

The Effect Of Compensation On Job Satisfaction And Employees Performance At Tvri Station West Nusa Tenggara

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ABSTRACT

The aims of this study are: (1) To analyze the effect of compensation on job satisfaction. (2) To analyze the effect of compensation on the performance of employees. (3) To analyze the effect of Job Satisfaction on the Performance of employees. This type of research is causal research. The collection of data by census on 90 employees at Television of the Republic of Indonesia in West Nusa Tenggara (TVRI NTB). The data collection tool used is questionnaires. Analysis with Partial Least Square (PLS). The conclusions that can be drawn are (1) Compensation has a positive and significant effect on Job Satisfaction of employees. The compensation received by employees can improve employee performance at work. (2) Compensation has a positive and significant impact on the performance of employees. Compensation obtained by employees can improve their performance. (3) Job Satisfaction has a positive and significant effect on the performance of employees. Job satisfaction felt by employees in the organization can encourage the creation of employee performance.

Keywords: Compensation, Job Satisfaction, Performance

INTRODUCTION

Humans always play an active and dominant role in every organization, because humans become planners, actors, and determinants of achieving organizational goals. The goals of the organization cannot be achieved without the role of humans. Organizations generally believe that to achieve excellence, they must strive for the highest individual performance, because basically, individual performance affects group performance, and ultimately affects overall organizational performance.

According to Mangkunegara (2013), performance results from work in quality and quantity achieved by an employee in carrying out his duties following bear the answer given to him. According to Kasmir (2016), performance is the result of work and behavior that has been achieved in completing the tasks and responsibilities given within a certain period. In addition, according to Bangun (2012) performance is the result of work achieved by employees based on job requirements.

Factors that can affect employee performance are job satisfaction. Job satisfaction is defined as the pleasant or unpleasant emotional state of employees in carrying out their work. Job satisfaction reflects a person's feelings towards his job. This can be seen in the positive attitude of employees towards work and everything that is faced in the work environment. Job satisfaction is

very important because it affects the level of absenteeism, labor turnover, and performance (Handoko, 2014: 193).

Research result Bayu (2012) and Azmi & Ansori, (2020) showed that there is a positive influence between job satisfaction on employee performance. Meanwhile, the results of the opposite study by Jariyanti (2016) showed that satisfaction had no significant effect on employee performance. So pulse with the results of research from topo (2018), Adiyasa & Windayanti (2019), and Subakti (2013) that job satisfaction has a negative and insignificant effect on employee performance.

Compensation too could be a factor that affects employee performance. Compensation that in accordance with the workload will improve employee performance results. Compensation is a form of cost that must be incurred by the company in the hope that the company will receive rewards in the form of work performance from employees, of course, the achievements given by employees must be greater than the compensation issued by the company (Sofyandi, 2008).

The research results conducted by Aprijon (2014) show a strong relationship between compensation variables and performance. The results of research conducted by Nawa and Kempa (2017), Priyono and Suheriyatmono (2016) found that compensation significantly affects performance. While the results of the opposite study by Utami et al (2016), Mundakir (2018), and Riwanto (2016) that compensation does not affect employee performance.

In addition to influencing employee performance, compensation can also affect job satisfaction. According to Hasibuan (2013), compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company. According to Hasibuan (2013), the purpose of providing compensation is as a work satisfaction for employees. With remuneration, employees can fulfill their physical, social status, and egoistic needs to obtain job satisfaction from their work and position.

The results of previous research from Melani and Suhaji (2012) showed that compensation had a positive effect on employee job satisfaction. Meanwhile, the results of the opposite study by Seidy, Adolfini & Roring, (2018) and Ica (2018) found that compensation did not affect job satisfaction.

Television is the main source of information for everyone in all social groups and has the widest range of distribution because 64% of voters watch it at least 3 days a week, 52% of them even say they watch tv almost every day. Meanwhile, the ability of newspapers to reach the target groups of voters is only 15%. Television of the Republic of Indonesia or TVRI is a television owned by the government of the Republic of Indonesia. One of the regional TVRI stations in West Nusa Tenggara has nine transmission unit locations. TVRI has the function of conveying and broadcasting actual and reliable news information, providing healthy entertainment to the public. Institutions that must continue to broadcast an independent stance.

There are two achievements of targets and realizations such as the quality of program and broadcast production and the number of news broadcasts that have been achieved and exceeded the achievement of performance targets. In addition, TVRI also won the title of Unqualified WTP from the BPK of the Republic of Indonesia during 2019 and 2020. This was done by TVRI because it had gone through the financial management. By achieving the WTP predicate, state financial reporting becomes more transparent, accountable, and professional to realize an advanced Indonesia.

The Contract of employees who have a long tenure at TVRI, have not felt the attention that should be a priority for company policy. This does not stop TVRI Contract Employees from continuing to work. This can be seen by the high time discipline where they enter and leave according to the time set, in fact, they are often directly involved in working outside of work obligations.

Therefore, in a situation like this, structural and functional officials need to conduct a performance appraisal to review the extent of the effectiveness of employee performance and evaluate the shortcomings contained in it so that immediate action can be taken to overcome the

problem. Based on the above background, the authors intend to research with the following purposes (1) To analyze the effect of compensation on job satisfaction, (2) To analyze the effect of compensation on performance of employee. (3) To analyze the effect of job satisfaction on performance of employee.

HYPOTHESIS DEVELOPMENT

As'ad (2003) suggests that employees who feel dissatisfied at work have an impact on a) excessive lethargy. Individuals who are dissatisfied with their work tend to feel lazy or reluctant to do their jobs well and tend to be slow in completing their work; b) Many people talk during working hours about things outside of work problems; c) free time. Individuals who are dissatisfied tend to do their work carelessly to finish quickly so that they have more free time; d) Mistakes that often occur at work. Individuals who are dissatisfied with their jobs tend to act recklessly or carelessly; e) Do not want to heed the rules. For example, arriving late or leaving earlier than the specified time, truant; f) Unwillingness to cooperate between superiors and subordinates. For example, do not want to follow the instructions that have been given by superiors.

Many factors can affect job satisfaction, one of which is compensation. According to Hasibuan (2002) compensation is all income in the form of money or goods directly or indirectly received by employees in return for services provided by the company or agency. Previous researchers, namely Unggul (2005), Styawan (2009), Iqbal (2012) showed that compensation has a significant effect on employee job satisfaction. So that it can formulate The hypotheses in this study are:

H1: Compensation has a positive and significant influence on the Job Satisfaction.

One way for management to improve employee performance is through compensation (Mathis and Jackson, 2012). In simple terms, compensation is something that employees receive in return for their work. Simamora (2004) says that compensation in the form of finance is important for employees because with this compensation they can meet their needs directly, especially their physiological needs. However, of course, employees also hope that the compensation they receive is following the sacrifices that have been given in non-financial forms which are also very important for employees, especially for their career development.

The research of Wexley and Yukl (2005), shows that wages/salary incentives do not provide consistent results on employee performance. According to Prawiro Sentono, 1999 employee performance will be good if they are paid or paid according to the agreement. Therefore, the relationship between the two variables shows that compensation has a positive and significant effect on employee performance.

Nugroho (2013) found that compensation has a positive effect on employee performance. Febriyanti (2011) shows that performance can be influenced by salaries, incentives, and benefits by 94.5%. Research conducted by Melisa (2011) compensation does not directly affect performance. Therefore, the research hypothesis can be formulated that:

H2: Compensation has a positive and significant impact on the performance.

Robbins and Judge (2011) define job satisfaction as a positive feeling on a job, which is the impact or result of the evaluation of various aspects of the job. Job satisfaction is a person's response to what they expect at work with what they get after they do the job. Where this relates to the work situation, cooperation between employees, rewards, and other factors. If there is a small difference between what is expected and what is obtained then the person will feel satisfied and vice versa.

Job satisfaction from each individual is different because basically job satisfaction is individual where each individual will have a certain level of satisfaction Job satisfaction varies according to the feelings of each individual. Job satisfaction will be seen in the positive work attitude of employees towards their work and everything they face in their work environment. According to Sulistyani (2003), job satisfaction can increase morale, reduce absenteeism, increase productivity, increase employee loyalty and retain employees to keep working in the company, especially quality employees who have a major role in the operation of the company.

Job satisfaction is one of the most important and most studied issues in the field of organizational behavior. This is because job satisfaction has an impact on employee performance (Robbins, 2003). Satisfied employees bring positive effects to the organization such as increased efficiency and productivity (Kanwar et al, 2009). Conversely, employee dissatisfaction may result in high turnover and absenteeism (Luthans, 2006). Research results from Sriyono and Farida (2013) and Bayu (2012) found that there is an influence between job satisfaction on employee performance variables. So that it can formulate The hypothesis in this study is,

H3: Job Satisfaction has a positive and significant effect on the performance.

CONCEPTUAL FRAMEWORK

Performance is the result of work achieved by employees based on job requirements. The factor that can affect employee performance is job satisfaction. Job satisfaction is defined as the pleasant or unpleasant emotional state of employees in carrying out their work. Job satisfaction reflects a person's feelings towards his job. (Handoko, 2014).

According to Herman Sofyandi (2008), Compensation too could be a factor that affects employee performance. Compensation that in accordance with the workload will improve employee performance results. Compensation is a form of cost that must be incurred by the company in the hope that the company will receive rewards in the form of work performance from employees, of course, the achievements given by employees must be greater than the compensation issued by the company.

Based on theoretical studies. Previous research and research hypotheses, the research framework can be described as follows:

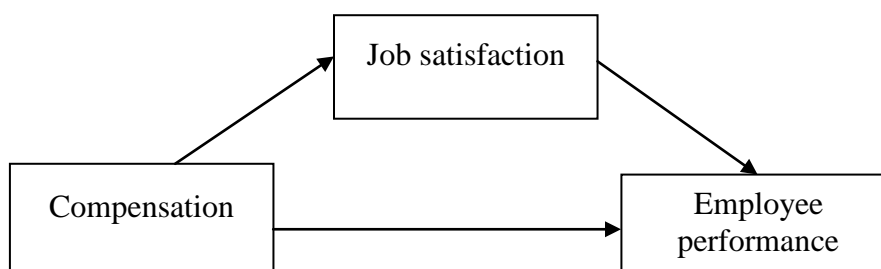


Figure 1. conceptual framework

METHODS

This research is associative with the form of a causal relationship. The data collection method in this study used the census method. This means that this study takes the entire population as research respondents. This research will be carried out by TVRI West Nusa Tenggara Station with a population of 99 TVRI employees.

The data collection tool in this study was questionnaires. The questionnaire is a list of questions according to the indicators of the variables, the aim is to obtain information from

respondents about what they feel and know. Measurement of research variables using a Likert scale of 1-5. This study's data analysis and hypothesis testing were carried out using the Partial Least Square (PLS) approach using the SmartPLS version 3.0 software. PLS is a component-based or variance-based structural equation model (SEM). According to Ghazali (2012), PLS is an alternative approach that shifts from a covariance-based SEM approach to a variance-based approach. Covariance-based SEM generally tests causality or theory, while PLS is more of a predictive model.

RESULT

Description of Variables

Compensation is remuneration in the form of salaries and wages received in carrying out their work at TVRI. The average score of compensation is 4.21 with a very appropriate category, meaning that employees feel that their remuneration is paid very well according to their burdens and responsibilities while working at TVRI.

Job Satisfaction is an employee's response to feeling satisfied or dissatisfied in carrying out his work at TVRI. The average score of Job Satisfaction from employee responses is 4.34 with the criteria of Very Satisfied, meaning that employees are very satisfied with aspects of work and organization at TVRI.

Employee performance Performance is the leader's assessment of the work carried out by employees TVRI at work. The average score of Employee Performance is 4.30 with very good criteria. This category shows that employees have a very good performance in carrying out their work at TVRI.

Significance Results

To determine the significance level of the path coefficient, the t value (t-value) generated by running the Bootstrapping algorithm is used to determine whether the proposed hypothesis is accepted or not. The hypothesis will be supported at a significance level of 0.05 if the significance level is below 0.05 (5%). Table 1. summarizes the results of hypothesis testing with the PLS approach.

Table 1. Structural Model Test Results Uji

Effect Between Variables	Coefficient	T Statistics	P Value	Information
Compensation -> Job Satisfaction	0.641	9.765	0.000	Significant
Compensation -> Employee Performance	0.437	5.016	0.000	Significant
Job Satisfaction -> Employee Performance	0.382	4,501	0.000	Significant

The first hypothesis (H1) in this study states "It is suspected that compensation has a positive and significant effect on Job Satisfaction of employees". Through hypothesis testing with PLS with test results showing that the coefficient value is 0.641 with a P-value of 0.000. When compared with a significance level of 0.05 (5%) then P-value > significant Significance Level, so it can be concluded that the first hypothesis can be accepted.

The first hypothesis (H2) in this study states "It is suspected that compensation has a positive and significant influence on the performance of employees". Through hypothesis testing with PLS with test results showing that the coefficient value is 0.437 with a P-value of 0.000. When compared with a significance level of 0.05 (5%) then P-value > Significance Level, which means it is significant, so it can be concluded that the second hypothesis is accepted.

The first hypothesis (H3) in this study states "It is suspected that job satisfaction has a positive and significant influence on the performance of employees". Through hypothesis testing with PLS with test results showing that the coefficient value is 0.382 with a P-value of 0.000. When compared with a significance level of 0.05 (5%) then P-value > significant Significance Level, so it can be concluded that the third hypothesis can be accepted.

DISCUSSION

The Effect of Compensation on Job Satisfaction

The results showed that a Compensation significant effect on the Job Satisfaction of employees. The compensation felt by employees can increase their job satisfaction, meaning that the more fair and appropriate the compensation, the higher the job satisfaction of TVRI West Nusa Tenggara employees. On the other hand, the less fair and proper the compensation, the lower the employee job satisfaction.

One of the purposes of providing compensation is to build employee job satisfaction. According to Eyraud (in Faturochman, 1998), employees' most perceived job satisfaction is the wages (compensation) received to meet their daily needs. This is interpreted as fair treatment. Justice in organizations or companies is reflected in the wages of workers, although it is not the only problem of justice in organizations or companies, discrimination (differences) in wages and compensation occur everywhere.

Therefore, the compensation paid must be given fairly and appropriately. This will prevent employees from becoming dissatisfied at work. Employees who feel dissatisfied at work have an impact on a) excessive lethargy. Individuals who are dissatisfied with their work tend to feel lazy or reluctant to do their jobs well and tend to be slow in completing their work; b) Many people talk during working hours about things outside of work problems; c) free time. Individuals who are dissatisfied tend to do their work carelessly to finish quickly so that they have more free time; d) Mistakes that often occur at work. Individuals who are dissatisfied with their jobs tend to act recklessly or carelessly; e) Do not want to heed the rules. For example, arriving late or leaving earlier than the specified time, truant; f) Unwillingness to cooperate between superiors and subordinates. For example, they do not want to follow the instructions given by their superiors (As'ad, 2003).

The results of this study are in line with previous researchers, namely Unggul (2005) showing the results of research that Financial Compensation and Non-Financial Compensation have a significant influence on job satisfaction of employees of the PG production division. New Djombang. Styawan (2009) shows that direct financial compensation and indirect financial compensation have a significant effect on employee job satisfaction in the production division of Mojowarno Jombang's Home Industry wallet. Iqbal (2012) shows that compensation has a significant effect on employee job satisfaction.

The Effect of Compensation on Employee Performance

The results showed that the Compensation significant effect on employee performance. The compensation obtained by employees at TVRI can improve employee performance at work, meaning that the more fair and appropriate the compensation, the better the performance of TVRI employees.

Compensation or remuneration programs generally aim for the benefit of the Organization, employees, and the government/community. To achieve the objectives and provide satisfaction for all parties, compensation programs should be established based on fair and reasonable principles, labor laws, and pay attention to internal and external consistency. Compensation programs must be able to answer the question of what drives someone to work and why some people work hard, while others work moderately (Hasibuan, 2009).

An employee is every person who works by selling his energy (physically and mentally) to an organization and getting remuneration following regulations or agreements. The amount of remuneration that has been determined and known beforehand, so that employees definitely know the amount of remuneration/compensation that will be received. This financial compensation will be used by the employee and his family to meet their needs.

The amount of compensation reflects the status, recognition, and level of fulfillment of needs enjoyed by employees and their families. If the remuneration received by the employee is greater, it means that his position is higher, his status is better, and the fulfillment of needs he enjoys is increasing. Thus, job satisfaction is also getting better. Herein lies the importance of compensation for employees (Hasibuan, 2009:117).

The results of this study are in line with the results of research from Nugroho (2013) with the results of compensation research having a significant effect on the performance of the employees of the Manado Geophysics Station BMKG Office. Another study was conducted by Febriyanti (2011) with the results of compensation research having a significant effect on employee performance.

The Effect of Job Satisfaction on Employee Performance

The results showed that job satisfaction significant effect on employee performance. Job satisfaction felt by employees at TVRI can improve employee performance at work. This means that the higher the Job Satisfaction of TVRI West Nusa Tenggara employees, the better the employee performance. Robbins and Judge (2011) define job satisfaction as a positive feeling on a job, which is the impact or result of an evaluation of various aspects of the job. Job satisfaction is a person's response to what they expect at work with what they get after they do the job.

Job satisfaction from each individual is different because basically job satisfaction is individual where each individual will have a certain level of satisfaction Job satisfaction varies according to the feelings of each individual. Job satisfaction will be seen in the positive work attitude of employees towards their work and everything they face in their work environment. According to Sulistyani (2003), job satisfaction can increase productivity. Similarly, the opinion of Robbins (2008) that job satisfaction is one of the most important and most studied issues in the field of organizational behavior because job satisfaction has an impact on employee performance. Satisfied employees have a positive influence on the organization such as increasing efficiency and productivity (Kanwar et al, 2009). On the other hand, employee dissatisfaction may result in high turnover and absenteeism (Luthans, 2006).

The results of this study are in line with the results of research from Sriyono and Farida (2013) and Bayu (2012) found that there is an influence between job satisfaction on employee performance variables. Similarly, the results of research by Sriyono and Farida (2013); Bayu (2012) found that there is an influence between job satisfaction on employee performance. Likewise with the results of research from Azmi & Ansori, (2020) found that job satisfaction had a significant effect on performance.

CONCLUSION

- 1) Compensation has a positive and significant influence on the Job Satisfaction of employees. The compensation received by employees at TVRI can improve employee performance at work.
- 2) Compensation has a positive and significant impact on the performance of employees. Compensation obtained by employees at TVRI can improve employee performance at work.
- 3) Job Satisfaction has a positive and significant effect on the performance of employees. Job satisfaction felt by employees in the organization can encourage the creation of employee performance.

RECOMMENDATION

Some suggestions that can be recommended based on the results of the study are as follows:

- 1) The lowest item on the compensation variable according to the respondent's response is "The amount of salary and wages paid according to the job position". The management of TVRI should pay more attention to aspects of the position of its employees as a consideration in providing the amount of salary and wages given, because the higher the position, the higher the salary and wages received by the employee.
- 2) The lowest item related to job satisfaction is the item "The facilities that support my work have met the standards set." So far, the facilities provided by TVRI in supporting the work of employees have indeed met the standards set but have not been fully optimized. Therefore, these work facilities should be further improved by management in the future to increase employee job satisfaction such as more adequate parking facilities, greener and neater garden facilities, and a more comfortable and pleasant work layout in the workplace. in the office.
- 3) Employee performance items are still rated low on "The quality of the work of TVRI employees is following company regulations". The quality of employees' work must be continuously improved through stricter supervision and supervision. As an institution responsible for broadcasting as a forum for the consumption of public information, supervision must be carried out even more strictly so that the accuracy of results of the information disseminated is very good and accurate.

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