

The Influence of Career Development, Compensation and Work Commitment on Employee Performance at the Haji Makassar Regional General Hospital UPT

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

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ABSTRACT

This research was conducted with the aim of; (1) examine and analyze the effect of career development (enrichment) on performance; (2) examine and analyze the effect of compensation on performance; (3) examine and analyze the effect of work commitment on the performance of UPT of Makassar Haji Regional General Hospital. This study uses primary data using the sampling method, namely the census method through a survey of 84 employees as well as a sampl, the survey was conducted from April 2024 to May 2024. Data were analyzed using the SPSS 24 program. The results of this study indicate that: (1) Career Development (Enrichment) has a positive and significant effect on performance; (2) Compensation has a positive and significant effect on performance; and (3) work commitment has a positive and significant impact on the work of employees at the UPT of Makassar Hajj Regional General Hospital. This means that career development opportunities, structured training, fair treatment in a career, career information, promotion and receiving salary according to work quality standards, receiving incentives, receiving benefits, health insurance services, pension services and feeling comfortable spending time for the organization, happy to join the company, enjoy working and living in the company, find it hard to leave the company. These factors can encourage the achievement of employee performance which is useful for the development of the performance of the UPT of Makassar Hajj Regional General Hospital.

Keywords: Career Development; Compensation; Work Commitment and Employee Performance

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 sampl, 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

The Civil State Apparatus or now known as ASN is an element that plays a strategic role in the implementation of general government duties and national development missions. ASN as the organizer of government duties and functions, always improves its competence through personnel development and quality development activities proposed by the government with the aim of improving employee performance. ASN is also one of the main assets of an agency that is the planner and active actor of every organizational activity. They have heterogeneous thoughts, feelings, desires, status, and educational backgrounds, ages and genders under an organization. The quality and complexity of human resources must meet the needs of the organization.

The ASN-style work culture seems difficult to apply in every government agency. This is explained because the cultural system and work environment in government agencies are generally more oriented towards public services than on products. As a result, employee performance and discipline are not caused by the product, but employee performance and discipline are not far from the duties, principals and functions as per the bureaucratic regulatory standards. To be able to carry out their duties, ASN is also always based only on Decision Letters, assignment letters, and the like. Because it is natural that in every unit and work environment of the government and state universities, many civil servants seem less productive. However, this does not mean that ASN does not have potential. Currently, many ASNs have potential but lack the opportunity to be empowered after all, the abilities or potentials that ASNs have are very dependent on the superiors of each work unit. If every smart work unit takes policies that empower its subordinates, then there is an opportunity for the ASN to work according to its potential.

Another factor that must be considered is work commitment where employees who can work harder and have the desire to achieve optimal results in accordance with the expected results. Newstrom (2011:223) states that organizational commitment or job loyalty is the level at which workers identify with the company and want to continue actively participating in it. High company commitment results in work performance, low absenteeism and low employee turnover. According to Robbins (2015), organizational commitment is

a situation in which employees take sides with a company and maintain their membership in the company. Commitment is defined as the attitude of employees to remain in the company and be involved in efforts to achieve the company's mission, values and goals.

In addition to career development and work commitment, compensation also plays an important role in improving employee performance. According to Sihotang (2007:220), compensation is the overall arrangement of providing remuneration for employees and managers, both in the form of finance and goods and services received by each employee. According to Dessler G in Subekhi (2012:175), employee compensation is any form of payment or reward given to employees who work in a company. Compensation given to employees is not only in the form of money, but can be in the form of goods and services.

Performance measurement systems that are based solely on financial aspects are often referred to as traditional performance measurement systems that only reflect the success of an organization over time without thinking about long-term success. Performance measurement from a financial perspective is easily manipulated according to management interests. Financial performance that seems good at this time could happen because it has sacrificed the long-term interests of the organization. On the other hand, poor financial performance today can occur because the organization invests in its long-term interests

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.

In addition to the ASN phenomenon mentioned above, there are several things that need attention to employees at the UPT of the Makassar Haji Regional General Hospital, namely the goals to be achieved are not appropriate because many employees are still

negligent in carrying out their duties so that they do not succeed on time. Likewise, performance standards are not appropriate because the standards that have been set by leaders and employees are not implemented by employees as desired so that it will cause the performance standards not to be achieved because employees feel that they are not responsible for achieving the work program on time, the feedback given by the UPT of the Haji Makassar Regional General Hospital does not exist because the Director and employees rarely interact to discuss problems work, especially reprimanding his subordinates if they make mistakes outside the existing regulations. It can also be seen from the inappropriate competence because the number of employees placed in certain positions is not the same as the academic degree they have, although there are those who are in accordance with their academic degrees, but they do not have enough abilities in their field. Likewise, to improve Competence, the opportunity does not exist because some of them do not participate in the trainings organized by the UPT of the Makassar Haji Regional General Hospital or other trainings, most of them continue to participate in these trainings in each position.

Based on the background, this study aims to determine the influence of career development, compensation and work commitment on employee performance at the UPT Haji Makassar Regional General Hospital".

RESEARCH METHODS

This study uses a quantitative approach. The type of research used in this research is a causal relationship or a cause-and-effect relationship. Data was obtained from the results of the survey by distributing questionnaires to respondents who were the object of the research. Causal research is a research that aims to determine the cause-and-effect relationship between independent variables and dependent variables (Sugiyono, 2018). The causal relationship of this study is to reveal the influence of brand image and brand trust on

purchase decisions in Zoya Lamongan. According to Sugiyono (2018:14) the quantitative method can be interpreted as a research method based on the philosophy of positivism, used to research a certain population or sample, data collection using research instruments, quantitative or statistical data analysis, aiming to test the established hypothesis.

This research was carried out at the UPT Haji Makassar Regional General Hospital which was intended to look at career development, compensation and work commitment related to employee performance.

In this study, in determining how many samples are used, the Slovin Formula is used, the number of samples in this study is 84 employees at the UPT of the Makassar Haji Regional General Hospital.

The data analysis used in this study is through the Research Instrument Test which includes the Validity Test and the Reliability Test. Furthermore, descriptive analysis includes regression analysis and hypothesis testing

RESULT

Multiple Linear Regression Analysis

To find out whether the three factors, namely career development, compensation and work commitment, have a positive and significant effect on employee performance at the UPT Haji Makassar Regional General Hospital and to test the correctness of the research hypothesis, a statistical analysis model, namely multiple linear regression with the help of the SPSS 24 (*Statistical Package for The Social Science*) statistical program, was used.

This study has been qualified to use multiple regression testing because it has been tested for validity, reliability and classical assumptions, so that it can be used for further analysis. To briefly find out the magnitude of the partial coefficient, regression coefficient and significance as well as the determination of the index, it can be seen in the following table 1:

Table 1. Results of Multiple Linear Regression Analysis on Career Development (X1), Compensation (X2) and Work Commitment (X3) on Employee Performance (Y)

| Type | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|----------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 4,545 | ,907 | | 5,014 | ,000 |
| DevelopmentX1 | ,418 | ,072 | ,502 | 5,791 | ,000 |
| CompensationX2 | ,190 | ,069 | ,211 | 2,756 | ,007 |
| CommitmentX3 | ,222 | ,071 | ,243 | 3,126 | ,002 |

Dependent Variable: PerformanceY

Source : Data has been processed by the SPSS 24 Program, in 2024.

Table 1 *Coefficients* (regression analysis results) above shows that the multiple linear regression equations of this research model are as follows:

$$Y = 4.545 + 0.418X_1 + 0.190X_2 + 0.222X_3 + E_i$$

The multiple linear regression equation is interpreted as:

$B_0 = 4.545$; is a constant value, which means that without career development, compensation and work commitment, the employee's performance is 4.545;

$b_1 = 0.418$; It means that if the career development of employees increased by 1 unit and other variables fixed, it will be able to increase employee performance by 0.418;

$b_2 = 0.190$; which means that if the compensation is increased by 1 unit and other variables are fixed, so it can increase employee performance by 0.190;

$b_3 = 0.222$; which means if the work commitment is increased by 1 unit and other variables are fixed, it will increase employee performance by 0.222.

In Table 1 of regression *coefficients*, the influence of each independent variable, namely: career development (X1), compensation (X2) and work commitment (X3), has a positive and significant effect on employee performance (Y), explained:

$\beta_1 = 0.502$; positive signs indicate that the influence of career development towards improving employee performance at the Haji Makassar Regional General Hospital by 0.502, with a value of 0.502 *probability* = 0.000 or less than α 0.05 (significant)

$\beta_2 = 0.211$; positive signs indicate that the influence of compensation for improving employee performance in UPT Haji

Makassar Regional General Hospital of 0.211, with a value of *probability* = 0.007 and less than α 0.05 (significant).

$\beta_3 = 0.243$ with a positive sign indicates that the influence of commitment on the improvement of employee performance in UPT Haji Makassar Regional General Hospital of 0.243, with a value of *probability* = 0.002 and less than α 0.05.

DISCUSSION

Generally, performance is defined as how well a person performs at their workplace. Performance contributes to the achievement of organizational goals and is the foundation for productivity. Of course, many organizations use the value-added criterion to assess the benefits of a job or job title. The performance of each employee must increase the value of the organization by using the resources that have been spent. Employee Performance refers to the extent to which a person is successful in doing their job. Generally, high-performing people are called productive people, but on the other hand, people whose level does not reach the standard are called unproductive or low-performing people (Rukaya and Muin 2024).

Another factor that can affect organizational performance is the existence of a work environment that is able to make employees work calmly, comfortably, and be able to produce maximum performance. The work environment is a tool that will affect employee performance if the environment in the agency is good (Rumah et al. 2023)

Through the analysis of hypothesis testing, the research uses three independent variables, namely career development (X1), compensation (X2), and work commitment (X3), which have a positive and significant

effect on employee performance (Y) at the UPT of the Haji Makassar Regional General Hospital. In this study, simultaneously the three independent variables to the bound variables had a positive and significant effect. Meanwhile, to discuss the partial influence of each independent variable on the bound variable, the following is described one by one.

The effect of career development on employee performance

Employees working in an agency not only want what they have today, but also expect change, progress, opportunities given to them to advance to a higher and better level. Everyone feels bored working in the same place, he always expects that there will be changes and guarantees (Kadarisman, 2013: 322–323).

Career development is that a company needs to manage its career and develop it well so that the quality of employees can always be maintained and able to increase work morale to always do the best things for the progress and survival of the company (Handoko and Rambe 2018).

Career development includes career management and career planning. Career planning is the process that an individual employee goes through to identify and take steps to achieve his or her career goals. Career management is the process carried out by an organization to select, assess, assign, and develop its employees to provide a pool of competent people to meet future needs (Falinas, Marsanuddin, and Kawulusan 2023).

In the context of the career development opportunity process at the UPT Haji Makassar Regional General Hospital, it provides the maximum opportunity for employees to have meaningful work for employees and participate in the work structure within the scope of their work. Although it has not been maximized, this is still welcomed by the employees of the UPT of the Makassar Haji Regional General Hospital, employees are enthusiastic and preparing to occupy a certain career. Structurally, employees take part in training to prepare for their structural careers, which the results of this training are certainly inseparable from the evaluation by their own agencies, about what is produced after employees take part in the training.

The results of the evaluation by the agency/leadership put fair treatment in the

opportunity for career development by the agency. The leadership of the UPT of the Makassar Haji Regional General Hospital is important to note that fair treatment will only be achieved if the promotion criteria are based on objective, rational, and widely known considerations among employees. Employees are selected according to their performance achievements to be able to occupy career positions according to their portion. Therefore, every employee of the UPT Haji Regional General Hospital responds to information about opportunities for career development by agencies in order to be able to channel their desire to apply their creativity and ideas to the progress of the organization, which is generally called work achievement.

In addition to the expectation of career development opportunities and the desire to participate in training, the education level of respondents/employees of the UPT Haji Makassar Regional General Hospital must also be considered. A person's education has a close relationship with what he thinks and does. The more educated a person is, the better he will do his job. Furthermore, the better a person's education, the more aware he is doing a job perfectly.

Respondents/employees of the UPT of the Makassar Haji Regional General Hospital want to be directly involved in their respective career planning. One form of management concern is to provide feedback to employees regarding the implementation of the duties of each employee, knowing the potential that needs to be overcome. In turn, this feedback is an important element for employees regarding what initial steps they need to take to make their chances of being promoted greater.

The more opportunities employees have to develop themselves, the more their performance will improve. This is consistent with the observation in the Western world that salary ranks only third among the factors that motivate people to work. At the same time, the most important factor in motivating people to work is the feeling of security and career development in their work (Anoraga, 2001).

Based on the results of descriptive analysis through questionnaires, the average respondents/employees of the UPT Haji Makassar Regional General Hospital voted to agree and strongly agree with the statements/questions presented, which means that career development has an influence on the

performance of UPT employees of the Haji Makassar Regional General Hospital. Then based on inferential analysis, partially with t-test analysis, it shows that the t-count >table and significance $< \alpha 0.05$, which means that career development has a positive and significant influence on the performance of UPT employees of the Makassar Haji Regional General Hospital. Therefore, the formulation of the problem in this study is answered because the hypothesis that career development has a positive and significant effect on employee performance at the UPT Haji Makassar Regional General Hospital can be proven to be true.

This study supports the research of Paulinus Jang (Journal, 2020). The results of the study found that Career Development partially had a positive and significant effect on employee performance.

The effect of compensation on employee performance

Compensation as one of the company's internal factors has proven to have an influence on employee performance, in this case the performance of employees at the UPT Haji Makassar Regional General Hospital. Compensation that is in accordance with the expectations of the employees themselves will certainly result in good employee performance. This is in line with the opinion of Rivai (2009:741) Compensation is something that employees receive in lieu of their service contributions to the company.

Compensation is a receipt as a reward for the provision of work from the recipient for a work or service that has been performed, and serves as a guarantee of proper survival for humanity and begins in the form of money determined according to an agreement, laws and regulations and is paid on the basis of a labor agreement between the employer and the recipient (Handoko and Rambe 2018).

In this study, employees of the UPT of the Makassar Haji Regional General Hospital as a government agency engaged in health services, work with a good level of quality and get a salary according to the quality standards of the work assigned to them. In addition to this salary, employees receive compensation according to the level of difficulty of the work assigned to them, get incentives as a balance for work results that are very meaningful (more valuable) to the organization's goals, in this

case the UPT Haji Makassar Regional General Hospital.

More than that, UPT employees of the Makassar Haji Regional General Hospital also want benefits that are measured by the quality of good work results. If occupying a position, they must be able to provide positive changes for the development of the organization/company because of the allowances provided. As the last dimension, namely retirement money as a reward for decades of employee service, as a guarantee for the cost of living in old age which will not be a burden for the people around them.

However, on the other hand, the object of this research is the government environment, so compensation is not so important to improve employee performance, this is because employees in the government are prohibited from receiving rewards from any party so that they are hit by the gratuity law. This makes employees not too enthusiastic about compensation.

The results of the descriptive analysis through the questionnaire showed that the average respondent/employee of the UPT of the Haji Makassar Regional General Hospital voted to agree and strongly agreed with the statements/questions presented, which means that compensation has an influence on the performance of the UPT employees of the Haji Makassar Regional General Hospital. Then based on inferential analysis, partially with the analysis of the t-test showed that the t-count >the table and the significance $< \alpha 0.05$, which means that compensation has a positive and significant influence on the performance of UPT employees of the Makassar Haji Regional General Hospital. Therefore, the formulation of the problem in this study was answered because the hypothesis that compensation has a positive and significant effect on the performance of UPT employees of the Haji Makassar Regional General Hospital can be proven to be true.

Furthermore, this study supports the research of Ni Nyoman Supriatni (Journal 2011). Compensation, Training and Work Discipline have a simultaneous effect on employee performance. In addition, Compensation, Training and Work Discipline partially have a positive and significant effect on Performance and also the research of Mujahid, Mega Mustika Sari, Syamsul Riyadi, Nasyirah Nurdin (Journal 2022). Compensation has a positive and significant

influence on employee performance at PDAM Luwu Regency.

The effect of work commitment on employee performance

Like other government agencies, UPT employees of the Makassar Haji Regional General Hospital have a work commitment consisting of several aspects, namely, affective attachment, perceived cost factors, obligation factors that give birth to loyalty and loyalty to the organization (Busro, 2018).

Feel comfortable and happy to spend time with the company/agency and feel at home working and living in the company. Employees feel that it is difficult to leave the company because their daily needs are met. The description of the indicator means that the level of loyalty of UPT employees of the Haji Makassar Regional General Hospital to the company/agency is very high, employees are able to accept and apply the values adopted by the organization, have the desire to work hard for the progress of the company, and have the desire to continue their career and be in the company for their future security.

The proof by descriptive analysis is also strengthened by inferential proof of multiple linear regression statistics, which shows a positive influence with relatively high significance between commitment and employee performance through the calculation of $>t$ table and the probability < 0.05 . This shows that the commitment possessed by employees is relatively strong enough to make a great contribution to improving the performance of UPT employees of the Makassar Haji Regional General Hospital. So what is expressed in the formulation of the problem of writing this study which says that "can employee work commitment have a positive and significant influence on the performance of UPT employees of the Haji Makassar Regional General Hospital, ?" the answer is "yes", because the hypothesis that says that "Commitment Can Have a Positive and Significant Influence on the Performance of UPT EmployeesHaji Makassar Regional General Hospital" can be proven to be true based on the description of the previous descriptive analysis and inferential analysis.

The results of this study support the research of Wulan Rahayu, (2012). The results of the study show that employee organizational commitment has a positive and significant

influence on employee performance.

The results of the study show that ASN (employees) of the UPT Haji Makassar Regional General Hospital with their potential and characteristics is a form of unity in creating high performance. The three independent research variables (career development, compensation, and work commitment) with their indicators, theoretically are a form of unity and unity that supports each other, complements each other, and interacts with each other.

The four variables show a sufficient and unidirectional relationship. The results of the correlation test showed that the flow of variables that had an effect was sufficient and in line with other variables, which meant that the employees/ASN of the UPT Haji Makassar Regional General Hospital had an integrated attitude foundation and were able to optimize their potential in their own right. This is considered good and qualified to create effective performance in achieving the goals of the Government agencies, in this case the UPT of the Makassar Haji Regional General Hospital.

CONCLUSION

This study concludes that career development has a positive and significant effect on employee performance. The higher the opportunity for employee career development, it will affect the improvement of employee performance at the UPT Haji Makassar Regional General Hospital.

Compensation has a positive and significant effect on employee performance. If the provision of compensation to employees is increased, it can improve employee performance at the UPT of the Makassar Haji Regional General Hospital.

Work commitment has a positive and significant effect on employee performance. Employee commitment through employee loyalty and love for their agency can improve employee performance at the UPT Haji Makassar Regional General Hospital.

Career development, compensation and work commitment simultaneously have a positive and significant effect on employee performance at the UPT Haji Makassar Regional General Hospital.

SUGGESTION

To further improve employee performance, leaders should actively participate/directly encourage, guide, direct subordinates, so that leaders can assess the abilities and performance of their subordinates.

The provision of compensation in the form of salaries and allowances and others of the like is not the main policy in improving employee performance, but career opportunities for employees are the most important thing in improving their performance. Therefore, leaders are more optimal in guiding and directing employees so that the path to opportunities for career development is easier.

In addition to career development and compensation, employees' work commitment needs to be strengthened so that employees' loyalty and love for their organization/agency are maintained, which has an impact on improving their performance and work achievements.

The leaders/management always pay attention to their employees to provide more opportunities to improve education and training activities in a structured manner, so as to form reliable and insightful employees.

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