

Factors Affecting Employee Satisfaction at PT. Operational Division of Terminal-B TPK Belawan Pelindo-I Branch

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Abstract.

This study aims to determine whether compensation, work itself, promotion, work supervision, and co-workers partially and simultaneously have a positive and significant effect on employee job satisfaction at PT Pelindo-I branch TPK Belawan Terminal-B operational division. The data analysis technique used is the quantitative method with the help of the SPSS version 20.0 program. This research uses Confirmatory Factor Analysis and Multiple Linear Regression. The population in this study were all employees of the operational division at PT Pelindo-I branch TPK Belawan Terminal-B operational division, and a sample of 82 respondents. Primary data collection using a questionnaire. The results of the Confirmatory Factor Analysis test show that the components that most influence job satisfaction are compensation with eigenvalues of 2,644 and the work itself with eigenvalues of 1,274. The results of the study harmed job satisfaction and the work itself had a positive and significant effect on job satisfaction at PT Pelindo-I Branch TPK Belawan Terminal-B operational division. Compensation and the work itself simultaneously have a positive and significant effect on employee job satisfaction at PT Pelindo-I Branch TPK Belawan Terminal-B operational division.

Keywords: *Compensation, Work itself, Promotion, Job Supervision, Co-workers and Job Satisfaction.*

I. INTRODUCTION

The aspect of human resources plays a very important and most dominant role in an organization. Human resources are an inseparable part of management in general, which is one of the determining factors for the company's success in achieving organizational goals. Employees in a company are not only positioned as factors of production but rather as company assets that must be managed and developed. Management in human resources is a field of management that specifically explores the relationship and role of human management in corporate organizations [1]. Companies must be able to improve their quality to survive and develop their existence. To improve this quality, it is necessary to increase productivity both in quantity and quality as well as the ability to provide the best service that meets the desires and satisfaction of service users. Increased productivity by increasing the performance of employees of an organization, must be preceded by an increase in organizational commitment and job satisfaction of its human resources. Factors that encourage the workforce to continue to increase organizational commitment and job satisfaction of human resources need to be considered. Job satisfaction is a general attitude of an individual towards his work [2].

To find out the extent to which employee job satisfaction at Belawan Container Terminal (CTB) Terminal-B Operational Division and its relationship to productivity, the authors conducted a preliminary research survey of 20 respondents. There are many factors that make an employee get job satisfaction, including compensation, the work itself, promotions, work supervision, and co-workers. Compensation is something that employees receive in exchange for their service contribution to the company. Based on a preliminary survey of 20 employees, the results show that there is a problem with the compensation received by employees because there are 61% of employees do not agree that employees receive payments as stated on the payslips. Based on the background and preliminary research survey, the authors are interested in conducting research under the title "Factors Affecting Job Satisfaction of Employees of PT. Pelindo-I Belawan Container Terminal (CTB) Belawan Terminal-B Operational Division". With limited time and cost in research. So the above problem is formulated with the following hypothesis:

Hypothesis 1: The results of the most dominant CFA have a significant simultaneously on the job satisfaction of employees of PT. Pelindo-I Container Terminal Belawan Terminal-B Operations Division.

Hypothesis 2: The results of the most dominant CFA have a partially significant effect on the job satisfaction of employees of PT. Pelindo-I Container Terminal Belawan Terminal-B Operational Division.

The conceptual framework formed is as follows:

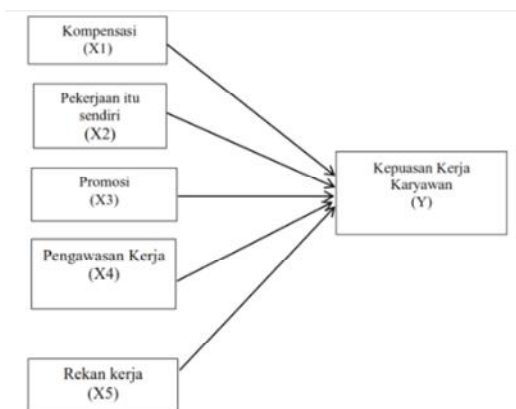


Fig 1. Conceptual Framework

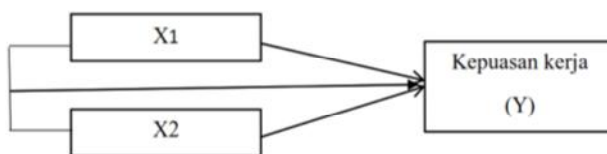


Fig 2. Conceptual Framework Assumptions after Factor Test

II. LITERATURE REVIEW

Job Satisfaction

Job satisfaction is a feeling of supporting or not supporting employees related to their work and their conditions [3]. Job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed at work, outside work, and a combination of inside and outside work [4]. Factors that affect employee job satisfaction can be divided into two, namely intrinsic factors and extrinsic factors. Intrinsic factors come from within the employee or the employee himself, while extrinsic factors are factors that come from outside the employee. The aspects of work that affect job satisfaction are as follows: (a) Compensation or salary (amount received and perceived condition of wages or salaries); (b) The work itself (The degree to which work assignments are considered interesting and provide opportunities for learning and accepting responsibility); (c) Promotion (State of opportunity for advancement); (d) Work Supervision (The ability of supervisors to assist and support work including the relationship between employees and superiors, work supervision and work quality); and (e) Colleagues (The degree to which co-workers are friendly and competent. Humans cannot live alone without the help of others) [5].

The symptoms of dissatisfaction include excessive sluggishness, a lot of conversation during working hours, especially personal conversations with each other, wasteful use of office items, a lot of wasted time, carelessness, and unwillingness to cooperate between superiors and subordinates [6]. The impact of worker dissatisfaction is stated in a theoretical model called the EVLN model consisting of (a) Exit (Exit response is a direct behavior by leaving the organization, including looking for a new position or resigning); (b) Voice (Voice Response includes actively and constructively trying to improve conditions, including suggesting improvements); (c) Loyalty (Loyalty response means positively, but optimistically waiting for conditions to improve, including speaking up for the organization in the face of external criticism and trusting the organization and its management to do the right thing); and (d) Neglect (the Neglect response passively allows conditions to worsen and includes chronic absenteeism or delays, reduced effort, and increased error rates) [7].

Compensation

The compensation is something that employees receive as a substitute for their service contribution to the company [8]. The compensation is everything that employees receive as compensation for their work. Compensation programs are also important for companies because they reflect the organization's efforts to retain human resources [9].

The Work Itself

Work is everything that every employee does in fulfilling his obligations as a member of the company organization [10]. There is the main dimension of a job, namely work design. Work design is a function of determining the work activities of an

individual or group of employees organizationally. Its purpose is to organize work assignments that meet organizational, technological, and behavioral needs.

Job Promotion

Promotion occurs when an employee is transferred from one job to another that is higher in pay, responsibility, and level [8]. Promotion is when a person is transferred from one job to another with greater responsibilities, a higher level of hierarchical position, and a higher income [11].

Work Supervision

Supervision is an activity carried out so that the work process is in accordance with the desired results [12]. Supervision in the company aims to find out whether the implementation of tasks/work is in accordance with the predetermined plan. Supervision is the process of observing the implementation of all organizational activities to be able to ensure that all work being carried out can be in accordance with a predetermined plan [11]. Colleagues are everything that is done by the leadership and human resources department that will affect the relationship with employees, either directly or indirectly. Working relationships between employees need to be fostered so that employees can work together and help each other in achieving company goals. Employees who feel happy about their activities and duties and are friendly with others show a harmonious working atmosphere [8].

III. RESEARCH METHODS

The research approach used in this study is quantitative. Quantitative data analysis is used when researchers use survey research approaches, experimental research, quantitative research, and several other studies that contain data in the form of numbers [13]. Associative quantitative research aims to determine the degree of relationship and the pattern of influence between the independent variables (independent) on the dependent variable (dependent). This research was conducted at the office of PT. Pelindo-I TPK Belawan Branch has its address at GRHA Pelindo-I Jl. Harbor Ring No. 1 Belawan, Medan – North Sumatra from July to December 2021.

The population used in this study were employees of PT. Pelindo-I Branch TPK Belawan Terminal-B Operational Division, totaling 139 employees. The sampling technique in this study is a probability sampling technique using clusters. Cluster sampling is a technique used to determine a sample in groups. Samples taken at Terminal-B Operational Division amounted to 82 people. The type of data used in this study is primary data obtained through interviews and distributing questionnaires to respondents. Data collection techniques in this study were questionnaires, interviews, observations, and libraries. This study uses 5 (five) independent variables, namely: Compensation (X1), Work Itself (X2), Promotion (X3), Work Supervision (X4), Coworkers (X5), and 1 (one) dependent variable, namely Job Satisfaction (Y).

Data Analysis Techniques

The data analysis technique used is:

1. Test data quality. The research results are said to be valid if there are similarities between the data collected and the data that occurs in the object under study.
2. Classic assumption test. A classical assumption test is a test of statistical assumptions that must be met in linear regression analysis based on Ordinary Least Square (OLS).
3. CFA Factor Analysis (Confirmatory Factor Analysis). Factor analysis aims to find a way of summarizing the information contained in the original (initial) variable into a new set of dimensions or variate (factor).
4. Multiple linear regression. The data analysis model used to determine the magnitude of the influence of the independent variable on the dependent variable is the econometric model with the analysis technique using the ordinary least squares model.
5. Hypothesis testing. Hypothesis testing includes a simultaneous test (F test) to find out whether the effect of all independent variables simultaneously has a significant effect on the dependent variable at the confidence interval or the 5% hypothesis testing level with the F test using statistical formulas and partial test (t-test) for shows how far the influence of each independent variable partially on the coefficient of determination (KD). The coefficient of determination is used to find out how big the relationship between several variables is in a clearer sense [14].

IV. RESEARCH DISCUSSION ANALYSIS

A General Description of the Company

The port that is given the task of carrying out port activities in order to serve the public interest is realized in the form of a company that is a State-Owned Enterprise (BUMN). One of the SOEs assigned to carry out port activities is PT. Pelabuhan Indonesia (Pelindo)-I (Persero) which is domiciled in Belawan, Medan City, North Sumatra. PT. Pelindo-I (Persero) has several branches, one of which is Belawan Port. Furthermore, Belawan Port has several business units, one of which is the Belawan Domestic Container Terminal (TPKDB).

Validity Test

Through the results of the SPSS version 20 output, it is known that the validity value is in the Corrected item-total Correlation column, which means the correlation value between the scores of each item and the total score in the tabulation of respondents' answers.

The results of the validity test of 10 (ten) questions on the compensation variable can be declared valid (valid) because all coefficient values are greater than 0.30. (Table 1)

Table 1. Validity Test (X1) Compensation

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Statement X1.1.1	28.9878	36.012	.594	.899
Statement X1.1.2	29.2073	37.352	.567	.900
Statement X1.2.1	29.1585	35.987	.680	.893
Statement X1.2.2	29.1707	34.069	.814	.884
Statement X1.3.1	29.1220	37.195	.572	.900
Statement X1.3.2	29.1341	35.426	.670	.894
Statement X1.4.1	29.2195	38.050	.574	.899
Statement X1.4.2	29.1220	37.022	.556	.901
Statement X1.5.1	29.1707	34.069	.814	.884
Statement X1.5.2	29.2195	35.581	.757	.888

The results of the validity test of 6 questions on the work variable itself can be declared valid (valid) because all coefficient values are greater than 0.30 (Table 2).

Table 2. Validity Test (X2) The work itself

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Statement X2.1.1	17.8049	14.258	.669	.820
Statement X2.1.2	17.5976	12.787	.798	.792
Statement X2.2.1	17.4756	14.129	.594	.834
Statement X2.2.2	17.5732	13.902	.619	.829
Statement X2.3.1	17.5854	13.431	.717	.810
Statement X2.3.2	17.6951	15.424	.428	.863

The results of the validity test of 18 (eighteen) questions on the promotion variable can be declared valid (valid) because all coefficient values are greater than 0.30 (Table 3).

Table 3. Validity Test (X3) Promotion

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
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Statement X3.1.1	62.7561	85.421	.666	.879
Statement X3.1.2	62.6951	87.795	.558	.883
Statement X3.2.1	62.6220	87.300	.542	.884
Statement X3.2.2	62.5366	86.128	.566	.883
Statement X3.3.1	62.5122	87.018	.457	.887
Statement X3.3.2	62.4878	88.500	.512	.885
Statement X3.4.1	62.3902	88.710	.448	.887
Statement X3.4.2	62.3659	87.469	.480	.886
Statement X3.5.1	62.3293	88.199	.493	.885
Statement X3.5.2	62.3293	88.150	.471	.886
Statement X3.6.1	62.3659	90.827	.378	.889
Statement X3.6.2	62.3780	88.115	.521	.884
Statement X3.7.1	62.4756	88.104	.510	.885
Statement X3.7.2	62.5244	88.055	.545	.884
Statement X3.8.1	62.5976	86.416	.536	.884
Statement X3.8.2	62.6829	86.935	.592	.882
Statement X3.9.1	62.7317	87.409	.552	.883
Statement X3.9.2	62.7439	86.193	.639	.880

The results of the validity test of 6 (six) questions on the work supervision variable can be declared valid (valid) because all coefficient values are greater than 0.30 (Table 4).

Table 4. Validity Test (X4) Work Supervision

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Statement X4.1.1	17.6829	12.985	.760	.835
Statement X4.1.2	17.8049	14.875	.497	.881
Statement X4.2.1	17.7195	14.994	.575	.867
Statement	17.7561	13.446	.755	.837

X4.2.2 Statement	17.8415	14.283	.681	.850
X4.3.1 Statement	17.7195	12.624	.791	.829
X4.3.2				

The results of the validity test of 8 (eight) questions on the coworker variable can be declared valid (valid) because all coefficient values are greater than 0.30 (Table 5).

Table 5. Validity Test (X5) Colleagues

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Statement X5.1.1	24.9024	25.768	.687	.859
Statement X5.1.2	24.9146	28.869	.410	.887
Statement X5.2.1	24.7683	27.415	.593	.868
Statement X5.2.2	24.8537	25.410	.762	.850
Statement X5.3.1	25.0976	27.077	.685	.860
Statement X5.3.2	24.8780	25.466	.721	.855
Statement X5.3.1	24.9634	25.739	.767	.850
Statement X5.3.2	24.7805	27.680	.525	.876

The results of the validity test of 10 (ten) questions on the job satisfaction variable can be declared valid (valid) because all coefficient values are greater than 0.30 (Table 6).

Table 6. Validity Test (Y) Job Satisfaction

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Statement Y1.1.1	31.5732	41.828	.813	.936
Statement Y1.1.2	31.5488	42.967	.716	.940
Statement Y1.2.1	31.4512	42.695	.581	.949
Statement Y1.2.2	31.6585	41.660	.853	.934
Statement Y1.3.1	31.5366	41.017	.895	.932
Statement Y1.3.2	31.5610	41.657	.830	.935
Statement Y1.4.1	31.6098	43.599	.715	.940

Statement Y1.4.2	31.4390	42.842	.587	.948
Statement Y1.5.1	31.5610	41.188	.912	.932
Statement Y1.5.2	31.6098	41.624	.887	.933

Reliability Test

The questionnaire is said to be reliable if Cronbach's alpha > 0.60 and unreliable if it is equal to or below 0.60.

Table 7. Reliability Test
Realibility Statistic

	Cronbach's Alpha	N of Items
Variable X1	,904	10
Variable X2	,850	6
Variable X3	,890	18
Variable X4	,869	6
Variable X5	,879	8
Variable Y	,944	10

Based on table 7 it can be seen that the value of Cronbach's Alpha variable X1 is 0.904 > 0.60, X2 variable is 0.850 > 0.60, X3 variable is 0.890 > 0.60, X4 variable is 0.869 > 0.60, X5 variable is 0.879 > 0.60, and the Y variable is 0.944 > 0.60 so it can be concluded that all questions that have been presented to respondents on the compensation variable, the work itself, promotions, work supervision, coworkers, and job satisfaction are reliable or said to be reliable.

Classic Assumption Test

Based on Figure 3, for the results of testing the normality of the data using the PP Plot image, it can be seen that the data points spread around the diagonal line so that the data is normally distributed. From the two images above, it can be concluded that after the data normality test was carried out, the data for the employee performance variable was normally distributed.

To further confirm whether the data along the diagonal line is normally distributed or not, the Kolmogorov Smirnov test (1 Sample KS) was carried out by looking at the residual data and whether the distribution was normal or not. If the value of Asym.sig (2-tailed) > significant level ($\alpha = 0.05$) then the residual data is normally distributed.

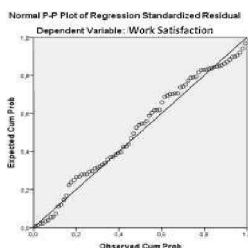


Fig 3. PP Plot Normality Test

Table 8. Normality Test One Sample Kolmogorov Smirnov Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		82	
Mean		0E-7	
Normal Parameters	a	b	6,10962919
Std. Deviation	Extreme		,082
Most Absolute Differences			,052
Positif			-,082
Negative			
Kolmogorov-Smirnov Z			,744
Asymp. Sig. (2-tailed)			,637

a. Test distribution is Normal.

b. Calculated from data.

In table 8 it can be seen that the results of the data processing, the significance value of Kolmogorov Smirnov are 0.637, so it can be concluded that the data is normally distributed, where the significance value is greater than 0.05 ($p = 0.637 > 0.05$).

Multicollinearity Test

The multicollinearity test from the results of the questionnaire that has been distributed to respondents can be seen in the following table.

Table 9. Multicollinearity Test
Coefficients^a

Model	Unstandardized Coefficients		Tolerance	VIF
	B	Std. Error		
(Constant)	15,887	6,522		
Compensation	-,280	,163	,421	2,374
The Work Itself	,713	,344	,212	4,721
Promotion	,249	,083	,723	1,383
Work Supervision	,503	,279	,323	3,093
Work Colleague	-,494	,279	,184	5,424

Based on table 9 above, it can be seen that the Variance Inflation Factor (VIF) number is less than 10, including compensation $2,374 < 10$, the work itself $4,721 < 10$, promotion $1,383 < 10$, work supervision $3,093 < 10$ and coworkers $5,424 < 10$ and the value of compensation tolerance is $0.421 > 0.10$, the work itself is $0.212 > 0.10$, promotion is $0.723 > 0.10$, work supervision is $0.323 > 0.10$ and co-workers are $0.184 > 0.10$ so that they are free from multicollinearity.

Heteroscedasticity Test

The results of the heteroscedasticity test can be seen where the scatterplot image shows that the resulting points spread randomly and do not form a certain pattern or trend line. The figure 4 also shows that the distribution of the data is around the zero point. From the results of this test, it shows that this regression model is free from heteroscedasticity problems, in other words: the variables to be tested in this study are homoscedasticity.

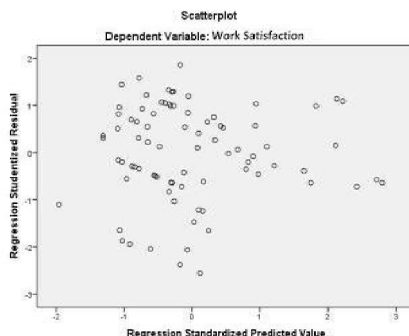


Fig 4. Heteroscedasticity Test Scatterplot

Factor Analysis

Table 10 shows the results of the total variance explained, it is known that only 2 variables are components that affect job satisfaction. Eigenvalues show the relative importance of each factor in calculating the variance of the 5 variables analyzed.

Table 10. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Compensation	2.644	52.880	52.880	2.644	52.880	52.880
The Work Itself	1.274	25.488	78.367	1.274	25.488	78.367
Promotion	.754	15.087	93.454			
Work	.229	4.571	98.026			
Supervision						
Work Colleague	.099	1.974	100.000			

Extraction Method: Principal Component Analysis.

From the table above, it can be seen that there are only 2 components formed, because 2 components have a total value of eigenvalues that are still above 1, namely a value of 3.101 for the component variable compensation and a value of 1.274 for the component variable work itself, so the factoring process should stop at 2 (two) only component variables that will participate in the next analysis.

Table 11. Total Variance Explained

	Component Matrix ^a	
	Component 1	Component 2
Compensation	.462	.840

The Work Itself	.865	-.235
Promotion	.510	-.501
Work Supervision	.813	.413
Work Colleague	.872	-.304

Table 11 shows that 2 factors are the most optimal number, so it can be seen in the component matrix table. The process of determining which variable will enter which factor is carried out by comparing the magnitude of the correlation in each row. Based on the results of the component matrix values, it is known that the 5 factors, that are feasible to influence job satisfaction are compensation and the work itself. So that the OLS equation model in this study is formulated:

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

Information:

- Y = Job Satisfaction (Dependent Variable)
- α = Constant
- β = Multiple Regression Coefficient (Multiple Regression)
- X_1 = Compensation (Independent Variable)
- X_2 = The work itself (Independent Variable)
- ϵ = Error term

In the analysis of a study, after knowing which factors will represent a dependent, the next analysis is carried out with multiple regression.

Multiple Linear Regression

Multiple linear regression analysis was conducted to determine the effect of the independent variable, namely compensation on job satisfaction.

Table 12. Multiple Linear Regression Coefficients^a

Model	Unstandardized Coefficients				Collinearity Statistics	
	B	Std. Error	t	Sig.	Tolerance	VIF
(Constant)	28.055	4.844	5.792	.000		
Compensation	-.121	.118	-1.024	.309	.959	1.042
The Work Itself	.516	.177	2.915	.005	.959	1.042

a. Dependent Variable: Job Satisfaction

Based on Table 12 above, it can be seen in the coefficient's column that the multiple linear regression equation can be arranged as follows:

$$Y = 28,055+ -0,121 X_1 + 0,516 X_2 + e$$

The interpretation of the multiple linear regression equation is:

- a. If everything in the independent variables is considered non-existent, then job satisfaction (Y) is 28.055 units.
- b. If there is an increase in compensation by 1 unit, then job satisfaction (Y) will increase by -0.121 units.
- c. If there is an increase in the work itself by 1 unit, then job satisfaction (Y) will increase by 0.516 units.

Hypothesis Testing

Partial Test (t) shows how far the independent variables individually explain the variation. This test is carried out using a level of significance of 5%.

Table 13. Simultaneous Test

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	414.891	2	207.446	4.347	.016 ^b
Residual	3769.804	79	47.719		
Total	4184.695	81			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), The Work Itself, Compensation

Based on Table 13 above, it can be seen that F_{count} is 4.347 while F_{table} is 2.49 which can be seen at $\alpha = 0.05$ (see attachment table F). Significant probability is much smaller than 0.05, namely $0.000 < 0.05$, then the regression model can be said that in this study compensation and work itself affect job satisfaction.

Table 14. Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.315 ^a	.099	.076	6.90790

a. Predictors: (Constant), The Work Itself, Compensation

b. Dependent Variable: Job Satisfaction

a. Based on table 14 above, it can be seen that the number R Square is 0.099 which can be called the coefficient of determination which in this case means 9.9% job satisfaction can be obtained and explained by compensation and the work itself. While the remaining $100\% - 9.9\% = 90.1\%$ is explained by other factors or variables outside the model, such as opportunities for advancement, performance, physical and non-physical work environment, and others.

b. The resulting R-value is 0.315. This R-value shows a not close relationship between compensation and the work itself on job satisfaction. The closer to number one, the model issued by the regression will be better.

V. CONCLUSION

Based on the results of the research described above. Then it can be concluded that:

1. The results of the CFA test on five factors indicate that two-component variables are the dominant factors that affect job satisfaction. With eigenvalues of 2,644, namely the compensation component, and eigenvalues of 1,274, namely the components and the work itself. Based on these results, it can be concluded that the compensation variable and the work variable itself are the dominant variables that affect job satisfaction compared to other variables.

2. Compensation and the work itself simultaneously have a positive and significant effect on the job satisfaction of employees of PT. Pelindo-I Branch TPK Belawan Terminal-B operational division.
3. Compensation does not affect the job satisfaction of employees of PT. Pelindo-I branch TPK Belawan Terminal-B operational division
4. The work itself has a positive and significant effect on the job satisfaction of employees of PT. Pelindo-I branch TPK Belawan Terminal-B operational division.

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