

Factors That Affect Employee Satisfaction of Rsi Sultan Agung Banjarbaru South Kalimantan

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Abstract. With high work morale, it will create outstanding employees where work can be completed quickly, absenteeism can be minimized, damage can be reduced and the possibility of employee transfer to another company can be minimized. Work morale and job satisfaction greatly affect the achievement of company goals. If in a company the level of work morale and productivity is low, the company will experience many difficulties and even the company can go out of business if it is not dealt with immediately. RSI Sultan Agung which reads "A leading Islamic education hospital in health services, education and the development of Islamic civilization, towards a prosperous healthy society blessed by Allah" The mission of RSI Sultan Agung is "to organize health services that are safe and save in the spirit of loving Allah to love others, organizing educational services in order to build a generation of khaira ummah, and building Islamic civilization towards a prosperous healthy society which is blessed by Allah. The research design used is a quantitative analytical descriptive design that aims to describe the nature and characteristics of the data or variables to be tested, so that in this study it is used to analyze the data obtained, so that the influence between independent and bound variables can be known. The results of the data analysis indicated that the variables of compensation, work characteristics and work morale, simultaneously had a significant influence on the level of job satisfaction of employees of the Sultan Agung Islamic Hospital Banjarbaru. This means that the high and low level of employee job satisfaction has been greatly influenced by these three variables. This is also emphasized by the value of the determination coefficient *of the Adjusted R Square result* in the first regression = 0.437, meaning that the size of the ability of the X variable, namely Compensation (X1), Job Characteristics (X2) and Work Spirit (X3) in explaining the job satisfaction level of employees of the Sultan Agung Islamic Hospital Banjarbaru is 43.7%.

Keywords: Employees; Influence; Job; Satisfaction; Work

1. Introduction

Every company has a desire to improve and develop its business in a way that is structured in a program to improve employee performance, as well as what is expected by the management of the Sultan Agung Islamic Hospital Banjarbaru. There are several related to improving company performance, including companies that do not implement a position promotion system, where position promotion is one of the factors to be able to improve work performance, so that employees can work

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according to the company's targets, finally enabling the company to compete with other companies. The company is expected to be able to provide consumer demand goods that are guaranteed quality and quantity. The more companies engaged in production, the tighter the competition between companies. Production employees are a resource that is no less important than other company resources. Whether or not a production process is smooth or not will depend on the employees implementing the production. (Sutrisno, 2009).

Davis and Newton (2004: 44), job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. It means that job satisfaction is things that can be pleasant or positive feelings that are the result of appreciation for one's work. Lazy employee behavior causes problems for the company in the form of high absenteeism, work delays and other disciplinary violations, and satisfied employee behavior is more profitable for the company. Compensation according to Malayu S.P. Hasibuan (2002) is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company.

The purpose of providing compensation is among others as a bond of cooperation, job satisfaction, effective procurement, motivation, employee stability, discipline, and the influence of labor unions and the government. Organizational climate is a characteristic that distinguishes an organization from others, affects the individual individuals in it, and relatively lasts for a certain period of time.

Creating an organizational climate that is able to bring its members to improve performance in order to achieve organizational goals is not an easy thing. This is because basically humans have different behavioral characteristics according to their level of needs (Hakim, 2006: 170).

With high morale, outstanding employees will be created where work can be completed quickly, attendance can be minimized, damage can be reduced and the possibility of employees moving to other companies can be minimized. Work morale and job satisfaction greatly affect the achievement of company goals. If in a company the level of work morale and productivity is low, the company will experience many difficulties and even the company can go out of business if it is not dealt with immediately. One way to overcome the problem of work morale in an effort to increase employee job satisfaction is to provide a good work climate and high morale (Panudju, 2003).

The Sultan Agung Islamic Hospital Banjarbaru, which was established in 2018 (the groundbreaking) and began operating in 2021, is a satellite hospital of the Sultan Agung Islamic Hospital Semarang. The establishment of RSI Sultan Agung Banjarbaru is based on several considerations, including the availability of land, ease of access from the main hospital (RSI Sultan Agung Semarang), the need for health services, as well as the vision of Islamic da'wah and the expansion of Islamic da'wah and established in the city of Banjarbaru. Currently, RSI Sultan Agung Banjarbaru has 3 services, namely Outpatient services which have 21 Polyclinics, Inpatient services with 200 beds and Class VVIP, VIP, I, II, and III, and Special Care have ICU, PICU/NICU, ISOLATION, Operating Room, and Hemodialysis. With the current number of employees is 567 people.

Fattah (2017) stated that job satisfaction is subjective and varies from person to person. In general, job satisfaction is defined as a feeling of satisfaction or a positive attitude and emotional reaction after an evaluation of the work that has been completed. Fattah (2017) said that there are 5 aspects of job satisfaction among employees, the following often have an impact on how well employees do their jobs, namely (1) the job itself, (2) compensation, (3) promotion opportunities, 4) supervision, and (5) co-workers. Then Mangkunegara (Meidita, 2019) stated that there are several factors that can affect job satisfaction, namely (1) employee factors, and (2) work factors.

2. Literature Review

Human resources are one of the resources that most determine the success of an organization. In contrast to other organizational resources, human resources are a production factor that has a dominant influence on other production factors such as machinery, capital, materials, and methods. Therefore, organizations are required to manage their human resources well for the survival and progress of the organization. Thus, the success in the operational process of the organization is highly determined by the quality of human resources, which in this case are employees. Employee contributions to the organization are very dominant, because employees are job producers for the organization. This means that every job in the organization is always carried out by employees. The success or failure of an organization is determined by the human element that does the work, so there is a need for compensation for employees according to their nature and circumstances. An employee needs to be treated well so that employees stay enthusiastic about work.

Organizational leaders are required to treat employees well and view them as human beings who have both material and non-material needs. Organizational leaders also need to know, be aware and try to meet the needs of their employees, so that employees can work according to the expectations of the organization. In this regard, Winardi (2002:60) said that human resources are the activities of employers in relation to workers as individuals. Anwar Prabu Mangkunegara (2005:2) defines human resource management as a planning, organizing, coordinating, implementing, and supervising the procurement, development, awarding, and separation of labor in order to achieve organizational goals.

According to Malayu S.P Hasibuan (2013:21) HR management is part of general management that focuses on human resources. The functions of HR management, as well as general management functions, are:

Planning

Planning the workforce effectively and efficiently to suit the needs of the company in order to help realize the goals.

Organization

Activities to organize all employees by establishing division of labor, labor relations, delegation of authority, integration and coordination in the organizational chart.

Directing

The activity directs all employees to be willing to cooperate and work effectively and efficiently in helping the realization of the company's goals.

Pengendalian (*controlling*)

Activities control all employees to comply with company regulations and work as planned. If there are deviations or errors, corrective actions and plan improvements will be taken.

Procurement

The process of withdrawal, selection, placement, onboarding and induction to get employees who suit the company's needs.

Development

The process of improving employees' technical, theoretical, conceptual, and moral skills through education and training. The education and training provided must be in accordance with current and future job needs.

Kompensasi (*compensation*)

Providing direct *and indirect* (indirect) remuneration, *money or goods to employees in exchange for services provided to the company.*

Pengintegrasian (*integration*)

Activities to unite the interests of the company and the needs of employees, in order to create harmonious and mutually beneficial cooperation. The company will earn a profit while the employee can meet the needs of the results of his work.

Maintenance

Activities to maintain or improve the physical, mental condition and loyalty of employees so that they are willing to work together until retirement.

Job satisfaction is an employee's attitude towards work related to the work situation, cooperation between employees, and the rewards received at work. Indicators of job satisfaction include Sutrisno (2009: 77): A love for work; Job satisfaction; Precision work for employees; Satisfaction with the work achieved by employees.

Job satisfaction is basically something individual. Each individual has a different level of satisfaction according to the value system that applies to him. This means that needs always increase from time to time and humans always try with their ability to satisfy these needs (Rival and Sagala, 2004). Munandar, Sjabadhyni, Wutun (2004:73) stated that job satisfaction is a condition of liking or disliking according to employees' views of their work. Koesmono (2005), stated that job satisfaction can be defined as an individual's feelings and reactions to his or her work environment. Compensation is everything that employees receive in return for their work. The indicators used are: Handoko (2001: 155) Compensation received by employees in non-financial form such as giving awards; The compensation that employees receive is in the form of financial such as providing salaries, wages, bonuses and benefits.

Basically, working humans also want to earn money to meet their living needs. For this reason, an employee begins to appreciate hard work and increasingly shows loyalty to the company and that is why the company rewards the employee's work achievements, namely by providing compensation. One of the ways management can improve work performance, motivate and improve the performance of employees is through compensation (Mathis and Jackson, 2000). According to Hasibuan (2012; 127) that the factors affecting compensation are as follows:

Labor Supply and Demand.

If the job search (offer) is more than the job vacancy (demand) then the compensation is relatively small. Conversely, if there are fewer job seekers than job openings, the compensation is relatively larger.

Company Ability and Readiness.

If the company's ability and willingness to pay is getting better, then the compensation rate will be greater, but conversely if the company's ability and willingness to pay is less, then the compensation rate is relatively small.

Labor Unions/Employee Organizations.

If the trade unions are strong and influential, then the level of compensation is larger, on the other hand, if the trade unions are not strong and less influential, then the level of compensation is relatively small.

Employee Work Productivity.

If the employee's work productivity is good and high, the compensation will be larger, on the other hand, if the work productivity is poor and the compensation is low, the compensation is small.

The Government with Laws and Presidential Decrees.

The government with the Presidential Law has a minimum wage / remuneration limit. This government determination is very important so that employers do not arbitrarily determine the amount of compensation for employees because the government is obliged to protect the public from arbitrary actions.

Cost of Living.

If the cost of living in the area is high, the level of compensation/wages will be higher. But on the other hand, employees whose cost of living in the area is low, hence the relatively small rate of compensation/wages.

Job characteristics are a set of tasks that must be done as produced by information analysis (Panudju, 2003) the indicators used are as follows: Freedom to control the implementation of one's duties without the help of a leader. Skills needed to complete tasks, skills and variety of tasks. Level of understanding of work procedures and level of work involvement.

Job characteristics are part of job enrichment. A number of job characteristics theories that seek to identify the characteristics of the tasks of jobs, how these characteristics combine to form different jobs, as well as the relationship of those job characteristics to job satisfaction have been generated.

Work spirit is a condition of work enthusiasm developed by Lateiner (1985) in Irianto and Dwiastuti (2005) there are four dimensions, namely: Employee discipline on the job; Cooperation between employees is a sense of cooperation between employees; A sense of security in carrying out work; Feeling satisfied with what is expected with the reality he receives.

Work spirit is the attitudes of individuals and groups towards the work environment and their willingness to cooperate in order to devote their abilities comprehensively according to the needs of the organization. (Nitishmito, 2001) In addition, work spirit can be defined as an attitude in doing work that can be expected to be better and faster.

According to Nawawi (2003), the factors that affect the high and low morale of work are: A person's interest in the work being done. A person who is interested in his work will be able to increase his work morale; Salary or high wage factors will increase one's work morale; Social status of the job. Jobs that have a high social status and give a high position can be a determining factor in increasing work morale; Work atmosphere and relationships at work. Acceptance and rewards can increase morale; Job objectives. Noble goals can encourage a person's work spirit Work spirit does not always exist in employees. Sometimes work morale can also decrease.

Job satisfaction is basically something individual. Each individual has a different level of satisfaction according to the value system that applies to him. This means that needs always increase from time to time and humans always try with their ability to satisfy these needs (Rival and Sagala, 2004).

Mangkunegara (2007:117-119) said that the implication of dissatisfaction is to increase turnover, absenteeism, and employment levels. This means that job satisfaction will reduce employee inactivity at work, increase the number of attendance and performance. Veithzal (2004:480) said that job satisfaction will be able to create behaviors that affect company functions. Therefore, the difference in job satisfaction between organizational units will be used to detect the cause of problems such as why there is a decrease in productivity.

3. Materials and Method

The research design used is a quantitative analytical descriptive design that aims to describe the nature and characteristics of the data or variables to be tested, so that in this study it is used to analyze the data obtained, so that the influence between independent and bound variables can be known. The object of this study is all employees at the Sultan Agung Islamic Hospital Banjarbaru.

In order to obtain data for this study, data collection techniques are used, namely Observation, Documentation, Questionnaire. Before testing with regression analysis, the research data was tested with a classical assumption test consisting of: normality test, heterokedasticity test, and multicollinearity test. Then for simultaneous hypothesis testing using the F Test, and for partial hypothesis testing using the t-test. Meanwhile, to determine the most dominant variable affecting the level of employee job satisfaction, the *standard coefficient beta value* was used.

4. Results and Discussion

The first **step** in this analysis is to conduct a validity and reliability test. This research is declared valid and reliable as shown in Tables 1 and 2

Table 1. Summary of Questionnaire Validity Test Results.

Variabel	Indicator	Corrected item-total correction (rhitung)	< >	r _{table}	Information
<i>Compensation</i> (X1)	X1.1	0.858	>	0.000	<i>Valid</i>
	X1.2	0.831	>	0.000	<i>Valid</i>
	X1.3	0.876	>	0.000	<i>Valid</i>
<i>Working Characteristics</i> (X2)	X2.1	0.866	>	0.000	<i>Valid</i>
	X2.2	0.863	>	0.000	<i>Valid</i>
	X2.3	0.896	>	0.000	<i>Valid</i>
<i>Work Spirit</i> (X3)	X3.1	0.822	>	0.000	<i>Valid</i>
	X3.2	0.776	>	0.000	<i>Valid</i>
	X3.3	0.793	>	0.000	<i>Valid</i>

Source: Processed data, 2025.

Based on the validity test, it shows that the value of the calculation is greater than the value of the r_{table} . With these results, the questionnaire used by the variables Compensation, Job Characteristics and Work Morale was declared valid as a variable measurement tool.

Table 2. Reliability Test Results.

Variabel	Cronbach Alpha Results	><	Reliability Standards	Information
<i>Tangibles</i> (X1)	0.908	>	0.60	<i>Reliabel</i>
<i>Reliability</i> (X2)	0.922	>	0.60	<i>Reliabel</i>
<i>Responsiveness</i> (X3)	0.847	>	0.60	<i>Reliabel</i>

Source: Processed data, 2025.

Based on the results of the reliability test, *Cronbach's alpha* values of the variables Compensation, Job Characteristics and Morale were above 0.60. This means that the questionnaires of each indicator are proven to be reliable to be used as a variable measuring tool.

The next step is to perform the classic assumption test, with the following test sequence:

Normality

The normality test aims to test whether in the regression model, the interfering or residual variables have a normal distribution. A more reliable method is to look at the normal probability plot that compares the cumulative distribution from the normal distribution.

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Kepuasan Kerja



Figure 1. Normality.

The normal *probability plot* graph shows all the points confluent and follows a diagonal line, so it can be concluded that the regression model has met the assumption of normality.

Multicollinearity Test

The results of the Multicollinearity test are shown in Table 3. Because the VIF values of each independent variable were all below 5, this study was free of multicollinearity problems.

Table 3. Multicollinearity Test Results.

Coefficients(a)							
Model		Unstandardized Coefficients		Standardized Coefficients		Correlations	
		B	Std. Error	Beta	Part	Tolerance	BRIG HT
1	(Constant)	.665	.498				
	Compensation	.369	.188	.340	.220	.418	2.394
	Job Characteristics	.098	.206	.095	.053	.312	3.204
	Work Spirit	.337	.161	.340	.235	.475	2.105

a Dependent Variable: Satisfaction

Source: Data processed in 2025

Based on the results of the multicollinearity test, it was shown that all independent variables, namely Compensation, Job Characteristics and Work Morale, had a relational relationship, all of which did not occur in multicollinearity, because *the tolerance* value obtained was above 0.1, and the VIF value obtained was below 10.

The next step is to test multiple regression analysis to see the effect of all independent variables on productivity, shown in Table 4.

Table 4. Multiple Linear Regression Test Results.

Coefficients(a)						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	
1	(Constant)	.665	.498		1.333	.190
	Compensation	.369	.188	.340	1.964	.056
	Job Characteristics	.098	.206	.095	.473	.639
	Work Spirit	.337	.161	.340	2.097	.042

a Dependent Variable: Satisfaction

Source: Data processed in 2025.

From table 5 can be made the regression equation formed as follows: $Y = 0.665 + 0.369 X_1 + 0.098 X_2 + 0.337 X_3$. The test – F was used to prove the influence between the variables X, namely Compensation (X1), Job Characteristics (X2) and Work Morale (X3) on Y, namely the level of employee job satisfaction at the Sultan Agung Islamic Hospital Banjarbaru simultaneously, at the sig level. $\leq \alpha = 0.06$.

The test results - F is 12.621 and sig is 0.000, the value of sig. below $\alpha = < 0.05$ shows that the hypothesis that the variables X, namely Compensation (X1), Job Characteristics (X2) and Work Morale (X3) together have a significant effect on the level of job satisfaction of employees of Sultan Agung Islamic Hospital Banjarbaru

To test the effect partially, the t-test technique is used. The t-test technique is carried out by looking at the significant t-value in the results of data processing through SPSS. In this study, the α used was 5% (0.05). The decision is that if the value of t is significant $< \alpha$ then H_0 will be rejected and accept H_a .

Table 5. Results of the t test.

Coefficients(a)					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	.665	.498		1.333
	Compensation	.369	.188	.340	1.964
	Job Characteristics	.098	.206	.095	.473
	Work Spirit	.337	.161	.340	2.097

a Dependent Variable: Satisfaction

Source: Data processed in 2025.

Based on the results of the t-test above, it can be analyzed that the Effect of the Compensation Variable (X1) on the level of employee job satisfaction. The result of the t-test value between Compensation (X1) is 1.964 and sig is 0.056. With a value below $\alpha = < 0.06$, it receives H_{a1} which states that Compensation (X1) has a significant effect on the employee's job satisfaction level.

The Effect of Job Characteristics Variable (X2) on the level of employee job satisfaction. The result of the test value – t between Occupational Characteristics (X2) is 0.473 and sig is 0.639. With a value above the significance level of $\alpha = > 0.06$, then accept H_0 and reject H_a which states that Job Characteristics (X2) do not have a significant effect on the employee's job satisfaction level.

The Effect of Work Morale Variable (X3) on the level of employee job satisfaction. The result of the t-test value between Work Morale (X3) was 2.097 and sig was 0.042. With a value below the significance level of $\alpha = < 0.06$, receiving H_{a3} which states that Work Morale (X3) has a significant effect on the employee's job satisfaction level.

5. Concolution

The Relationship Between Compensation and Job Satisfaction

According to Malayu S.P Hasibuan (2012:118) defines that Compensation is all income in the form of money, direct or indirect goods received by employees in return for services rendered to the company. Meanwhile, according to Veithzal Rivai (2011:357) explained that compensation is something that employees get in exchange for their service contributions to the company. The reward system can include salary, income, pensions, vacation pay, promotion to higher positions. It is also in the form of

occupational safety insurance, horizontal transfers to get more challenging positions or to key positions for further growth and development, as well as various forms of service.

So based on some of the above definitions, in general, it can be said that the compensation is a return for services received by the employee in connection with the sacrifice that has been given to the company. The provision of compensation can be given directly in the form of money or indirectly in the form of money from the company to its employees.

Based on the above statement, in this study it is shown that the compensation in doing the work provided by the company to its employees greatly affects their job satisfaction level with a correlation level of 0.615 or 61.5%, So, it can be concluded that compensation has a partial effect on the level of job satisfaction of employees of the Sultan Agung Islamic Hospital Banjarbaru.

The Relationship Between Job Characteristics and Job Satisfaction

Simamora (2004) stated that job characteristics are an approach to job enrichment. Job enrichment programs seek to design jobs by helping office holders meet their needs for growth, recognition and responsibility. Job enrichment adds a source of job satisfaction. This method increases responsibility, autonomy, and control. The addition of these elements to the work is sometimes called vertical job loading. Job enrichment itself is one of the job design techniques. The classical approach to job design proposed by Hackman and Oldham (1980) is known as job characteristic theory. According to Gitosudarmo and Sudita (2008), the characteristics of work have a close relationship with the design of the work. Job design deals with the structure of the interpersonal relationships of a job by determining the many diversity, responsibilities, significance, and autonomy of the job.

Based on the above statement, in this study it is shown that the Job Characteristics in doing the work given by the hospital management to its employees greatly affect their job satisfaction level with a correlation level of 0.598 or 59.8%, So, it can be concluded that Job Characteristics have a partial effect on the level of job satisfaction of employees of the Sultan Agung Islamic Hospital Banjarbaru.

The Relationship Between Work Morale And Job Satisfaction

According to Nitisemito (1992), enthusiasm and passion for work are difficult to separate even though work spirit has a considerable influence on work morale. With an increase in enthusiasm and enthusiasm for work, work will be completed faster and all the bad effects of declining work morale such as absenteeism and subsequently will be reduced and further increase enthusiasm and enthusiasm for work, which means it is also expected to increase employee productivity. Work ethic can be interpreted as a kind of concise statement of the various psychological forces that are pressing in relation to their work. Work spirit can also be interpreted as a work climate or atmosphere in an organization that shows a sense of enthusiasm in carrying out work and encourages them to work better and more productively.

Based on the above statement, in this study it is shown that Work Spirit in doing the work given by the hospital management to its employees greatly affects their job satisfaction level with a correlation level of 0.612 or 61.2%, So, it can be concluded that Work Spirit has a partial effect on the level of job satisfaction of employees of Sultan Agung Islamic Hospital Banjarbaru.

The Effect of Compensation Variables, Job Characteristics and Work Morale on Employee Satisfaction of Sultan Agung Islamic Hospital Banjarbaru

The results of the data analysis indicated that the variables of compensation, work characteristics and work morale, simultaneously had a significant influence on the level of job satisfaction of employees of the Sultan Agung Islamic Hospital Banjarbaru. This means that the high and low level of employee job satisfaction has been greatly influenced by these three variables. This is also emphasized by the value

of the determination coefficient *of the Adjusted R Square* result in the first regression = 0.437, meaning that the size of the ability of the X variable, namely Compensation (X1), Job Characteristics (X2) and Work Spirit (X3) in explaining the job satisfaction level of employees of the Sultan Agung Islamic Hospital Banjarbaru is 43.7%. In other words, the simultaneous direct influence of the three variables is positive and significant on the level of employee job satisfaction. In addition, the level of simultaneous closeness of these three variables, namely Compensation (X1), Job Characteristics (X2) and Work Morale (X3) to the level of employee job satisfaction, shows that the variables Compensation (X1), Job Characteristics (X2) and Work Morale (X3) have a close relationship with an increase or decrease in the level of employee job satisfaction.

The results of this study are also strengthened by the theory stated by Simamora (2004) that tasks are combined to create individual jobs that have an individual influence that has a direct influence on employee performance and satisfaction. It is a basic component of an organizational structure and is a tool for achieving organizational goals. Therefore, work in such a way that in order to achieve technical efficiency and productivity, even work design is a process that is determined and created by compensation, work characteristics and morale through the *standardized coefficients* values contained in table 5.8, it can be seen that among the three variables that affect job satisfaction, the compensation variable has a greater influence with a coefficient level of 0.369 or by 36.9% on the level of job satisfaction, on the other hand, the variable of job characteristics has the least influence on the level of job satisfaction of employees of Sultan Agung Islamic Hospital Banjarbaru, which is 0.098 or 9.8%.

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