Persada.
[28]. Riyadi, Slamet. (2011). Effect of Financial Compensation, Leadership Style, and Work Motivation on Employee Performance in Manufacturing Companies in East Java.Journal of Management and Entrepreneurship, Vol. 13, No. 1, Pages 45-50. http://puslit2.petra.ac.id
[29]. Robbins, SP (2016).Organizational behavior. Jakarta: PT. Gramedia Group Index Rosita, T., and Yuniati, T. (2016). The Effect of Job Satisfaction on Employee Performance with Organizational Commitment as an Intervening Variable.Journal of Management Science & Research. 5(1).1-20.
[30]. Siswanto, H. (2005).Introduction to Management. Jakarta: Earth Literacy.
[31]. Slamet, A. (2007).Human Resource Management. Semarang: Press.Semarang State University.
[32]. Sofyandi and Garniwa.(2007).Organizational Behavior.First Edition. Yogyakarta: Graha Ilmu.
[33]. Subariyanti, Herudini (2017). The Relationship between Work Motivation and Job Satisfaction on PTLR Batan Employee Performance.Ecodemica Journal,Vol. 1 No. September 2, 2017. ISSN: 2355-0295, E-ISSN: 2549-8932 Pg. 224-232
[34]. Sugiyono. (2009).Statistics For Research. Bandung. Alphabet. Sujarweni, VW (2014).SPSS For Research. Yogyakarta: New Library.
[35]. Sunyoto, D. (2012).Human Resource Management. Yogyakarta: CAPS.
[36]. Suryabrata, Sumadi. (2005).Development of Psychological Measurement Tools. Yogyakarta
[37]. Suryadi, A., & Rosyidi, H. (2013). Employee Performance in terms of Factor Analysis Corporate Culture.Journal of Psychological Research, 04(02), 166-180.
[38]. Sutrisno, Edy.(2016).Human Resource Management. Jakarta: Kencana Prenada Media Group.

[39]. Sutopo, J. (2018). The Effect of Budget Participation, Organizational Commitment, Satisfaction, Work, Job Relevant Information, Organizational Culture and Locus of Control on Employee Performance in the Finance Section of the Klaten Regency Education Office. advance. Vol.5 No.1 ; ISSN 2337 – 5221

[40]. Tyson, S. and Jackson, T. (2000).Organizational behavior. Yogyakarta: Publisher Andi.Omar, Hussein. (2005).Human Resources Research in Organizations. Revised Edition. Jakarta: PT. Main Library Gramedia.

[41]. Uno, Hamza. (2008).Motivation Theory And Its Measurement. Jakarta: PT. Earth Script

[42]. Wibowo. (2010).Work management. Third Edition. Jakarta: PT. King Grafindo Prasada

[43]. Wijono, Sutarto. (2012).Industrial & Organizational Psychology. Jakarta. Prenadamedia Group.

[44]. Wiludjeng, SSP (2007).Introduction to Management. Yogyakarta: Graha Ilmu.

[45]. Winardi, J. (2007).Motivation and Motivation in Management. Jakarta: Raja Grafindo Persada.

[46]. Yanindrawati, K, Susilaningsih, F, Somantri, I. (2012). Job Satisfaction Relationship With the Performance of Nurses in the Inpatient Room of the Bekasi Regency General Hospital.Student e-journals UNPAD1 (1).