

The Influence of Work Motivation and Job Satisfaction on the Quality of Service of UPT RSUD Haji, South Sulawesi Province

Pengaruh Pengembangan Karir, Kompensasi dan Komitmen Kerja Terhadap Kinerja Pegawai pada UPT Rumah Sakit Umum Daerah Haji Makassar

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ABSTRACT

This study aims to determine the influence of work motivation and job satisfaction together on the quality of service of UPT RSUD Haji, South Sulawesi Province. This research was conducted at UPT Haji Hospital, South Sulawesi Province. This research is quantitative research based on the philosophy of positivism. Data collection for this study used questionnaires and documentation. The sample used was 84 respondents taken from employees of Haji Hospital, South Sulawesi Province. Determination of the sample used the Slovin formula. The analysis technique used was multiple linear regression analysis and statistical tests using SPSS. Before conducting multiple linear regression analysis, research instrument testing and classical assumption tests were carried out for the accuracy of the regression analysis results. The data sources used in this study were primary data and secondary data. The results of the study indicate that work motivation and job satisfaction have a simultaneous effect on the quality of service at the UPT RSUD Haji, South Sulawesi Province, where the calculated F is greater than the F table, namely $167.051 > 3.109$. When employees are motivated and also satisfied with their work, they tend to show optimal performance and provide better service. The results of this study also provide a strong basis for developing policies in hospitals. Policies that support improving health service quality standards can help improve overall service quality.

Keywords: Work Motivation; Job Satisfaction; Service Quality

ABSTRAK

Penelitian ini dilakukan dengan tujuan; (1) menguji dan menganalisis pengaruh pengembangan karir (pengayaan) terhadap kinerja; (2) menguji dan menganalisis pengaruh kompensasi terhadap kinerja; (3) menguji dan menganalisis pengaruh komitmen kerja terhadap kinerja UPT Rumah Sakit Umum Daerah Haji Makassar. Penelitian ini menggunakan data primer dengan menggunakan metode pengambilan sampel yaitu metode sensus melalui survei terhadap 84 pegawai sekaligus sebagai sampel, survei dilakukan pada bulan April 2024 sampai dengan Mei 2024. Data dianalisis dengan menggunakan program SPSS 24. Hasil penelitian ini menunjukkan bahwa: (1) Pengembangan Karir (Pengayaan) berpengaruh positif dan signifikan terhadap kinerja; (2) Kompensasi berpengaruh positif dan signifikan terhadap kinerja; dan (3) komitmen kerja berpengaruh positif dan signifikan terhadap kerja pegawai di UPT Rumah Sakit Umum Daerah Haji Makassar. Artinya kesempatan pengembangan karir, pelatihan yang terstruktur, perlakuan yang adil dalam berkarir, informasi karir, promosi jabatan dan penerimaan gaji sesuai standar mutu kerja, penerimaan insentif, penerimaan benefit, pelayanan asuransi kesehatan, pelayanan pensiun dan merasa nyaman meluangkan waktu untuk organisasi, senang bergabung dengan perusahaan, senang bekerja dan tinggal di perusahaan, merasa berat untuk meninggalkan perusahaan. Faktor-faktor tersebut dapat mendorong tercapainya kinerja pegawai yang berguna bagi pengembangan kinerja UPT Rumah Sakit Umum Daerah Haji Makassar.

Kata Kunci: Pengembangan Karir, Kompensasi, Komitmen Kerja dan Kinerja Pegawai

INTRODUCTION

Hospitals play a strategic role in accelerating the improvement of public health. In the new paradigm of health services, hospitals are expected to provide quality services in accordance with the needs and preferences of patients, while complying with professional and medical codes of ethics. In the era of rapidly developing technology and increasingly fierce competition, hospitals must continue to improve the quality of their services. Quality is the key to the continuity of an institution, and the quality revolution through integrated quality management is a must for growth and sustainability. In the context of increasingly fierce competition, service providers, including hospitals, must prioritize the best service for customers. Consumers are looking for products or services from companies that are able to provide the best service. The main challenge for hospitals is the increasingly fierce competition, so it is important for them to maintain customer trust by continuously improving the quality of service to increase customer satisfaction.

Health services at Regional General Hospitals (RSUD) are often in the public spotlight due to lack of satisfaction, lack of friendliness from medical and non-medical staff, lack of efficiency, and complaints about inaction in handling patients. The quality of service at the Haji Provincial Hospital is very important, considering that the hospital is a public facility built by the government to improve public health. Therefore, efforts should be made so that these public services and facilities are standardized and adequate. Some of the community's complaints at the hospital include long queue times, lack of medical equipment facilities, and lack of efficiency from the workers at the hospital. Public complaints about unsatisfactory services at the hospital show that the quality and public facilities need to be improved to create comfort for the community. As a service company, the hospital must maintain the

quality of the services offered because patient satisfaction is the key in building loyalty to the hospital.

Hospitals play an important role in supporting efforts to accelerate public health improvement. In the new paradigm of health services, hospitals must provide quality services in accordance with the needs and preferences of patients, while still complying with professional and medical codes of ethics. In the midst of rapid technological developments and increasingly fierce competition, hospitals are faced with demands to improve the quality of their services. Quality is the key to the survival of an institution, and an integrated quality management approach is a must in the quality revolution movement. Increased competition emphasizes the importance of service providers, including hospitals, to ensure the best service for their consumers. It also means that hospitals have to compete with an increasing number of competitors. Therefore, maintaining consumer trust and increasing their satisfaction through improving service quality is a top priority for hospitals (Mahfudhoh, 2022).

Customer satisfaction is the evaluation and confidence of customers in the performance provided by a hospital. The level of service satisfaction is considered good if it exceeds expectations, which is then considered an ideal standard. Employees in an organization are the main asset that cannot be replaced by other resources. The quality of an institution can be seen from its services and the facilities it provides, but without the presence of employees who manage it, it will not be useful. According to the Decree of the Minister of State Apparatus Empowerment (Kepmen PAN) Number 58 of 2002, there are three types of services: administrative, goods, and services provided by SOEs or BUMDs. In this study, it will focus on the type of health services, especially those provided by the UPT Haji Hospital owned by South Sulawesi Province. Health services that are in direct contact with the community are included in the public

service category. Therefore, this study will examine public services in the field of health services at the hospital. Hospitals as health service providers should pay attention to the needs and satisfaction of patients as health service users.

To provide the best quality of service to customers, employees must have work motivation and job satisfaction in the work they are carrying. If employees have felt satisfied and have good work motivation, it will have an impact on good performance. If this is fulfilled in the employee, then of course the employee will provide good quality of work and service to the patient, in this case, the patient.

Motivation is a concept that encompasses all aspects of movement, such as the internal impulses that arise in the individual, the behaviors that are generated, and the ultimate goal of the action. It involves inspiring or encouraging a person or oneself to do something with the goal of achieving satisfaction or achieving a specific goal (Sulaeman, 2014).

Intrinsic (internal) motivation is motivation that comes from within a person, sometimes appearing without influence from outside. Usually intrinsically motivated people are more easily driven to take action and can motivate themselves without needing to be motivated by others. Triggers for intrinsic motivation are in the form of factors of both biological and psychological needs, the existence of a hope for success, a sense of preference and a sense of desire for something without anyone telling it (Suhardi, 2013).

Extrinsic motivation, as opposed to intrinsic motivation, is an impulse that arises due to factors from outside the self. This can be caused by money, bonuses, incentives, awards, gifts, high salaries, position positions, praises, and the like (Suhardi, 2013).

Several previous studies, such as those conducted by Sumartyawati, Ardani, and Dharmana (2017), showed that there was a positive and significant correlation between

work motivation and job satisfaction. Research conducted by Theodora (2015) also confirms that motivation has a significant impact on employee performance, which means that work motivation has an important role in influencing the quality of employee work.

Based on the above phenomenon, this study aims to determine the influence of work motivation and job satisfaction on the quality of service of the Hajj Hospital of South Sulawesi Province.

RESEARCH METHODS

This research is a quantitative research based on the philosophy of positivism, The data collection of this research uses questionnaires and documentation. The sample used was 84 respondents taken from employees of the South Sulawesi Provincial Hajj Hospital. The determination of the sample used the slovin formula. The analysis techniques used are multiple linear regression analysis and statistical tests using SPSS. Before conducting multiple linear regression analysis, testing of research instruments and classical assumption tests is carried out for the accuracy of regression analysis results. The data sources used in this study are primary data and secondary data.

RESEARCH RESULTS

Linear Regression Analysis

Regression analysis is used to measure how much influence there is between the independent variable and the bound variable. If there is only one independent variable and one bound variable, then the regression is called a simple linear regression. On the other hand, if there is more than one independent variable or bound variable, it is called multiple linear regression. Multiple linear regression is a regression model that involves more than one independent variable. Multiple linear regression analysis was carried out to determine the direction and how much influence the independent variable had on the dependent variable (Ghozali, 2018). The results of the linear regression analysis can be seen in table 1 below.

Table 1. Linear Regression Results

Model		Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance VIF
1	(Constant)	2.559	2.109		1.214	<.001	
	Motivasi Kerja	.063	.087	.035	4.718	<.001	.987 1.014
	Kepuasan Kerja	1.348	.074	.901	18.224	<.001	.987 1.014

a. Dependent Variable: Kualitas Pelayanan

Sumber : Data primer, 2024

Based on the table, the multiple regression equation can be described as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = 2.559 + 0.063 X_1 + 1.348 X_2 + e$$

From the multiple linear regression equation above, it can be seen that the value of the constant (α) has a positive value of 2.559. A positive sign means that it shows a unidirectional influence between independent variables and dependent variables. This shows that if all independent variables including work motivation (X_1), job satisfaction is valued at 0 percent or does not change, then the service quality value is 2,559.

Hypothesis Test Test t

In the t-test, it can show how far the influence of one independent variable individually in explaining the variation of dependent variables (Ghozali, 2011: 98). The basis for making a decision if the sig value < 0.05 or t calculates >, then there is an influence of variable X on variable Y, on the other hand, if the value of sig is > 0.05 or t calculates < from t table, then there is no influence of variable X on variable Y. The results of the t test can be seen in table 2 below

Table 2. Test Results t

Model		Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance VIF
1	(Constant)	2.559	2.109		1.214	<.001	
	Motivasi Kerja	.063	.087	.035	4.718	<.001	.987 1.014
	Kepuasan Kerja	1.348	.074	.901	18.224	<.001	.987 1.014

a. Dependent Variable: Kualitas Pelayanan

Sumber : Data primer, 2024

Based on table 2, the results of the t-test of the variables of work motivation and job satisfaction on service quality can be seen that the significance value of work motivation on service quality is <0.001, meaning < of 0.05

and the t-value is calculated as 4.718 > from the t-value of table 1.988. Based on the basis of decision-making, it is concluded that there is a significant influence between work motivation variables on the quality of service

at the UPT Haji Hospital of South Sulawesi Province so that **Hypothesis 1 is accepted.**

Meanwhile, the significance value of job satisfaction to service quality is <0.001 , meaning $<$ from 0.05 and the t-value is calculated at $18.224 >$ from the t-value of table 1.988. Based on the basis of decision-making, it is concluded that there is a significant influence between the variables of job satisfaction on the quality of service at the UPT Haji Hospital of South Sulawesi Province so that **Hypothesis 2 is accepted.**

Test F (Simultaneous)

The F test is a test used to test whether simultaneously independent variables affect dependent variables. The degree of significance used is 0.05. If the significant value is less than the degree of confidence, then we accept an alternative hypothesis that states that all independent variables simultaneously affect the dependent variable Ghozali (2018).

Table 3. Test Result F (Simultaneous)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	875.341	2	437.671	167.051	.000
	Residual	212.218	81	2.620		
	Total	1087.560	83			

a. Dependent Variable: Kualitas Pelayanan

b. Predictors: (Constant), Kepuasan Kerja, Motivasi Kerja

Sumber : Data primer, 2024

Based on table 3 above, it can be seen that the F test value was obtained at 167,051 and the F value of the table at the confidence level of 95% or $\alpha = 0.05$ was known to be 3,109. The calculation shows that the F calculation is greater than the F table which is $167.051 > 3.109$, thus it can be concluded that work motivation and job satisfaction simultaneously affect the quality of service at the UPT Haji Hospital of South Sulawesi Province so that **Hypothesis 3 can be accepted.**

DISCUSSION

The effect of work motivation on service quality

Based on the results of the research hypothesis test, it can be seen that the significance value of work motivation on service quality is $<0.001 < 0.05$ and the t-value

is $4.718 >$ from the t-value of the table 1.988. This shows that work motivai affects the quality of service.

This research is in line with research conducted by Hasanah et.al (2023) where the coefficient of influence of operator work motivation on the quality of educational services of 0.160 shows that the coefficient of operator work motivation has a positive value. The conclusion of this study is that there is an Influence Between the Influence of Operator Work Motivation on the Quality of Educational Services, which shows that the higher the Influence of Work Motivation can affect the Quality of Educational Services. This research is also in line with research conducted by Wahyudi (2021) where the regression coefficient in the partial (individual) work motivation variable has a significant effect on

employee performance. The higher the motivation in working an employee, the more he will improve his performance.

The results of the research conducted by explaining that work motivation has a very significant effect on the quality of service at the Jombang Village Office, Jember Regency, so that this research is accepted because it is supported by its significance value, the results of the analysis can be concluded that the higher the work motivation, the higher the quality of service, on the contrary, the lower the work motivation, the worse the quality of public services. Another study conducted by Wahyuni et.al (2023) stated that Work Motivation has a positive and significant effect on Service Quality at the Amaris Slipi Hotel. This is in line with the results of Baso's (2023) research where the variables of Motivation and Work Discipline affect Company Performance. Motivation consists of several indicators, namely needs, attitudes, abilities, payment or salary, job security, relationships with fellow workers, praise, and the work itself. Hadiprayugo (2023)

Employees who have high work motivation tend to show better performance, which has a positive impact on service quality. Strong motivation makes employees more enthusiastic, proactive, and committed to providing the best service to customers.

Factors that increase work motivation, such as recognition, incentives, and career development opportunities, can improve the quality of service because employees feel more valued and motivated to do a good job.

Overall, the results of this study show that salary (sallary) is one of the key factors that affect employee work motivation so that it affects the quality of service at the UPT Haji Makassar Regional General Hospital. These findings provide a strong basis for efforts to improve service quality through increasing salaries (sallary) so that they can provide better service which is one of the indicators that can affect work motivation. According to Malayu S.P Hasibuan (2006: 219) that motivation is the

provision of driving force that creates a person's enthusiasm for work, so that they want to work together, work effectively and be integrated with all their efforts to achieve satisfaction.

According to Tjiptono and Chandra (2016:141), one of the core principles in quality service, wrong awarding and recognition has an important role in the implementation of quality strategies. It is important to reward successful employees and recognize their achievements. This can increase motivation, morale, pride, and a sense of belonging within the organization, which in turn can provide great benefits to the company and the customers it serves.

The effect of job satisfaction on service quality

Based on the results of the research hypothesis test, it can be seen that the significance value of job satisfaction to service quality is $<0.001 < 0.05$ and the t-value is $18,224 >$ from the t-value of table 1.988. This shows that job satisfaction affects the quality of service.

This research is in line with the research conducted by stating that job satisfaction has a direct and significant effect on service quality, job satisfaction is one of the driving factors for service quality. Job satisfaction is also one of the supporting factors for workers in providing optimal service quality. Job satisfaction is a set of employees' feelings towards their work, whether happy or unhappy as a result of the employee's interaction with their work environment or as a perception of mental attitudes, as well as the result of employees' assessment of their work. Employees' feelings towards work reflect their attitudes and behaviors at work (Priansa, 2014). The results of this study are also in line with the research conducted which shows that there is a direct effect between service quality on performance is significant, service quality on job satisfaction is significant (0.59 with P

<0.001), job satisfaction affects service quality. Sujarwanta et al. (2023) Reiny Irianti Poetri et al. (2020)

In satisfaction and dissatisfaction in work have an influence on various factors. Satisfaction in work has a positive influence on work, and conversely, the influence of dissatisfaction in work will give a negative response to the job. The measure of satisfaction and dissatisfaction in work cannot be equated to all employees, because the needs of each employee are also different. According to Sutrisno (2016) there are three things that have an impact on job satisfaction, namely the impact on productivity, the impact on absenteeism and labor outgoing, and the impact on work. Job satisfaction can also be influenced by the employee himself and also the job factor.

High job satisfaction is usually associated with more satisfied employees, who tend to provide better service. Employees who are satisfied with their jobs tend to be more friendly, responsive, and willing to go above and beyond to ensure customer satisfaction.

Factors that affect job satisfaction, such as working conditions, relationships with colleagues and employers, fair pay, and work-life balance, also have an impact on the quality of service. Employees who are satisfied with these aspects tend to be more motivated to provide high-quality service.

Overall, the results of this study show that the placement of employees according to competencies is one of the key factors that affect employee job satisfaction so that it affects the quality of service at the UPT Haji Hospital of South Sulawesi Province. The results of this study can be used as a reference in efforts to improve service quality.

The effect of work motivation and job satisfaction on service quality

Based on the Simultaneous F test, it shows that the F calculation is greater than the F table, which is $167.051 > 3.109$, thus it can be concluded that simultaneously work motivation and job satisfaction have a simultaneous effect

on the quality of service at the UPT Haji Hospital, South Sulawesi Province.

The results of this study are not in line with the research conducted by which the influence of work motivation with job satisfaction is not significant. This happens because work motivation is an encouragement that comes from within oneself to perform better. Therefore, work motivation is direct to performance without going through job satisfaction, as a result, work motivation is not significant through job satisfaction. Meanwhile, the quality of service on performance through job satisfaction (indirect influence) is greater than the direct influence of service quality on performance. This is influenced by the creation of service quality that is felt by the taxpayer community is the work of employees who get job satisfaction, because if employees feel job satisfaction, they will provide the best service with pleasure. The job satisfaction variable is an intermediary variable that strengthens the influence of service quality on performance. Reiny Irianti Poetri et al. (2020)

The research conducted by is in line with this study, where service quality is positively and significantly influenced by job satisfaction, but service quality is insignificantly influenced by service quality. Giovanni & Citorus (2020)

The results of this study are in line with the results of previous research which showed that the combination of work motivation and job satisfaction had a stronger influence on service quality than each factor separately. When employees are motivated and also satisfied with their work, they tend to show optimal performance and provide better service.

The results of this study also provide a strong basis for policy development in hospitals. Policies that support the improvement of health service quality standards can help improve the overall quality of services.

In addition, this study also shows the importance of improving service quality by

always trying to provide the best service to patients in accordance with the promise of the services offered. Programs designed to improve these two aspects, such as training and development, reward systems, and work environment improvement, can deliver significant results in improving service quality.

CONCLUSION

The Effect of Work Motivation on Service Quality: High work motivation in hospital staff contributes positively to improving service quality. Motivated staff provide the best service based on the tendency to the salary aspect (sallary) provided.

The Effect of Job Satisfaction on Service Quality: Job satisfaction also has a significant effect on the quality of service in hospitals. When staff are satisfied with their work, including the aspect of staffing according to competence, they tend to provide better and more professional service to patients.

Relationship between Job Motivation and Job Satisfaction: Job motivation and job satisfaction are interrelated and have a synergistic effect on service quality. Motivated staff also typically feel more satisfied with their jobs, and conversely, job satisfaction can increase motivation to perform better. As well as the aspect of good service quality is closely related to improving service quality.

Implications for Hospital Management: To improve the quality of services, hospital management needs to focus on efforts to increase staff motivation and job satisfaction. This can be done through training programs, providing incentives, improving working conditions, and building a supportive and collaborative work environment.

This conclusion is based on data and analysis that shows that work motivation and job satisfaction are important factors in determining the quality of services provided by hospital staff. Thus, focusing on improving these two aspects can contribute significantly to the overall improvement of service quality in hospitals.

SUGGESTION

It is necessary to conduct regular evaluations of staff motivation and job satisfaction levels to identify areas that need to be improved. Develop ongoing professional development programs. Create policies that support the welfare of staff.

Evaluate the effectiveness of various interventions designed to increase motivation and job satisfaction, such as reward programs, leadership training, and employee well-being initiatives.

Involve patients in research to gain their perspective on how staff motivation and job satisfaction affect their experience and the quality of service they receive.

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