



© Copyright Kemala Publisher
All rights reserved

Science, Engineering and Social Science Series
ISSN/e-ISSN: 2541 – 0369/2613 – 988X
Vol. 4, No. 6, 2020, Printed in the Indonesia

The Effect of Compensation, Workplace Environment, and Organizational Commitment on Non-Government Health Care Practitioner's Performance

Susanti Angraeni^{1,*}, Rokiah Kusumapadja¹, Rian Adi Pamungkas¹

¹Department of Hospital Administration, Universitas Esa Unggul, Jakarta, Indonesia.

Compensation can improve work performance, motivate employees and bring job satisfaction. This study aimed to determine the effect of compensation, workplace environment, and organizational commitment on work performance. The sample used was non civil servant health workers at X Hospital South Tangerang with a total of 108 correspondent who has work period of more than 3 years. In this research design we use a quantitative study with a cross sectional approach. Furthermore, the Interviews, Key Performance Indicator data collection, and questionnaires were used as methods of collecting data. Here, the data analysis technique in this study was performed using multiple linear regression with the SPSS 25 program. The results showed the compensation, workplace environment, and organizational commitment simultaneously and partially had a positive and significant effect on non- Government Health Care Practitioner's Performance at X Hospital in South Tangerang with contributed 67.6% to the performance. Based on the results, the regression analysis, with coefficient value was obtained which indicated that the compensation regression coefficient (0.379) had the highest value compared to the regression coefficient value for workplace environment (0.259) and organizational commitment (0.254). These results indicated that compensation is the more dominant factor affecting the performance of non-Government Health Care Practitioner's Performance on X Hospital, South Tangerang, compared to workplace environment and organizational commitment.

Keywords: Compensation, Workplace Environment, Organizational Commitment, and Non-Government Health Care Practitioner's performance

1. INTRODUCTION

X Hospital is a general hospital owned by the local government that provides complete services to the people of South Tangerang city. In addition to complete facilities, to provide the best service, reliable and professional human resources are also needed. Hospitals as health service organizations need to pay attention to aspects of human resource management, especially aspects of commitment and performance. Here, health care organizations must have high performance where human resources are considered the most important factor in creating these high-performance organizations [1]. To encourage morale, it is necessary to have a mutually beneficial relationship between the hospital and employees. In this case the employees provide quality performance and service, while the leadership provides compensation in accordance with the performance that the employee has given to the hospital. The performance

*Email Address: susantiangraeni@yahoo.co.id

is a result achieved by employees in their work according to certain criteria to apply a job [2]. Performance comes from job performance or actual performance which means the actual work performance or achievement achieved by someone. Meanwhile, the definition of performance (work performance) is the result of work that is seen in quality and quantity achieved by an employee in carrying out his function in accordance with the responsibilities assigned to him. There are 5 indicators that can be used to measure individual employee performance, namely: quality, quantity, timeliness, effectiveness and independence. The productivity of health personnel at X Hospital in South Tangerang did not reach the expected target. This is known from the complaints of customers and information from the head of the room regarding the performance of health workers who are considered slow in carrying out their duties, do not move quickly in handling patients, and joking with friends during working hours. This kind of behavior causes a lot of time to be

wasted and work cannot be completed on time. In addition, excessive use of medical consumables and office stationery often occurs, which makes these materials run out prematurely. This behavior can interfere with hospital services and finances.

Compensation is all forms of payment or benefits given to employees and arises from their working relationship [3]. Here, the compensation can improve work performance, motivate employees and bring them job satisfaction. Direct compensation is a service fee to employees that is received directly and regularly as a reward for the person concerned for contributing to achieving organizational goals. Direct compensation includes salary, incentives, commissions. On the other hand, indirect compensation also plays an equally important role in improving employee performance. The workplace environment of employees in the hospital can have an influence on their health and job satisfaction. Employees are always required to be in good health in order to support optimal services for patients. The workplace environment provides a large enough role for satisfaction and in improving employee performance. Employees with a good, positive, and conducive work environment will make them work with high quality and quantity of work. The workplace environment as a physical environment in which employees work can affect their performance, safety and quality of work life [4]. Thus, it can be concluded that the workplace environment is the condition around the workers when they perform their duties which this situation has an influence on them when doing their work in the context of running hospital operations. Another factor that can affect the performance of health care practioners is the organizational commitment factor. High organizational commitment will have a positive influence on employees, namely causing job satisfaction, work morale, good work performance and the desire to continue working in the company concerned. Commitment is an attitude that reflects employee loyalty to the organization. Job loyalty will be created if employees feel fulfilled in fulfilling the life needs of their work so that they will feel comfortable working in a company [5]. The organizational commitment is an attitude that reflects employee loyalty to the organization and a continuous process where organizational members express their concern for the organization and its success and continuous progress [6].

Furthermore, the organizational commitment is an attitude in which the individual identifies himself with the goals and expectations of the organization where employee works, and tries to maintain membership in the organization to achieve the organizational goals [7]. Commitment is divided into 2 types, namely: commitment to attitude and commitment as behavior. Commitment to the company as an attitude is defined as the extent to which an employee identifies his / her workplace with a desire to work and does his best. Meanwhile, commitment to the company as behavior is a

process where an employee makes a definite decision not to leave the company if he does not make an extreme mistake. The several indicators that can be used to identify employee commitment to the organization, including staying in the organization, being willing to work overtime to complete work, maintaining company business secrets, promoting the organization to customers and the general public, obeying regulations without the need strict supervision, willing to sacrifice personal interests for the benefit of the organization [8].

In addition, several other indicators that can be used are employees willing to contribute to the organization's social activities, offering suggestions for improvement, willing to participate in accidental organizational activities, willing to follow directions or instructions, take care of organizational property and / or not waste it, work in a safe, willing to cooperate and help colleagues. According to the results of previous research, it is known that there is a significant relationship between the Work Environment and the performance of employees at the Department of Agriculture and Agriculture, Musi Banyuasin Regency [9]. The next research conducted an organizational commitment, work discipline and non-financial compensation have a positive effect on the performance of employees of the North Sulawesi Province Manpower and Transmigration Office.

Thus, in this research, we want to explain empirically between compensation, workplace environment and organizational commitment on health care practioner's performance at general hospital owned by local government. The purpose of this study are giving contribute and motivation to management department to improve healthcare practioner's performance and especially to analyze the effect of compensation, workplace environment and organizational commitment partially and simultaneously on non-government healthcare practioner's performance.

2. METHODOLOGY

A. Research Design

The research design applied in this study was with a cross sectional approach knowing correlation between compensation, workplace environment and organizational commitment on non-government healthcare practioner's performance (see Figure 1).

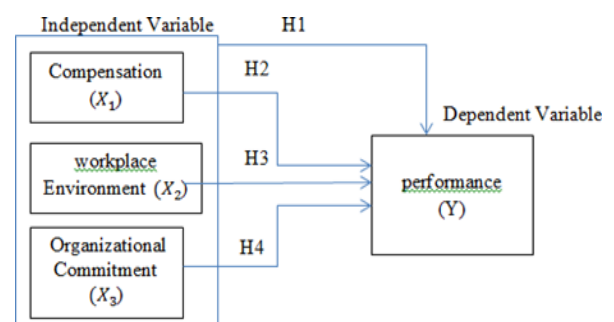


Figure 1. Research constellation

This research has received information that has passed the ethical review of the Esa Unggul. Here University Research Ethics Commission in an effort to protect human rights and welfare of the subject, no. 0202-20.183 / DPKE-KEP / FINALEA / UEU / VII / 2020.

B. Site and Time of Research

This research was conducted at X Hospital South Tangerang, which started from 22 July 2020 to 10 August 2020. The reasons for the choice of X Hospital South Tangerang as the research location as follows: 1) X Hospital South Tangerang is a hospital owned by the local government which demands reliable and competitive resources. 2) X Hospital South Tangerang is surrounded by private hospitals that have very good service standards.

C. Sample

Healthcare practioner at X Hospital South Tangerang totaling 130 people. The determination of the sample size was carried out based on the method developed by Isaac and Michael with an error rate of 5%. where the number of samples used was 95 people [10]. Inclusion criteria with the following are non-government healthcare practioners,- under the coordination of nursing, thus, non-medical services and supporting services, with a work period of more than 3 years, willing to answer questions. Exclusion criteria with the following are the respondent was not willing to answer the questions, the respondent is on leave, sick and night service at the time the researcher distributed the questionnaires.

D. Research Instruments

Data collection techniques used in this study are in the form of data collection Key Performance Indicators, distributing three types questionnaires and interviews. The assessment is carried out by the head of the room by filling in the KPI format which consists of 10 assessment indicators The assessment is carried out using a Likert scale with a maximum score of 5 and a minimum of 1, with interval 1=VB (<60), 2=B (61-75), 3=FG (76-80), 4=G(81-90), 5=Excellent (≥ 91). The questionnaire used Compensation questionnaire consist of five components are salaries, incentives, allowances, rewards and facilities, there are ten items using Likert scale. Workplace environment questionnaire consist of four components are namely work equipment, temperature, relationship with the leaders and noise, there are 5 items using likert scale. Organizational commitment questionnaire consists of two components. That is attitudes and behavior and have seven items using likert scale. Likert Scale for three questionnaires is VD=1, D=2, N=3, A=4, VA=5.

E. Validity Test

validity test using Pearson on the basis of decision making by using the correlation significance test with 13 respondents and r table value 0,053, significance value 5% or 0,05. Correlation coefficient was greater than the value of r table (0.553) with a significance value > 0.05. Thus, all data are declared valid.

F. Reliability Test

The results of the reliability test of the data obtained were reliable with alpha cronbach's results on each variable fulfilling the conditions, namely ≥ 0.60 . Cronbach's Alpha was greater than the value of 0.60. Thus, all data are declared reliable.

G. Three Box Method Matrix

To get the tendency of respondents' answers of each variable based on the average score from the calculation of the three-box method. The categories are Low: 19-44, Moderate: 44,01-69, High: 69,01-95 (see Table I).

Table I. Three Box Method Matrix of Behavior

variable	Three Box Methode's Position			Behavior
	Low	Moderate	High	
1. Compensation		*		Have not fully agreed with the compensation received
2. Workplace Environment		*		Some already feel comfortable
3. Organizational Commitment		*		Have fairly good loyalty
4. Work Performance		*		Have a Fairly good achievement

H. Data Analysis

Data analysis techniques in this study using multiple linear regression with the SPSS 25 program. Multiple regression models are conducted to determine whether there is a significant effect of the variables studied and knowing correlation between compensation, workplace environment and organizational commitment of the non-government at x healthcare practionaires performance at X hospital South Tangerang. Thus, the describe formula as follow $Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$ (1)

I. Classic assumption test

The classical assumption test carried out in this study is the normality test results and the significance value > 0.05. This test shows that the data used are normally distributed. The multicollinearity test is carried out with a viewing value (VIF) and a tolerance value. The tolerance

value in this study was > 0.1 while VIF was <10, so that indicated there was no multicollinearity problem. Furthermore, the heteroscedasticity test was carried out using the Glejser test, which showed that the significance was > 0.05, so it can be concluded that all data in this study were free from heteroscedasticity.

3. RESEARCH AND DISCUSSION

A. Respondent Characteristics

This research was conducted on 108 non-government healthcare practioners and the results showed that health workers with the 20 to 30-year age group were the largest group with a percentage of 54.63%, and as many as 72.22% were female. Most of them have a D3 educational background, namely 76.85% and work as nurses as much as 43.52%

B. Multiple Linear Regression Analysis

In this study, the hypotheses F test, compensation variable, workplace environment, and organizational commitment jointly affect performance. This is because the value of F count > F table (66.389 > 2.705) or the significance < 0.05 (0.000 < 0.05) so that Ho is rejected (see Table II).

Table III. Determination Test

Model	R	R Square	Adjusted R Square	Std.Err Of Est	Durbin-Watson
1	0.828	0.686	0.676	2.929	1.841

As can be seen in Table III, the results of the correlation coefficient or R 0.676 indicate that compensation, workplace environment and organizational commitment together have an effect on the performance of non-government healthcare practioners at X Hospital South Tangerang by 0.676 or 67.6% while the remaining 32.4% influenced by other factors not examined, such as work motivation, competence, work experience, work-life balance, leadership style, and organizational culture.

Based on the results of multiple linear regression tests which conclude that compensation, work environment and organizational commitment have a positive influence. Here, work performance is a result achieved by employees in their work according to certain criteria that apply to a job. The three variables that affect performance are person variables, task variables and environmental variables. Person variables include attributes that a person has before performing a task, such as knowledge content, organizational knowledge, abilities, self-confidence, cognitive style, intrinsic motivation, cultural values. Task variables include factors that vary both on and off the task, such as complexity, presentation format, processing and standby mode responses. Environmental variables consist of all the conditions, circumstances, and influences around the person performing a particular task, such as time pressure, accountability, goals set and feedback. Employee performance is influenced by many factors that come from within and outside him. Factors that come from within themselves are the knowledge, skills and competencies they have, work motivation, personality, attitudes and behaviors that affect their performance. Meanwhile, factors from outside him include the superior's leadership style, the relationship between employees, the work environment where the employees work. Here, employee performance is influenced by three main factors, which consist of the individual's ability to do work, the level of effort spent, and organizational support. From this study, it is known that the most dominant variable affecting the performance of non-government healthcare practioners X Hospital South Tangerang is the variable "compensation", with 0.379 B value. The results of this study compensation, work environment, organizational commitment is stated to have a significant effect on performance. Based on the results of the t test it is known that partial compensation has a positive and significant effect on the performance of non- government healthcare practioners at X Hospital in South Tangerang.

Table 2. F test and t Test

F Table: 2.705, t Table: 1.986, Sig: 0.05

HYPOTHESIS	TYPES	Unstandarized Coefficients B	Standarized Coeffisient Beta	F/t	Sig
1. Accepted	Regression			66.389	0.000
	Constant	6.542		3.107	0.003
2. Accepted	Compensation	0.396	0.379	3.513	0.001
3. Accepted	Workplace Environment	0.365	0.259	2.415	0.018
4. Accepted	Organizational Commitment	0.273	0.54	2.458	0.016

Here, the t value for the compensation variable is 3.513 > t table is 1.986 with a significant level of 0.001 < 0.05. Therefore, it can be concluded that Ha is accepted. The t value for the workplace environment variable obtained is 2.415 > from the t table value of 1.986 with a significant level of 0.018 < 0.05. These results indicate that Ha is accepted. The t value for the organizational commitment variable is 2.259 > t table of 1.986 with a significant level of 0.016 < 0.05, so it can be concluded that Ha is accepted.

C. Analysis of Correlation and Determination Coefficients

The multiple linear regression equation is obtained as follows: Y = 6.452 + 0.396 + 0.365 + 0.273. This equation can be explained that the constant is 6.452; This indicates that if the value of compensation, work environment and organizational commitment is 0, then the value of performance will be 6.452 (see Table III).



The compensation is all forms of payment or rewards given to employees and arises from their employment relationship, both direct (financial) compensation in the form of wages, incentive salaries, commissions, and bonuses as well as indirectly (non-financial) form of financial support, such as insurance and vacation money paid by the company. Here, one way of management to improve work performance, motivate and improve employee performance is through compensation. Employees will be happy to work if the work they are doing is appreciated by the company. Appreciation for employees can be started from simple things like praise or even in the form of bonuses. Compensation is very important for employees as individuals because the amount of compensation reflects a measure of the value of their work among the employees themselves, their families, and the community. Meanwhile, compensation programs are also very important for service organizations, because they reflect the efforts of the organization concerned in maintaining its human resources and to achieve reliable and professional employee performance. Most of the non-government healthcare practitioners at X Hospital in South Tangerang have not received compensation according to their expectations.

In addition to the basic salary, healthcare practitioners at X Hospital South Tangerang also receive incentives or services. One thing that affects the amount of service is how much the employee contributes to the hospital. This is what distinguishes the amount of service received by healthcare practitioners. The compensation given is based on a fair principle where the amount of compensation paid by each employee must be adjusted to work performance, job risk, responsibility, type of work, job title, and the extent to which the employee has met the internal consistency requirements. Therefore, fair in this case does not mean that every employee receives the same amount of compensation. The principle of fairness must be the basis for evaluating, treating and giving gifts or punishments for each employee. Fair Principles, compensation received by employees can meet their needs at an ideal normative level which is also used as a basis for compensation. It is known that the value obtained in the performance appraisal on Key Performance indicator of non-government healthcare practitioners at X Hospital South Tangerang get an index value in the "medium" category. These results indicate that non-government healthcare practitioners at X Hospital South Tangerang have a fairly good performance and that compensation affect the performance of non-government healthcare practitioners at X Hospital South Tangerang.

Based on the results of the t test, it is also known that the work environment partially has a positive and significant effect on the performance of non-government healthcare practitioners at X Hospital in South Tangerang. Here, the workplace environment as a physical environment where employees work can affect their performance, safety and quality of work life. A conducive work environment provides a sense of security and allows

employees to work optimally. The form of the workplace environment includes space, physical layout, noise, equipment, materials and coworker relationships where the quality of all these aspects has an important meaning and has a positive impact on the quality of work performance.

A supportive workplace environment is one that has the ability to engage employees with their performance. A good work environment can increase employee production and performance, which in turn will increase organizational effectiveness and reduce costs incurred by the company. The type of workplace environment is consisting of a physical workplace environment which is a factor that causes employee work stress which in turn can affect work performance. Factors that affect the physical workplace environment are temperature, noise, lighting, air quality, work space size, workspace arrangement, and privacy. Non-physical work environment is the relationship between employees and superiors, work relationships with fellow employees. For physical workplace environment most of non-government healthcare practitioners at X Hospital South Tangerang have feeling comfort with the conditions, even though there are still non-government healthcare practitioners who feel disturbed and less uncomfortable, they are still working with room conditions and air temperature, This happens because currently X Hospital South Tangerang is still in the construction stage of building 3 as a facility of completing workspace which are currently not fulfilled.

The non-physical environment at X Hospital in South Tangerang some have also felt comfort of the leader attitude that friendly and polite toward them. The non-physical environment at X Hospital in South Tangerang is quite good, because most of the health workers feel that their relationship with their superiors and co-workers is running harmoniously, although there are a few of them who do not. The benefits of the work environment are creating work passion so that productivity and work performance increase. The employees feel more motivated and enthusiastic at work when employees have good relationships with superiors or with fellow colleagues. Overall, the average index value for workplace environment is included in the "moderate" level, which means that non-government healthcare practitioners at X Hospital South Tangerang agree that the work environment, both physical and non-physical, can affect performance. In this case, the non-physical environment has a greater influence than the physical environment. Based on the results of the t test, it is known that the organizational commitment partially has a positive and significant effect on the performance of non-government healthcare practitioners at X Hospital in South Tangerang. Organizational commitment is an orientation towards the organization that is related to the identification of a person towards the organization. Organizational commitment is an attitude and behavior. Loyalty also as a commitment. In the organizational commitment "an employee can identify an organization, its goals and hopes to remain

organization's member. And we know commitment as an employee's loyalty that are performed by identifying and organization's goal that can meet employees' expectations that have willing to maintain the organization. More higher employee's loyalty to the company, it easier will be improve their performances and the organization's goals.

Here, organizational commitment is an orientation towards the organization that is related to one's identification of the organization. Organizational commitment is an attitude and behavior. Loyalty is often referred to as commitment. In organizational commitment "a worker identifies an organization, its goals and hopes to remain a member." Thus, it can be understood that commitment is employee loyalty which is formed from the process of identifying the organization and objectives that can meet the expectations of employees in the company, so it will be easier to improve performance and achieve the goals set by the company. The organizational commitment is emotional attachment, identification and involvement of individuals with the organization and the desire to remain a member of the organization. Indicators to identify employee commitment to the organization including employees staying in the organization, willing to work overtime to complete work, contribute to organizational social activities, take care of organizational property and / or not waste it, work safely. Most of non-government healthcare practioners at X Hospital in South Tangerang who have loyalty and understand their moral obligations and can spend their time involved in organizational activities, feel proud of his identification and feel emotionally attached to X Hospital South Tangerang. The average index value for the organizational commitment is included in the "Moderate" category, which indicates that respondents agree that organizational commitment can affect the performance of the non-government healthcare practioners at X Hospital South Tangerang. Compensation is the dominant factor that affects the performance of non-civil servant health workers at X Hospital South Tangerang with a Beta value of 0.796 and a significance value of the compensation variable of 0.001. The direct compensation expected by non-government healthcare practioners at X Hospital South Tangerang is in the form of direct compensation which can be used to improve their work performance. Indirect compensation is the tolerance for time to worship is a reflection of the hospital's appreciation for employees who wish to perform worship, it was appreciated by most non-government healthcare practioners at X Hospital, South Tangerang. The non-government healthcare practioner's Organization orientation at X Hospital South Tangerang by identifying themselves toward organization are very good, it can maintain healthcare practioners commitment toward their organization. The average index value for Key Performance Indicators is included in the moderate, thus the performance of non-government healthcare practioners at X Hospital South Tangerang can be categorized at the level of "Fairly Good".

4. CONCLUSION

Based on the research results obtained, the conclusions can be drawn are as follows: Compensation, workplace environment and organizational commitment had a significant effect simultaneously on the performance of non-government healthcare practioners at X Hospital in South Tangerang and have an effect on performance with the value of 0.676 or 67.6% while the rest is influenced by other factors which are not studied in this research, such as Work-life Balance, competence, organizational culture, education and others. Compensation had a partially positive and significant effect on the performance of non-government healthcare practioners at X Hospital South Tangerang. The workplace environment had a partially positive and significant effect on the performance of non-government healthcare practioners at X Hospital in South Tangerang. Organizational commitment had a partially significant and positive effect on the performance of non-government healthcare practioners at X Hospital in South Tangerang. Compensation is the dominant factor that affects the performance of non-government healthcare practioners at X Hospital South Tangerang

Based on the results of this study, the following suggestions are proposed X Hospital South Tangerang is suggested to remain committed to maintaining a good service and work environment so as to improve overall performance. Providing services based on Key Performance Indicators with a remuneration system must be evaluated immediately. Determination of the amount of compensation should be based on the minimum wage limit of the government and external consistency prevailing. It is suggested to continue to create working relationships and working conditions that are good, safe and comfortable and continue to maintain the organizational commitment set by the X Hospital South Tangerang / the health worker concerned, maintain and improve good work discipline so that each of the responsibilities of health workers can be carried out on purpose and on time. It is suggested that between subordinates and superiors can further improve harmonious relations by intensifying visits to rooms so that communication can be established, and the opportunities and obstacles faced in carrying out tasks can be known directly so that it can encourage the situation to become more conducive or increase employees' work performance and foster their commitment to goals and duties. Physical work environments such as rooms must be immediately facilitated properly and adapted to service needs, improve the human resource management system by planning a schedule of organizational management training and education activities. From the implementation of this research and the results obtained, it is hoped that further research can explore variables that have the potential to grow or strengthen organizational commitment so that they are able to provide input for other interested parties which will later improve the performance of health workers at X Hospital South Tangerang. Thus, this

hospital can continue to compete and provide optimal service for the people of South Tangerang city.

ACKNOWLEDGEMENT

The author would like to express gratitude and appreciation to Dr. Rokiah Kusumapradja, MHA, as a head of the Esa Unggul University Jakarta Hospital Administration Masters study program for the guidance given during the process of writing the results of this study. A gratitude to the Director of X Hospital South Tangerang and her management who have been willing to support and be part of the implementation of this final project, thank you to all respondent friends of Healthcare practitioners at X Hospital South Tangerang who participated in this research.

References

- [1]. Adil, Sendow, & Lumintang. (2018). *Pengaruh Komitmen Organisasional, Disiplin Kerja Dan Kompensasi Non Finansial Terhadap Kinerja Karyawan Pada Dinas Ketenagakerjaan Dan Transmigrasi PROV. Sulawesi Utara. EMBA*, 6, 3733 – 3742.
- [2]. Allen, & Meyer. (2013). *The Measurement and Antecedents of Affective, Continuance and Normative Commitment to Organization*. PT Elex Media Komputindo.
- [3]. Beede Emerole, D. O., & Ogbu Edeh, F. (2019). *The Effect of Compensation on Employee Performance in Nigeria Civil Service: A Study of Rivers State Board of Internal Revenue Service*. SSRN Electronic Journal. <https://doi.org/10.2139/ssrn.3480547>
- [4]. Dessler, & Gary. (2015). *Manajemen Sumber daya Manusia*. Salemba Empat.
- [5]. Heizer, Jay dan Render, B. (2016). *Manajemen Operasi (Sebelas)*. Salemba Empat.
- [6]. Juliarti, P. A. D., Agung, A. A. P., & Sudja, I. N. (2018). *Effect of Compensation and Work Environment on Employee Performance with Employee Job Satisfaction as an Intervening Variable*. *International Journal of Contemporary Research and Review*, 9(03), 20553–20562. <https://doi.org/10.15520/ijcrr/2018/9/03/460>
- [7]. Larastrini, M. putu, & Adnyani, D. (2019). *Pengaruh Kepuasan Kerja, Lingkungan Kerja dan work-life Balance Terhadap Loyalitas Karyawan*. *E-Jurnal Manajemen*, <https://doi.org/10.24843/EJMUNUD.2019.v08.i06.p14>
- [8]. Lestary, L., & Harmon, H. (2018). *Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan*. *Jurnal Riset Bisnis Dan Investasi*, 3(2), 94. <https://doi.org/10.35697/jrbi.v3i2.937>
- [10]. Mamesah, Kawet, & Lengkong. (2016). *Pengaruh Lingkungan Kerja, Disiplin Kerja, dan Loyalitas Terhadap Kinerja Karyawan Pada LPP RRI Manado*. *Jurnal EMBA*, 4, 600–611.
- [11]. Mathews, C., & Khann, I. K. (2016). *Impact of Work Environment on Performance of Employees in Manufacturing Sector in India*.
- [12]. Mathis, R. L. & J. H. J. (2006). *Human Resource Management: Manajemen Sumber Daya Manusia*. No Title (Angelia & Dian (eds.)). Salemba Empat.
- [13]. Mathis, R. L. & J. H. J. (2008). *Human resource management* (Mason (ed.); 12th ed.). Thomson South Western.
- [14]. Nugraha, A., & Tjahjawi, S. S. (2018). *Pengaruh Kompensasi Terhadap Kinerja Karyawan*. *Jurnal Riset Bisnis Dan Investasi*, 3(3), 24. <https://doi.org/10.35697/jrbi.v3i3.942>
- [15]. Pane, S. G., & Fatmawati. (2017). *Pengaruh Komitmen Organisasi Terhadap Kinerja Pegawai Pada Badan Pertanahan Nasional Kota Medan*. *Jurnal Riset Manajemen Dan Bisnis (JRMB)*, 2(3), 67–79.
- [16]. Robbins, S. (2002). *Organizational Behavior* (D. H. Pujotmoko (ed.)). PT. Prenhallindo.
- [17]. Robbins, & Judge. (2019). *Perilaku Organisasi* (16th ed.). Salemba Empat.
- [18]. Srimulyani, I., Murniningsih, R., & Raharja, B. S. (2017). *Pengaruh Komitmen Organisasional terhadap Kinerja Karyawan dengan Organizational Citizenship Behavior (Ocb) sebagai Variabel Moderating*. 111–114.
- [19]. Steers, & Porter. (1983). *Motivation and Work Behavior* (Edisi Ketu). McGraw Hill Book Company.
- [20]. Sugiyono. (2016). *Metode Penelitian Kuantitatif Kualitatif dan R&D (keduapuluh)*.
- [21]. Sutanto, E. M., & Ratna, A. (2015). *Pengaruh Komitmen Organisasional Terhadap Kinerja Karyawan Berdasarkan Karakteristik Individual*. *Jurnal Bisnis Dan Manajemen*, 9(1), 56–70. <https://doi.org/10.1017/CBO9781107415324.004>
- [22]. Tyssen, & T.G. (2005). *Buku Petunjuk Bagi Manajer Pemula* (A. H. P. Alih Bahasa (ed.)). ARCAN.
- [23]. Wijaya, H., & Susanty, E. (2017). *Pengaruh Lingkungan Kerja Terhadap Kinerja Pegawai Pada Instansi Pemerintah Daerah Kabupaten Musi Banyuasin (Studi Kasus Dinas Pertambangan Dan Energi Kabupaten Musi Banyuasin)*. *Jurnal Ecoment Global*, 2(1), 40. <https://doi.org/10.35908/jeg.v2i1.213>

Received: 25 August 2020, Accepted: 28 October 2020