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ACHIEVEMENT OF ORGANIZATIONAL PERFORMANCE: THE ROLE OF JOBMOTIVATION, JOB SATISFACTION, AND JOB PRODUCTIVITY

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Abstract: This study entitled Analysis of Influence of Job Motivation and Job Satisfaction to Organizational Performance with Job Productivity as an intervening variable (Empirical Study at BPJS Kesehatan Branch Serang). Methods of data collection used random sampling methods, and the respondents were all employees totaling 46 people. Data was collected using a questionnaire method to give a list of questions directly to the respondents. Data analysis techniques in this study used path analysis, which was operated by SmartPLS. The results showed a positive relationship between job satisfaction and organizational performance and a positive relationship between job satisfaction and job productivity. The path analysis found that job motivation and job satisfaction do not affect organizational performance through productivity. Thus, it can be concluded that productivity does not become an intervening variable between job motivation and job satisfaction.

Keywords: Job Motivation; Job Satisfaction; Job Productivity; Organizational Performance.

Introduction

The reliability of Human Resources (HR) in the organization is an important factor and as a determinant of achieving the objectives of public organizations. In a non-profit public organization such as the Social Security Administrator of Health (BPJS Kesehatan), material profit increases are not the main focus in all the activities of the organization, but rather the entire organization's mission for the maximum public interest, in this matter, is guaranteed medical expenses for all Indonesians.

Performance is interpreted as an expression of ability based on knowledge, attitudes, skills, and motivation in producing something. Improved performance begins with an increase in motivation and satisfaction of employees based on equitable administration that can produce better human resource outcomes (Palupi & Tjahjono, 2016). The problem is how to create effective and efficient human resources so that company goals

can be achieved (Jae, 2000; Ningrum, 2016) shows that employee motivation is very effective for improving employee performance, while motivation is a mental condition that encourages action and gives strength that leads to the achievement of needs, giving satisfaction, or reducing discontinuity (Martoyo, 2000). Psychological aspects have a big role in improving performance (Tjahjono, 2015). Furthermore, in the study of (Hidayat & Tjahjono, 2015; Ostroff, 1992) job satisfaction is considered a determinant of organizational motivation and performance. This assumption is based on the work of organizational theorists, that employees who are satisfied, committed, and have good motivation and adjustments will be better able to work according to organizational goals and provide full service to the organization.

Literature Review and Hypotheses Development

According to (Pasolong, 2010), employee performance and organizational performance have a very close relationship. The achievement of organizational goals cannot be separated from the resources owned by the organization, which is run by employees who play an active role as actors in efforts to achieve the goals of the organization. Organizational performance is the maximum achievement of employee performance. It is emphasized by (Sinambela, 2012), organizational performance is cumulative employee performance; therefore, the higher the employee's performance, the higher the organizational performance. Achievement of employee performance can be done by increasing motivation, satisfaction, and work productivity (Jae, 2000; Muayyad & Gawi, 2016; Ningrum, 2016; Palupi & Tjahjono, 2016; Subakti, 2013).

Then, (Sedarmayanti, 2001) provides direction in increasing work productivity. Employees must pay attention to, among others, work attitudes such as willingness to work in shifts, skill levels determined by training education in management, the relationship between workforce and organizational leadership, management productivity, labor efficiency, and entrepreneurship. These factors must pay attention to the changing trends in the world of work and market demand that is served appropriately, satisfactorily, and quickly. It underlines the importance of developing the ability and quality of human resources, not only from the physical, mental, and moral standpoint but also from the perspective of work productivity.

Human resources are an important factor in determining the survival of a company because employees are one of the factors of production, which plays an important role compared to other factors of production. Even though a company has complete facilities and infrastructure, without the support of good moral, dynamic, disciplined, and united human resources, the survival of the company will run slowly or even cannot last long (Sutrisno, 2008).

BPJS of Health in its journey over the past 4 (four) years, this national public organization received much attention starting from the health observers, observers of public service policies, and the wider community related to the decline in the number of participants' contribution acceptance and the quality of BPJS Health services, health insurance services,

and employee performance in service offices. Of course, this attention requires concrete actions from all interested parties, especially in the area of employee performance in terms of service to BPJS participants.

Figures for the contribution of BPJS Health participants have fluctuated, in fear that it will reach its lowest point in the coming years. Of course, it will have an impact on the quality of services and health insurance financing system for all people who are the National health insurance/Indonesia Health Card (JKN/KIS) participants. The supervisory board of BPJS Health reports a deficit of IDR 9 trillion to Vice President Jusuf Kalla (JK). The deficit arises due to unbalanced acceptance of participant contributions with the burden of health insurance that must be borne (Atriana, 2017). Several factors that can also influence the decrease in the reception of participant contributions and the quality of BPJS Health services include, the ability of participants to pay contributions, factors in decline in services resulting in a decline in the level of public trust, participant awareness factors and many other factors which can be the cause of the decline in the number of contributions BPJS Health participants. The problem with the decrease in revenue collection and the quality of this service can be the correction starting from the regional level as the executor or implementation of each policy made at the central level. Therefore, the location that would be the researchers' research location is the BPJS Health Office in Serang Branch, Banten. BPJS Serang Branch Health is a work unit under BPJS Regional Health III, which oversees parts of Banten, Lampung, and parts of Sumatra.

Related to the problem above, this research would focus on one factor out of several factors that influence the decline in the number of participants' contributions and the quality of BPJS Health services, which have recently received much public attention. The role of human resources is a central foundation in public service organizations. It is based on a thought that human resources are the main element in creating opportunities on various occasions. To increase the role of human resources, it must have achievement motivation because one of the characteristics that influence the work performance of human resources is achievement motivation itself. Various complaints indicate the urgency of a hope that changes in the performance of government employees in a better direction. Therefore, to support change, a systematic work commitment is needed to guide employees to improve and form quality attitudes and behaviors that can produce maximum performance in order to realize the objectives and benefits of BPJS Health in Serang Branch well to meet the needs of the community. BPJS Health in Serang Branch focuses on an effective and efficient service process by strengthening organizational buildings through the development of reliable human resources. Of course, this implementation is expected to be applied in totality throughout the network of organizations spread throughout Indonesia so that the main objectives of this public organization can be achieved.

Referring to the views expressed theoretically by the experts regarding organizational performance and also supporting factors of performance such as work motivation, employee satisfaction, and productivity, the researchers want to examine in depth how the interrelationships between these variables are, on the condition of employees at BPJS Health in Serang Branch. Based on the facts and data, the researchers formulated the

research problem, namely how much contribution of work motivation and job satisfaction to the work productivity of the employee of BPJS Health in Serang Branch, and how it impacts on the organizational performance.

Research Method

The data collection method used the random sampling method. Researchers using this technique considered that random samples without regard to strata or levels in members of the population. The population in this study were all officers of BPJS Health in Serang Branch, totaling 86 people, which consisted of 60 permanent employees and 28 non-permanent employees, while the sample of this study amounted to 46 respondents. Data collection was carried out using a questionnaire that was by distributing a list of questions to respondents. Each respondent was asked for the opinion by giving answers to the questions asked. The questionnaire was created using a 1-5 Likert scale and was given a score. In this study, quantitative analysis was used. Respondents' perceptions were qualitative data that would be measured on a scale so that the results were in the form of numbers.

Furthermore, the numbers or scores were processed by statistical methods. The measurement of this method was to simplify the process of data analysis. The research model that would be used in this research was the path analysis model to test the hypothesis proposed using the Partial Least Square (PLS) technique and the SmartPLS 3.0 program.

According to (Ghozali, 2011), path analysis is used to test the effect of the intervening variable. Path analysis is an extension of multiple linear regression, or path analysis is the use of regression analysis to estimate causal relationships between variables (causal models) that have been predetermined based on theory. Path analysis alone cannot determine the causal relationship and also cannot be used as a substitute for researchers to see the causality relationship between variables. Causality relationships between variables have been formed with models based on theoretical foundations. What the path analysis does is determine the pattern of relationships between three or more variables and cannot be used to confirm or reject the imaginary causality hypothesis (Latifah, 2016).

Result and Discussion

Structural Model of Path Coefficient

Structural model testing in this study was carried out with the help of SmartPLS ver 3 for windows software, as shown in Figure 1.

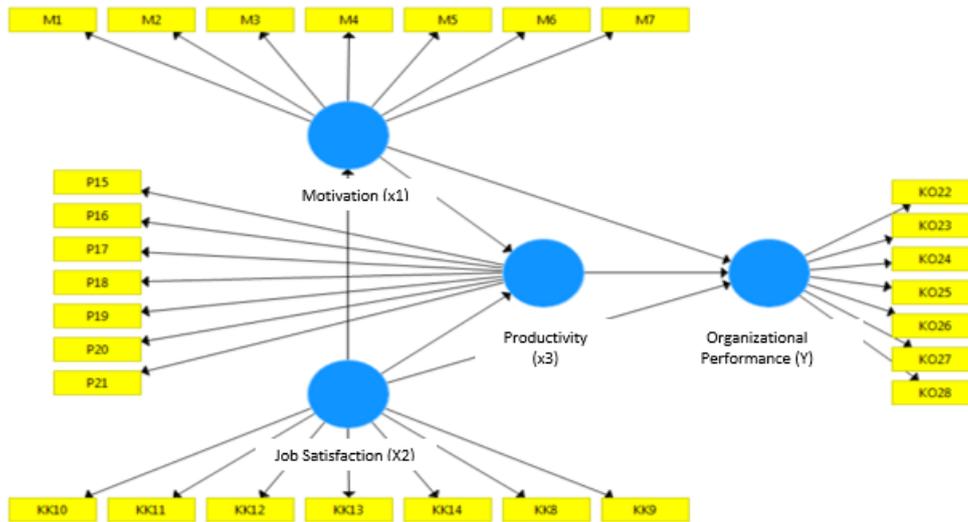


Figure 1 Relationship of Exogenous Variable Constructions to Endogenous

In Figure 1, the construct of motivation is measured by seven indicators M1 to M7; the job satisfaction variable is measured by seven indicators KK8 to KK14; the productivity construct is measured by seven indicators P15 to P21 as well as the construct of organizational performance is measured by seven indicators KO22 to KO 28. Structural relationships between constructs are shown with arrows between constructs.

Outer Model Evaluation (Measurement Model)

It is an evaluation of the relationship between constructs and indicators. This evaluation goes through two stages, namely the evaluation of convergent validity and discriminant validity. The convergent validity includes:

1. Individual Item reliability
2. Internal consistency or Construct Reliability
3. The average variance extracted (AVE)

Checking the value of convergent validity was to look at the Internal consistency reliability starting from Cronbach's alpha and composite reliability (CR) as follows:

Table 1 AVE values, Composite Reliability and Cronbach's Alpha

Construct	AVE value	Composite Reliability	Cronbach's Alpha
Job satisfaction	0,99976	0,99997	0,99996
Organizational Performance	0,99969	0,99996	0,99995
Motivation	0,99967	0,99995	0,99994
Productivity	0,99970	0,99996	0,99995

Source: Primary data processed, 2018

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From table 1, the Cronbach's alpha value of each construct shows values above 0.7 (CA > 0.7). It shows that the reliability of the measuring instrument is high, and each construct has a very strong relationship.

The next checking was on the convergent validity value by looking at the Average Variance Extracted (AVE) value. Based on table 1 above, the AVE value of all constructs is higher than the value of 0.5 as a minimum value required. AVE values describe the magnitude of variance or diversity of assets owned by latent variables. Thus, the higher the variance or diversity of manifests contained by latent variables, the higher the representation of manifest variables for latent constructs.

Next was the examination of the value of Discriminant Validity, which includes cross-loading and comparing the roots of AVE with correlations between constructs. The following is the cross-loading value.

Table 2 Cross Loading Value

Indicator	Job satisfaction	Organizational Performance	Motivation	Productivity
KK10	0,99988	0,99981	0,99982	0,99985
KK11	0,99991	0,99980	0,99978	0,99984
KK12	0,99991	0,99980	0,99984	0,99986
KK13	0,99990	0,99986	0,99980	0,99985
KK14	0,99981	0,99972	0,99977	0,99975
KK8	0,99988	0,99972	0,99978	0,99975
KK9	0,99988	0,99987	0,99989	0,99988
KO22	0,99963	0,99981	0,99959	0,99958
KO23	0,99983	0,99990	0,99981	0,99982
KO24	0,99963	0,99972	0,99959	0,99956
KO25	0,99983	0,99985	0,99986	0,99984
KO26	0,99977	0,99986	0,99971	0,99969
KO27	0,99981	0,99990	0,99983	0,99979
KO28	0,99983	0,99988	0,99978	0,99978
M1	0,99944	0,99943	0,99961	0,99935
M2	0,99984	0,99982	0,99987	0,99983
M3	0,99978	0,99976	0,99987	0,99985
M4	0,99971	0,99968	0,99982	0,99972
M5	0,99990	0,99981	0,99992	0,99990
M6	0,99980	0,99977	0,99983	0,99978
M7	0,99987	0,99982	0,99991	0,99988
P15	0,99980	0,99965	0,99980	0,99984
P16	0,99987	0,99982	0,99985	0,99992
P17	0,99989	0,99979	0,99987	0,99992
P18	0,99987	0,99978	0,99985	0,99993
P19	0,99990	0,99984	0,99987	0,99994
P20	0,99959	0,99955	0,99954	0,99965
P21	0,99969	0,99968	0,99967	0,99976

Source: Primary data processed, 2018

Based on Table 2, the value of cross-loading can be concluded that all indicators have a correlation coefficient value higher than the constructed value compared to the value of the correlation coefficient of indicators in the other column construct blocks. Thus, it can be concluded that the construct analysis fulfills the discriminant validity requirements.

Inner Model Evaluation

After going through the construct evaluation, then the constructed model went through the evaluation of the inner model. The examination includes several stages, namely:

1. Significance of R Squared Value
2. Path Coefficients
3. T-Statistic

Checking the significance value was to look at the value of R Square as follows:

Table 3 R Square Values

Construct	R ² Value
Organizational Performance	0,99985
Motivation	0,99986
Productivity	0,99991

Source: Primary data processed, 2018

The goodness of fit models is measured using R-square dependent latent variables with the same interpretation as regression. Q-Square predictive relevance for structural models measured how well the value of observations produced by the model and also the estimated parameters. Q-square value > 0 indicates the model has predictive relevance; otherwise, if the Q-square value ≤ 0 indicates the model has less predictive relevance.

1. Value of 0.99 for Variable Y (Organizational Performance), meaning Motivation (X1), (Job Satisfaction) X2, and Productivity (X3) can explain (Organizational Performance) Y of 99%.
2. Value of 0.99 for Variable X1 (Motivation), can be interpreted that, variable X2 (Job Satisfaction) can explain X1 (Motivation) by 99%.
3. Value of 0.99 for Variable X3 (Productivity), can be interpreted that, X2 (Job Satisfaction) can explain X3 (Productivity) through X1 (Motivation) of 99%.

The next step was to evaluate the structural model by looking at the significance and direct influence between latent variables. By using PLS (Partial Least Square) version 3.0, and with bootstrapping calculations for hypothesis testing, the following values were obtained:

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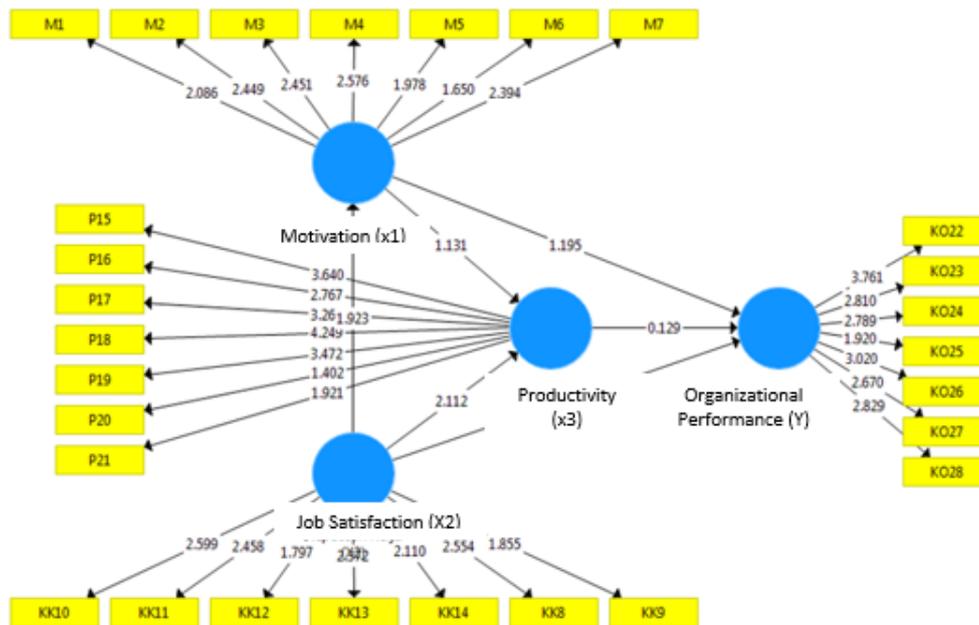


Figure 2 Bootstrap Output

Table 4 Output Bootstrap Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic (O/STDEV)	P - Value
Job Satisfaction (X2) → Organizational Performance (Y)	0,68697	0,56779	0,34788	1,97475	0,04885
Job Satisfaction (X2) → Motivation (X1)	0,99994	0,68977	0,51994	1,92316	0,05503
Job Satisfaction (X2) → Productivity (X3)	0,65983	0,48779	0,31245	2,11179	0,03520
Motivation (X1) → Organizational Performance (Y)	0,34983	0,25135	0,29271	1,19515	0,23260
Motivation (X1) → Productivity (X3)	0,34015	0,35908	0,30078	1,13089	0,25864
Productivity (X3) → Organizational Performance (Y)	-	-0,13243	0,28541	0,12917	0,89728
	0,03687				

Source: Primary data processed, 2018

Path analysis takes into account direct and indirect effects. The direct effect is the exogenous influence on endogenous variables without passing through other variables, while the indirect effect is the influence where the exogenous variables affect the endogenous variables through other variables called intervening variables. The total effect is a combination of direct and indirect effects of exogenous variables on endogenous variables. Based on the analysis results with the SmartPLS program, the following direct and indirect effects were obtained:

Table 5 Direct Effect, Indirect Effect, and Total Effect

	Influence		Total
	Directly	Indirect	
Motivation → Productivity	0,68697	0,31295	0,99992
Job Satisfaction → Motivation	0,99993		0,99993
Job Satisfaction → Motivation → Productivity	0,65983	0,34012	0,99995
Productivity → Motivation → Organizational Performance	0,34983	-	0,33729
		0,01254	
Motivation → Organizational Performance	0,34015		0,34015
Job Satisfaction → Motivation → Organizational Performance	-		-
	0,03687		0,03687

Source: Primary data processed, 2018

Table 6 Recapitulation of Hypothesis Testing

Ha	Hypothesis	Results
H1	Motivation → Productivity	Rejected
H2	Job Satisfaction → Motivation	Rejected
H3	Job Satisfaction → Productivity	Accepted
H4	Productivity → Organizational Performance	Rejected
H5	Motivation → Organizational Performance	Rejected
H6	Job Satisfaction → Organizational Performance	Accepted

Source Primary data processed, 2018

Based on table 5, it can be seen the value of direct effects and indirect effects between variables in this research model.

H1 : *Motivation has no significant effect on productivity.*

The findings of this study indicate that motivation does not contribute significantly to the work productivity of the employees of BPJS Health in Serang Branch. The results of this study support the research of (Muayyad & Gawi, 2016). Motivation is one indicator that can affect productivity. However, in this study, the researchers did not succeed in finding a match between theory and facts in the organizational environment of BPJS Health in Serang Branch. External motivation explains the power that is within an individual that is influenced by internal factors and is controlled by the manager, which includes appreciation, promotion, and responsibility, while internal motivation is a motivation that comes from within a person. The findings in this study indicate the value of the contribution of motivation to productivity, which is positive but not significant, is expected to provide a broad perspective to organizational leaders to pay more attention to motivation as a factor expected to contribute to employee productivity. Thus, competent human resources can more persistent in the organization.

H2 : *Job Satisfaction has no significant effect on motivation.*

Empirical data that has been collected and processed by researchers gives the conclusion that job satisfaction of BPJS Health employees has a positive but not significant effect.

This research contrasts with the research conducted by (Suputra, Dewi, & Sudibya, 2016) and (Afifah & Musadieq, 2017), while supporting studies are (Suhartatik & Nagel, 2015). Indicators of the variable job satisfaction include satisfaction with his work, satisfaction with fulfilling needs, satisfaction with promotion, satisfaction with superiors, and satisfaction with colleagues. From the several job satisfaction indicators, there are several indicators according to empirical data that were successfully collected from the employees of BPJS Health in Serang Branch as research respondents. The data shows the results that job satisfaction in BPJS Health organizations is quite good but not significant, including satisfaction with promotion and satisfaction towards the leadership. However, there are still indicators of job satisfaction that do not meet employee expectations, so there needs to be an internal evaluation to increase the effect of job satisfaction on motivation.

H3 : *Job Satisfaction has a positive and significant effect on productivity*

In the third hypothesis test, researchers managed to prove that job satisfaction has a significant effect on productivity and in accordance with the proposed hypothesis by (Said, Rumawas, & Asaloei, 2017). Thus, it can be explained that the better job satisfaction of employees of BPJS Health in Serang Branch will increase work motivation, which also influences or has a positive contribution to employee productivity. This finding is contrary to research conducted by (Muayyad & Gawi, 2016), who concluded that job satisfaction does not have a significant effect on employee productivity.

H4 : *Productivity has no significant effect on organizational performance.*

The findings of this study indicate that Productivity has a negative effect and does not contribute significantly to the organizational performance of BPJS Health in Serang Branch. The path coefficient value through the motivation variable as an intervening variable resulting from empirical data processing explains the mismatch between inputs and outputs. It could be due to the difficulty of determining work productivity measures within the BPJS Health organization. This study is in line with the results of (Mardalela, 2014).

H5 : *Motivation has no significant positive effect on organizational performance*

This finding supports the research of (Brahmasari & Suprayetno, 2008) that motivation is not a major factor that contributes to organizational performance. It can occur due to the suboptimal work of an employee caused by the company's policies relating to meeting the needs they get, for example, over time, which is not pro-employee. It becomes one of the considerations and reasons that work motivation does not significantly influence company performance.

H6 : *Job satisfaction has a positive and significant effect on organizational performance*

The findings of this study indicate that job satisfaction contributes positively and significantly to the organizational performance of the BPJS Health in Serang Branch. This conclusion explains that organizational performance can run well and achieve the targets set if the human resources in the organization are satisfied with the work carried out. Descriptive analysis of job satisfaction indicators shows the maximum value or occupies the highest value and is included in the criteria very well. This study successfully confirmed the results of the research of (Brahmasari & Suprayetno, 2008).

Conclusion

Based on the results of research and discussion, conclusions can be drawn, firstly the results of empirical data analysis of this study prove that job satisfaction is a factor that contributes very big and significant to the organizational performance of BPJS Health of Serang Branch. The direct effect and the indirect effect of job satisfaction through the motivation variable has a positive effect on productivity, succeeding in proving the third hypothesis put forward by the researchers. Job satisfaction obtained by employees, including the promotion system, work safety, and work comfort, as well as satisfaction with the leadership, which is always willing to take the time to help if the employees have difficulty in completing work tasks. Second, as well as the sixth hypothesis proposed by researchers. It is evident that job satisfaction directly or indirectly through the motivation variable has a positive and significant effect on organizational performance. This result reflects the value of employee responsibility quite well for work based on research instruments that have a maximum score. It is stated that every policy made and results achieved by the organization must meet the conditions specified by the highest state officials; in this case, the president as the holder of the mandate of the people. Third, out of the six initial hypotheses submitted by the researchers, two hypotheses were empirically proven, and two hypotheses were accepted, while the other four hypotheses were not empirically confirmed and rejected. The motivation that has a significant effect on productivity and organizational performance cannot be proven empirically in this study. It is quite reasonable because, from several research instruments answered by respondents, there are several statements of employee expectations that indicate the value of "the presence of adequate facilities, making me enjoy doing the work that I handle." With these results, the researchers can illustrate that employees are less motivated due to the lack of facilities and infrastructure in accordance with employee expectations.

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