

The Influence of Work Motivation, Job Satisfaction, Organizational Commitment, and Compensation on Employee Performance of J&T Express Banjarmasin

Anastasia Wahyu Tri Gunarti¹, Titien Agustina^{2*}, Fanlia Prima Jaya³, Dodik Jatmika⁴
STIMI Banjarmasin, Indonesia
E-mail correspondence: titienagustina9@gmail.com

Abstract

Employee performance is an important part of human resource management. Employee performance is influenced by work motivation, job satisfaction, organizational commitment, and compensation. Research on work motivation, job satisfaction, organizational commitment, and compensation among J&T Express Banjarmasin employees needs to be carried out to determine their influence on the performance produced by employees for the company. This research uses a quantitative approach with explanatory research. The research population consisted of 35 employees of J&T Express Banjarmasin. The sampling technique uses saturated or total samples with data collection methods via questionnaires. The data analysis technique uses multiple linear regression analysis. The results of the research show that the value of F table in df 4 and df 30 in table F is 0.69 with a significance of 0.000. The calculated F value reached 162.808. Work motivation, job satisfaction, organizational commitment, and compensation influence employee performance simultaneously and are accepted because $F_{count} > F_{table}$ and significance is $0.000 < 0.05$. Work motivation has an effect on employee performance, shown with a significance of $0.001 < 0.05$. Job satisfaction has an effect on employee performance, shown with a significance of $0.000 < 0.05$. Organizational commitment influences employee performance as shown with a significance of $0.000 < 0.05$. Compensation has an effect on performance because the significance is $0.001 < 0.05$. Compensation has a dominant influence on performance. So, work motivation, job satisfaction, organizational commitment, and compensation have a significant effect on the performance of J&T Express Banjarmasin employees partially and simultaneously. It is recommended that J&T Express Banjarmasin better manage work motivation, job satisfaction, organizational commitment, and compensation in order to improve employee performance even better.

Keywords work motivation, work satisfaction, organizational commitment, compensation on Employees Performance.

INTRODUCTION

As information technology develops, it becomes easier, cheaper, and smoother, making online expedition businesses also popular in the city of Banjarmasin. Among them is the J&T Express expedition company. J&T Ekspres expeditions in Banjarmasin operate in 3 places, namely J&T Ekspres in Belitung, J&T Ekspres in HKSN, and J&T Ekspres in Kampung Melayu. The development of the J&T Express business requires human resources who are reliable and able to compete. The task of a leader in a company is to improve human resource performance management in the organization. If an organization experiences setbacks, many analyses conclude that human resource performance management in the organization is low. Efforts to improve the performance of human resources in an organization require a study of the variables that influence it.

Performance is the main variable in human resource management. Performance is influenced by work motivation. Increasing organizational performance cannot be separated



from work motivation interventions (Notoatmodjo, 2014). Then (A. Anwar Prabu Mangkunegara, 2017) stated that the level of motivation consists of low, medium, and high levels of motivation. Differences in levels of individual motivation in organizations influence performance within the organization. So, there is a positive relationship between motivation and achievement.

Job satisfaction also affects performance. Job satisfaction reflects a person's feelings towards work. This can be seen in the positive attitude of employees towards work and things they encounter in the work environment. A person feels "satisfied" at work because what has been achieved is optimal. In a situation of job satisfaction like this, employees will perform as well as possible (Siagian, 2008). Job satisfaction shows a person's feelings of pleasure or joy or feelings of liking before and after doing a job. Likewise, if someone is not happy or excited and does not like their work, this will affect the employee's work results. So, job satisfaction can influence performance (Mahmudah, 2019) and (Hidayat, Imam; Agustina, 2020).

Compensation is a variable that also influences employee performance. Compensation is remuneration provided by the company to its employees. Employees who have good performance will certainly receive compensation, for example with a salary increase or other benefits such as bonuses, promotions, etc. (Mahmudah, 2019).

Performance is also influenced by organizational commitment, apart from compensation and motivation. Employee organizational commitment is demonstrated by an attitude of acceptance and a strong belief in the values and goals of the organization. Employees have a strong drive to maintain and become an important part of the organization's members to achieve organizational goals. This commitment will influence employee performance (Priansa, 2018).

One way in which the success of organizational management is determined is the success of management in growing the organizational commitment of employees. How far the organization's employees or employees are committed to organizational goals will greatly determine the achievement of organizational goals. Organizational commitment is very important because employees or employees who have a strong commitment to the organization will display their best performance (Sudarwati, Sudarwati; Sudirwo, Sudirwo; Agustino, Lalu; Agustina, 2020) and (Putri, Agustina, Hariyono, & Jahri, 2021).

Compensation can motivate employees and increase work productivity. Compensation is given based on seniority or hours worked. A person works to give his time and energy to an organization and the organization provides various rewards or compensation. The system used by the organization to provide these rewards can influence work motivation (Wibowo, 2017).

Research (Ibrahim & Brobbey, 2015) shows that the findings further revealed that managerial standards, motivation, commitment, employee evaluations, positive work environment, technology, lack of incentives, comfort level, and poor management are factors that affect employees' performance. Management standards, motivation, commitment, evaluation of the work environment, technology, and incentives, as well as management

level control aspects of motivation, influence the performance of Micro Finance Companies in Ghana.

Research (Dizgah, Mehrdad, Chegini, & Bisokhan, 2012) examines the Relationship between Job Satisfaction and Employee Job Performance in the Guilan Public Sector. Research results show there is a meaningful relationship between job satisfaction In-role performance and innovative job performance and findings are in accordance with previous research. The results of research (Sapitri R., 2016) regarding organizational commitment have a significant effect on the performance of employees of the Pekanbaru Area State Electricity Company.

Research on the Effect of Financial Compensation on Employee Performance with Work Motivation as an Intervening Variable at PT Head Office. Citra Buana Prakarsa (Hati & Brahmana, 2016). The research results show that there is a significant direct influence of direct compensation on work motivation, there is a significant direct influence of direct compensation on performance, and there is a significant simultaneous influence of direct compensation, indirect compensation, and work motivation on performance using path analysis techniques. To prove the influence of work motivation, job satisfaction, organizational commitment, and compensation on the performance of J&T Express Banjarmasin employees, this research needs to be carried out.

LITERATURE REVIEW

Performance is the result of work measured over a certain period based on previously established provisions or agreements (Edison, Anwar, & Komariyah, 2017). Performance is a person's success in carrying out a job that he carries out. Performance is what a person can do by their duties and functions. Performance is the work results that can be displayed or the work appearance of an employee. Thus, an employee's performance can be measured from work results, task results, or activity results within a certain time (Notoatmodjo, 2014). Performance is a result achieved by workers in their work according to certain criteria that apply to a job (Robbins, 2013).

The work results of a worker, a management process, or an organization as a whole, where the work results must be proven concretely and can be measured (compared to specified standards) (Sedarmayanti, 2016).

Aspects that are indicators for evaluating employee performance include 4 parts, namely work performance, responsibility, obedience, honesty, and cooperation (Sedarmayanti, 2016). (Triton, 2009) mentions the elements of performance measurement, namely objectivity and subjectivity. Objectivity is measured by indicators of employee work ability, which are verified by criteria or standards, for example, employees must complete one case in 5 days. In reality, employees are able to complete 4 a day. Low employee performance. Subjectivity is measured by additional task indicators.

According to (Edison et al., 2017) there are 4 dimensions or aspects of performance. The four aspects include quality, quantity of time used, and cooperation. Quality is errors, defects, and accuracy. Quantity is the amount of work completed. Time use is the effective working time at work. Collaboration is collaborating with other people in work. Based on



the expert opinion above, it can be concluded that the performance assessment components consist of quantity of work, quality of work, use of time, and cooperation.

Indicators of work motivation according to (McClelland, 1985) are measured through the dimensions of the need for achievement through indicators of developing creativity and high enthusiasm for achievement. The dimensions of the need for affiliation can be measured by 4 (four) indicators of the need to be accepted by other people in the living and working environment. (sense of belonging) and the need to be respected, where every human being feels that he is important (sense of importance), the need to progress and not fail (sense of achievement), and the need to participate or be involved (sense of participation), and The dimension of the need for power can be measured by 2 (two) indicators of having a position that allows and attempts to use power.

METHOD

This type of research is quantitative research, consisting of primary and secondary data. Primary data is data obtained directly from the data source through observation, interviews, and distributing questionnaires (Sanusi, 2014). Secondary data is data in the form of documents from the research object. The data source for this research is J&T Ekspres Banjarmasin employees. The research instrument test was carried out in two stages, namely validity testing and reliability testing. Analysis was carried out with the SPSS Version 21 application.

The research population was all J&T Ekspres Banjarmasin employees who had worked before and after Covid 19. The number of J&T Ekspres Banjarmasin employees studied was 35 people. The sample for this research is all employees of J&T Ekspres Banjarmasin. So, the research sample consisted of 35 J&T Ekspres Banjarmasin employees. The sampling technique uses the census method.

The data in this research was obtained from giving a questionnaire to J&T Ekspres Banjarmasin employees. The questionnaire contains questions about work motivation (X1), job satisfaction (X2), organizational commitment (X3), compensation (X4), and performance (Y) of J&T Ekspres Banjarmasin employees.

Descriptive analysis is used to describe the characteristics of the research sample being tested. Descriptive analysis is an analysis carried out to explain data from one variable. The descriptive measures used to describe research data are frequency and average (Sanusi, 2014). The analysis carried out in this research is a descriptive analysis of work motivation (X1), job satisfaction (X2), organizational commitment (X3), compensation (X4), and performance (Y) of J&T Ekspres Banjarmasin employees.

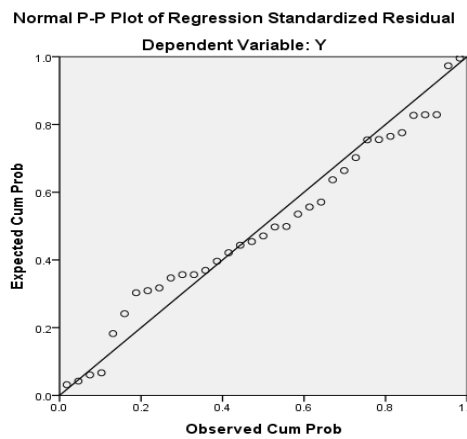
Research tests were carried out through normality tests, multicollinearity tests, and heteroscedasticity tests. Meanwhile, data analysis uses Multiple Regression Analysis to prove whether or not there is a functional or causal relationship between two or more independent variables and one dependent variable. Multiple regression analysis is an extension of simple regression, namely by increasing the number of independent variables (multiple regression) (Sanusi, 2014). The multiple regression test uses the multiple regression line equation as follows: $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$. Meanwhile,

hypothesis testing is used to determine the simultaneous influence and accuracy of the model using the F test. To determine the partial influence of the independent variable on the dependent variable, use the t-test.

RESULT AND DISCUSSION

The results of the validity test of the research questionnaire show that $r_{count} > r_{table}$, so the questionnaire is declared valid. The reliability test results of the questionnaire were determined by comparing Cronbach’s Alpha value with a critical value of 0.6 which shows that the reliability test results above reached 0.793. The Cronbach's Alpha value of the job satisfaction questionnaire reached 0.871. The Cronbach's Alpha value of the organizational commitment questionnaire reached 0.760. The Cronbach's Alpha value of the compensation questionnaire reached 0.856. The Cronbach's Alpha value of the performance questionnaire reached 0.808. The Cronbach's Alpha value of the questionnaire for work motivation, job satisfaction, organizational commitment, compensation, and performance is >0.6 . So, all of this research questionnaire is reliable.

Data normality is shown by the points that follow the line on the P – P Plot diagram. If the points follow a straight line on the diagram, then the data is normally distributed. This research data is normally distributed because the results of the regression analysis output are P – P. The plot diagram shows a straight line followed by nearby points.



Multicollinearity can be determined using tolerance numbers and VIF results from multiple regression analysis. The criteria used as a reference are Tolerance > 0.1 and VIF < 10 , indicating that the data does not experience multicollinearity.

Table 1. Multicollinearity Test Results

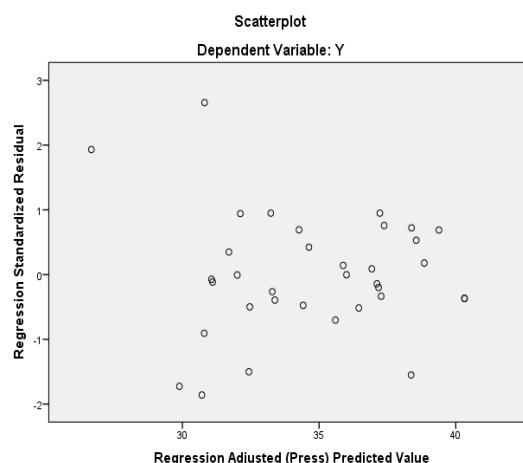
No.	Variabel	Tolerance	VIF	Criteria
1	Work Motivation	0,377	2,656	Torelance $>0,1$ and VIF < 10
2	Job Satisfacation	0,491	2,036	
3	Organizational Commitment	0,318	3,148	
4	Compensation	0,277	3,617	

Source: processed by researchers, 2023



The work motivation tolerance value is $0.377 > 0.1$ and VIF $2.656 < 10$. This research's work motivation data does not experience multicollinearity. The tolerance value for job satisfaction is $0.491 > 0.1$ and VIF $2.036 < 10$. This research's job satisfaction data does not experience multicollinearity. The organizational commitment tolerance value is $3.18 > 0.1$ and VIF $3.148 < 10$. This research's organizational commitment data does not experience multicollinearity. The compensation tolerance value is $0.277 > 0.1$ and VIF $3.617 < 10$. This research's compensation data does not experience multicollinearity. Thus, all of this research data does not experience multicollinearity.

The scatter diagram resulting from multiple regression analysis proves that the data does not experience heteroscedasticity. The criterion is that the radiating diagram resulting from the regression analysis contains radiating points that do not form a pattern. The following diagram shows the results of regression analysis on work motivation, job satisfaction, organizational commitment, and compensation data. All data does not experience heteroscedasticity because it can be seen that the points are spread out and do not form a particular pattern.



Regression analysis is carried out to find out what percentage of the independent variable influences the dependent variable. This analysis is also used to determine the influence of the independent variable on the dependent variable simultaneously and spatially.

Table 2. Determinant Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,978 ^a	0,956	0,950	0,76693

Source: processed by researchers, 2023

The determinant coefficient table above can be used to predict the percentage influence of the independent variable on the dependent variable simultaneously. The R-value in the table reaches 0.978. The R-value squared (R square) reached 0.956. This can be interpreted

as work motivation, work discipline, job satisfaction, and compensation having an influence on employee performance by 95.6%. The remainder of this employee's performance is influenced by other variables amounting to 4.4% (error).

Tabel 3. Analysis of Variance (Anova)

df	Mean Square	F	Sig.
4	95,760	162,808	0,000 ^b
30	0,588		
34			

Source: processed by researchers, 2023

The Analysis of Variance (ANOVA) table output from the regression analysis above can be used to explain the influence of work motivation, job satisfaction, organizational commitment, and compensation on employee performance simultaneously. The benchmark for determining this influence is carried out by comparing the calculated F and table F values and comparing the calculated significance with a significance value of 0.05. The calculated F value > F table with significance < 0.05 proves the hypothesis that work motivation, job satisfaction, organizational commitment, and compensation influence employee performance simultaneously.

Based on the ANOVA table above, it is known that the F count is 162.808 and the significance is 0.000. The value of F table in df 4 and df 30 in table F with a confidence level of 0.5% is 2.69. So, work motivation, job satisfaction, organizational commitment, and compensation for employee performance simultaneously influence employee performance and are accepted because F count > F table and the significance is 0.000 < 0.05.

The regression coefficient or t-test can be used to partially predict the influence of work motivation, job satisfaction, organizational commitment, and compensation on employee performance. If the significance is <0.05 then the influence of the independent variable on the dependent variable is partially accepted. The partial influence of work motivation, job satisfaction, organizational commitment, and compensation on employee performance in this study was accepted because the significance achieved was <0.05.

Table 4. Regression Coefficients

No.	Variable	t count	Sig.	Information
1	The influence of work motivation on performance	3,701	0,001	Significant, the hypothesis is accepted
2	The effect of job satisfaction on performance	4,629	0,000	Significant, the hypothesis is accepted
3	The influence of organizational commitment on performance	5,036	0,000	Significant, the hypothesis is accepted
4	The effect of compensation on performance	3,848	0,001	Significant, the hypothesis is accepted

Source: processed by researchers, 2023



Based on the regression coefficient table above, the influence of work motivation, job satisfaction, organizational commitment, and compensation on performance is partially influential. Of all the variables, compensation has a dominant influence on employee performance compared to work motivation, job satisfaction and organizational commitment.

The simultaneous influence of work motivation, job satisfaction, organizational commitment, and compensation on performance can only be explained by the output results of the multiple regression analysis in this study. The output results of regression analysis using SPSS in this research show that Work Motivation, Job Satisfaction, Organizational Commitment, and J&T Ekspres Banjarmasin employee compensation have a significant effect on performance simultaneously.

The output results of this regression analysis are the determinant coefficient table and the ANOVA table. The R squared value in the determinant coefficient table is a percentage prediction of the influence of Work Motivation, Job Satisfaction, Organizational Commitment, and J&T Ekspres Banjarmasin employee compensation which have a significant effect on performance simultaneously. The influence of work motivation, job satisfaction, organizational commitment, and employee compensation at J&T Ekspres Banjarmasin has a significant effect on performance simultaneously reaching 95.6%.

The ANOVA table contains calculated F and calculated significance which supports the influence of Work Motivation, Job Satisfaction, Organizational Commitment, and J&T Ekspres Banjarmasin employee compensation have a significant effect on performance simultaneously. The calculated F value is 162.808 in the ANOVA table < F table 2.69 with a significance of $0.000 < 0.05$.

Performance is influenced by work motivation. Increasing organizational performance cannot be separated from work motivation interventions (Notoatmodjo, 2014); (Agustina, Chandrarin, & Manan, 2017). Also (A. Anwar Prabu Mangkunegara, 2017) states that the level of motivation consists of low, medium, and high levels of motivation. Differences in levels of individual motivation in organizations influence performance within the organization. "There is a positive relationship between motivation and achievement." This means that individuals who have high motivation tend to have high achievement and conversely those who have low work performance are due to low work motivation.

Work motivation is an encouragement for someone to do work. If employees have strong encouragement from the company and from within themselves, employees will be encouraged to do their work well (Mahmudah, 2019). Motivation encourages people to be enthusiastic about working by optimally providing their abilities and skills to achieve organizational goals. Every employee is willing to work hard and is enthusiastic about improving performance to achieve organizational goals. Employees will receive rewards commensurate with the work they contribute to the organization (Sudarwati, Sudarwati; Sudirwo, Sudirwo; Agustino, Lalu; Agustina, 2020).

Employees must always be motivated so that their performance increases. Motivation can certainly influence performance, although it is not the only factor that shapes performance (Wibowo, 2017). The need for a physiological or psychological deficiency that causes the behavior. Maslow stated that human needs are tied to psychological, safety, social,

and self-actualization (Wibowo, 2017). This research is in line with the results of previous research from (Hidayat, Imam; Agustina, 2020); (Fenti, Fenti; Suryasari & Agustina, 2018); and (Jatmika, 2021).

The results of this research are in line with the results of research (Ibrahim & Brobbey, 2015) which shows the findings further revealed that managerial standards, motivation, commitment, employee evaluations, positive work environment, technology, lack of incentives, comfort level, and poor management are factors that affect employees' performance influences the performance of Micro Finance Companies in Ghana.

Job satisfaction reflects a person's feelings towards work. The results of this research also support the results of research from (Dizgah et al., 2012) which examined the Relationship between Job Satisfaction and Employee Job Performance in the Guilan Public Sector. Research results show there is a meaningful relationship between job satisfaction In-role performance and innovative job performance and findings are in accordance with previous research.

Performance is influenced by organizational commitment, apart from compensation and motivation. Employee organizational commitment is demonstrated in an attitude of acceptance, and strong belief in the values and goals of the organization. Employees or employees have a strong urge to maintain and become an important part of the organization's members in order to achieve organizational goals. This commitment will influence employee or employee performance (Priansa, 2018). The results of this research are in line with previous research (Adiftiya, 2014) which proves that organizational commitment influences the performance of employees at PT Bukit Makmur Mandiri Utama Site Kodeco Jaya Agung Batu Kajang, Paser Regency.

This research also supports research results (Sapitri R., 2016) that organizational commitment has a significant effect on the performance of Pekanbaru Area State Electricity Company employees. The results of research (Pane, 2017) regarding the influence of organizational commitment on the performance of employees of the Medan City National Defense Agency. As well as the results of research (Rizal, Alam, & Asi, 2023) regarding the influence of organizational commitment on the performance of Gorontalo City Education Service employees. Also, the results of previous research (Nadapdap, 2017).

Compensation is also a variable that influences employee performance. Compensation is remuneration provided by the company to its employees. Employees who have good performance will certainly receive compensation, for example with a salary increase or other benefits such as bonuses, and promotions (Mahmudah, 2019). Also supports research results from (Hidayat, Imam; Agustina, 2020) and (Norfiana, Agustina, & Alfiannor, 2021).

Employees with low motivation and job satisfaction will make a low contribution to the company so the organization will have very small outcomes, and with very small outcomes, the organization will not be able to fulfill the desires and expectations of adequate remuneration for employees (Triton, 2009). The results of this research support the results of previous research from (Noor & Agustina, 2019) and (Hidayat, Imam; Agustina, 2020).

Compensation can guarantee employee satisfaction. Organizations acquire, maintain, and employ a number of people who have positive attitudes and behaviors to work



productively for the benefit of the organization by providing adequate compensation (Siagian, 2008). Adequate compensation will provide maximum work motivation for employees. Compensation has an influence on employee performance, according to expert opinion (Edison et al., 2017) and (Wibowo, 2017).

The results of this research are also in line with and support the results of previous research (Hati & Brahmana, 2016) concerning the Effect of Financial Compensation on Employee Performance with Work Motivation as an Intervening Variable at PT Head Office. Citra Buana Prakarsa was also implemented. The research results show that there is a significant direct influence of direct compensation on work motivation, there is a significant direct influence of direct compensation on performance, and there is a significant simultaneous influence of direct compensation, indirect compensation, and work motivation on performance using path analysis techniques.

CLOSING

The results of the data analysis and discussion above show that the influence of work motivation, job satisfaction, organizational commitment, and compensation has a significant influence on the performance of J&T Ekspres Banjarmasin employees simultaneously and partially. Based on the analysis and discussion, it was concluded that work motivation, job satisfaction, organizational commitment, and compensation had a significant effect on the performance of J&T Ekspres Banjarmasin employees simultaneously. Then work motivation, job satisfaction, organizational commitment, and compensation have a significant effect on the performance of J&T Ekspres Banjarmasin employees partially, and compensation has a dominant effect on the performance of J&T Ekspres Banjarmasin employees compared to the influence of work motivation, job satisfaction and organizational commitment.

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