

## **An Empirical Study on The Job Satisfaction Critical Success Factors: A Case of Patrol Boat Crew in Customs and Excise Operation Facilities Base Type B Tanjung Priok, Indonesia**

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### **ABSTRAK**

Tujuan dari penelitian ini adalah untuk menganalisis pengaruh motivasi kerja, lingkungan kerja, dan kompensasi terhadap kepuasan kerja Awak Kapal Patroli di Pangkalan Sarana Operasi Bea dan Cukai Tipe B Tanjung Priok. Permasalahan kepuasan kerja terjadi pada Awak Kapal Patroli, Karyawan merasa sedih, lelah dan kecewa dengan bertambahnya target kerja yang diberikan tidak sesuai dengan standar jumlah karyawan dan umpan balik yang diberikan. Hal ini diharapkan dapat memberikan masukan kepada manajemen untuk dapat mengatasi masalah kepuasan kerja karyawan. Populasi dalam penelitian ini adalah Pegawai Negeri Sipil yang bertugas sebagai Awak Kapal Patroli di Pangkalan Sarana Operasi Bea dan Cukai Tipe B Tanjung Priok dengan jumlah 47 orang. Dalam penelitian ini, karena jumlah populasi adalah 47, maka seluruh anggota populasi dijadikan sampel (sampel jenuh). Instrumen angket atau angket berfungsi sebagai instrumen pengumpulan data dalam penelitian ini. Kuesioner dengan skala Likert digunakan dalam penelitian ini untuk mengumpulkan data. Pengujian validitas dan reliabilitas menggunakan uji product-moment Pearson dan statistik Cronbach Alpha. Metode analisis untuk menjawab hipotesis menggunakan Moderated Regression Analysis (MRA) dengan SPSS versi 26. Hasil penelitian menunjukkan bahwa variabel motivasi kerja, lingkungan kerja, dan kompensasi secara parsial berpengaruh positif signifikan terhadap kepuasan kerja karyawan. Sedangkan Kepuasan Kerja Karyawan secara simultan dipengaruhi secara signifikan oleh Motivasi Kerja, Lingkungan Kerja, dan Kompensasi.

**Keywords:** Kepuasan Kerja; Motivasi Kerja; Lingkungan Kerja; Kompensasi.

### **ABSTRACT**

*The purpose of this study is to analyze the influence of work motivation, work environment, and compensation on the job satisfaction of the Patrol Boat Crew at Customs and Excise Operation Facilities Base Type B Tanjung Priok. The problem of job satisfaction occurs in Patrol Ship Crew, Employees feel sad, tired and disappointed with the increase in work targets that are assigned not in accordance with the standard number of employees and the feedback given. This is expected to provide input to management to be able to overcome the problem of employee job satisfaction. The population in this study were Civil Servants who served as Patrol Boat Crew at Customs and Excise Operation Facilities Base Type B Tanjung Priok with a total of 47 people. In this study, because the total population was 47, all members of the population were sampled (saturated sample). The questionnaire instrument or questionnaire serves as a data collection*

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*instrument in this study. A questionnaire with a Likert scale was used in this study to collect data. Validity and reliability testing used the Pearson product-moment test and Cronbach Alpha statistics. The analytical method for answering the hypothesis uses Moderated Regression Analysis (MRA) with SPSS version 26. The results show that the variables of work motivation, work environment, and compensation partially have a significant positive effect on employee job satisfaction. While Employee Job Satisfaction is simultaneously significantly influenced by work motivation, work environment, and compensation.*

Keywords: Job Satisfaction; Work Motivation; Work Environment; Compensation.

## **Introduction**

Every organization expects and strives to do its best to achieve its goals effectively and efficiently, although many factors can affect whether or not these goals are achieved (Wijaya, 2017). Human resources play an important role in achieving company goals. The ability of human resources to carry out their tasks determines success or failure. Since they are planners, operators, and decision-makers in achieving organizational goals, human resources always play a dominant role in the organization's operations (Samsuni, 2017). In increasing the productivity of human resources, management must strive to increase the competence of employees and increase commitment to the company. Employees will be more committed to the company if the employee gets job satisfaction (Ilyas, 2019).

This study was conducted specifically to determine the factors that affect the job satisfaction of patrol boat crew employees. The crew of a patrol boat is a Civil Servant who enters a certain executive position in charge of carrying out navigation and engineering functions during the implementation of sea patrols. There are several special privileges obtained by patrol boat crew employees such as getting a rank increase according to position, length of service, and length of the ship, and the results of performance evaluations. This has been further regulated by the Regulation of the Minister of Finance of the Republic of Indonesia Number: 247/PMK.01/2011 concerning the Mechanism for Position Determination and Rating for Officers of Patrol Boat Crew Position Groups in the Customs and Excise Operation Facility Base. Then get an honorarium based on the position and length of the ship as stipulated in the Regulation of the Director General of Customs and Excise Number: PER-16/BC/2015 concerning Guidelines for the Standard Implementation of Honorarium Fees for Sea and/or Air Patrol Operations and Security /Rescue of Installations /Operations Facilities within the Directorate General of Customs and Excise.

However, the benefits obtained then do not make all patrol boat crews feel at home in carrying out their duties as patrol boat crews. Not a few of them hope to move to become general executors either at the base or transfer to other offices. Job satisfaction problems occur in Tanjung

Priok Type B Customs and Excise Operation Facility Base Patrol Boat Employees. Visible symptoms are dissatisfaction with working conditions, honorarium, and mutation patterns. Based on observations and interviews with several patrol boat crew employees, it can be seen that every time there is an association outside of work many complaints are expressed. Employees feel sad, tired and disappointed with the increase in work targets charged not in accordance with the standards of the number of employees and feedback provided. Employee dissatisfaction with their jobs can manifest in a variety of ways, including absenteeism, complaining, theft of organizational property, and avoidance of job responsibilities (Judge & Robbins, 2017).

Based on interviews and data obtained from staff officer, Table 1 shows the sailing days of patrol boat crew employees in 2022.

<b>Total crew</b>	<b>47 men</b>
<b>Total sailing time</b>	3247 days
<b>Average sailing time</b>	69,09 days
<b>Sailing time target in 2022</b>	1034
<b>Sailing time percentage (Total sailing time/Sailing time target in 2022) X 100%</b>	314%

*Source: Staff Officer, 2023*

Employee job satisfaction is influenced by work motivation, work environment, and compensation (Ardianti et al., 2018). Based on research Lumentut & Dotulong (2015), work motivation partially has a significant effect on job satisfaction variables, but the work environment does not have a significant effect on job satisfaction. While compensation has a partial influence on job satisfaction (Akmal & Tamini, 2015).

This study was conducted to analyze the effect of work motivation on employee job satisfaction, analyze the effect of the work environment on employee job satisfaction, analyze the effect of compensation on employee job satisfaction, analyze the effect of work motivation, work environment, and compensation simultaneously on employee job satisfaction.

According to Kinicki & Fugate (2016), job satisfaction is an affective or emotional response to coping with aspects of one's job. Wagner & Hollenbeck (2020) state that job satisfaction is a feeling of satisfaction arising from the perception that one's job allows or fulfills the essential values of that job.

According to Luthans (2021) , states that job satisfaction is influenced by aspects such as: 1) the job itself, whether a job has a satisfactory component or not in it. 2) salary, the level of compensation a person gets for their work commensurate with their perception. 3) promotion,

career development opportunities through promotions. 4) co-workers, colleagues who always interact at work. 5) work environment, including the physical and non-physical environment. Meanwhile, according to Herzberg, factors that influence job satisfaction are progress, recognition, responsibility, and achievement, supervision, salary, company policies, and work environment.

Motivation is discovering the needs of employees and helping them achieve them in a smooth process. Employee motivation is aimed at expanding skills to achieve organizational goals (Hanafi & Yohana, 2017). Judge & Robbins (2017) define motivation as the process of explaining the intensity, direction, and perseverance of effort to achieve a goal. While general motivation is closely related to efforts towards goals.

Indicators of work motivation based on Maslow's theory, namely the theory of the hierarchy of needs, as follows 1) Physiological needs, 2) Safety needs, 3) Love and belongingness needs, 4) Esteem needs, 5) Self-actualization needs.

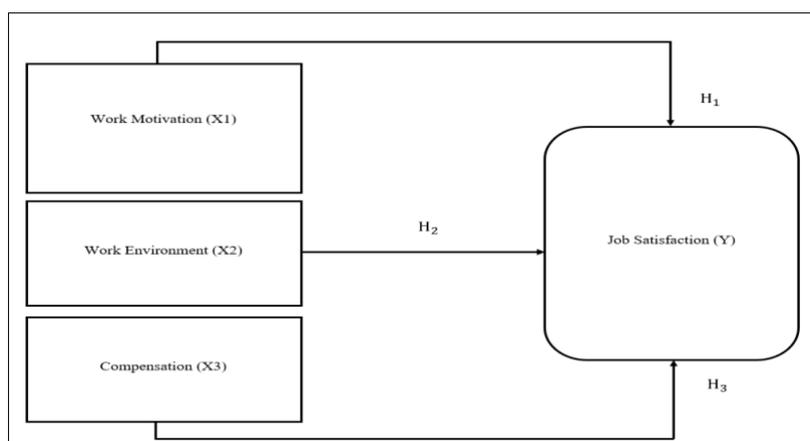
According to Robbins, the work environment is something found in the employee's environment that can influence him in carrying out the duties assigned to him. While Isyandi (2018) mentioned that the work environment is something found in the employee's work environment to carry out assignments such as temperature, humidity, ventilation, lighting, noise, workplace cleanliness, and equipment suitability.

Compensation is any form of payment or reward that an organization provides to its employees in return for their contributions to the organization (Dessler, 2015). Umar (2007) said the term compensation refers to everything that employees receive directly from the business in the form of wages, incentives, bonuses, premiums, medical care, insurance, and other forms of compensation. Mathis & Jackson (2009) state that compensation is a big part of why and how people choose to work for one company over another. In other words, compensation is what workers get in return for the work and responsibilities they give to the company. Marnisah (2019) argues that there are basically two types of compensation: financial and non-financial.

The theory of Kinicki & Fugate about the factors that influence job satisfaction and Maslow's theory of motivation which states the hierarchy of needs, namely physical needs, needs for security, social needs, needs for appreciation, and needs for self-actualization are indicators of employee motivation. As well as research conducted by Yulianti (2019), Lumentut & Dotulong (2015), and Fauzi & Ubaidillah (2023) concluded that it is suspected that the variable of work motivation has a significant positive effect on employee job satisfaction.

Herzberg's theory regarding the factors that influence job satisfaction and the work environment theory put forward by Sedarmayanti states that the work environment is divided into two, namely the physical and non-physical work environment. Research conducted by Lumentut & Dotulong (2015), Ardianti (2018), Yusuf (2020), and Fauzi & Ubaidillah (2023) concluded that it is suspected that the work environment partially has a significant positive effect on employee job satisfaction.

Herzberg's theory regarding factors that influence job satisfaction and the compensation theory put forward by Marnisah (2019) states that compensation consists of two, namely financial and non-financial compensation. According to Judge & Robbins (2017) financial compensation includes salary, benefits, overtime pay, bonuses or incentives, and leave or holidays. Meanwhile, non-financial compensation includes opportunities for self-development and a conducive and adequate work environment. Research conducted by Ardianti (2018) concluded that it is suspected that compensation has a significant positive effect on employee job satisfaction.



**Figure 1. Research Framework**

*Source: Author, 2023*

**Research Methods**

The research method used in this study is a quantitative approach. Researcher choose to use this method because the purpose of this study is to analyze the influence of work motivation, work environment, and compensation on the job satisfaction. The population in this study is all 47 employees of the Customs and Excise Operation Facilities Base Type B Tanjung Priok. If the number of subjects used as a population is less than 100, it is better to take all of them, so that the research is a population study (Abdullah, 2015). Thus, since the population is less than 100, all employees are sampled. The data collection technique used by researchers using primary data is to provide questionnaires to obtain primary data. The list of questions in this questionnaire includes

issues related to job satisfaction, work motivation, work environment, and compensation. Questions in the questionnaire are made on the basis of the Likert Scale.

The analysis used in this study was to use validity and reliability analysis for the questionnaire test. According to Abdullah (2015) Regression analysis techniques are used to see how much correlation each independent variable has with the dependent variable. This analysis technique is classified as a collective model category so that the correlation coefficient will be obtained between the independent variable and the dependent variable, the significant level of the coefficient, the regression line equation, the correlation between fellow predictor sub-variables and the effective contribution. The data analysis used is the Statistics tool (SPSS / Statistics for Products and Services Solution Release 26) on Windows 10.

## Results and Discussion

### CLASSICAL ASSUMPTION TEST

#### NORMALITY TEST

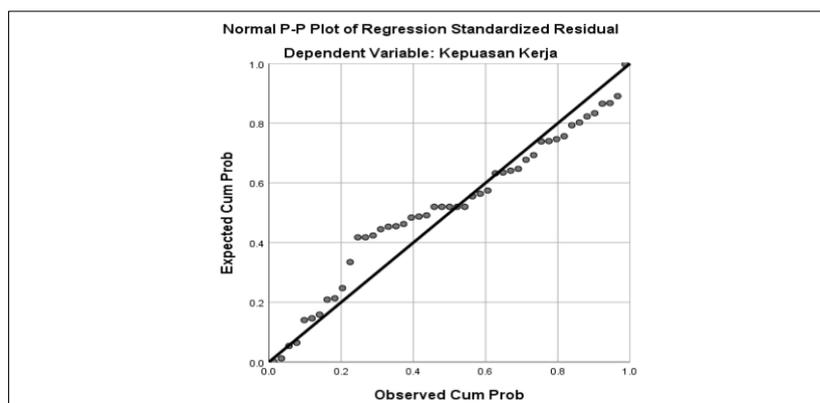
The normality test aims to find out whether the independent variable and the bound variable in the regression model are normally distributed. If the regression model has a normal or near-normal distribution, it is a good model. There are two ways to detect whether residuals are normally distributed or not, namely by statistical tests and graphic analysis. Statistical tests can use the kolmogorov smirnov test, which is as follows:

**Table 2. Kolmogorov-Smirnov One-Sample Normality Test Results**

		Unstandardized Residual
N		47
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	3.68260207
Most Extreme Differences	Absolute	.181
	Positive	.082
	Negative	-.181
Test Statistic		.181
Exact Sig. (2-tailed)		.082

*Source: Data Processed in SPSS, 2023*

Based on Table 2, the Exact.Sig (2-tailed) value is 0.082, or greater than the value of 0.05 so that it can be concluded that the residual data is normally distributed. Furthermore, the normality test is performed by observing the spread of data on the diagonal axis of the graph by looking at the histogram and normal plot.



**Figure 2. Normality P-P Plot Chart**  
 Source: Data Processed in SPSS, 2023

The normal probability plot shows that the data (dots) are scattered around a diagonal line and follow or approach the direction of that line. This shows that the regression model used in this study is in accordance with the assumption of normality.

**MULTICOLLINEARITY TEST**

The multicollinearity test aims to see if the regression model identifies a correlation between independent variables. There should be no correlation between independent variables in a good regression model. Multicollinearity free regression has a tolerance value greater than 0.10 and a Variance Inflation Factor (VIF) value below 10.

**Table 3. Multicollinearity Test Results**

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.724	5.198		.909	.369		
	Work Motivation	.520	.182	.341	2.860	.007	.376	2.661
	Work Environment	.560	.168	.369	3.340	.002	.438	2.285
	Compensation	.322	.128	.272	2.524	.015	.458	2.182

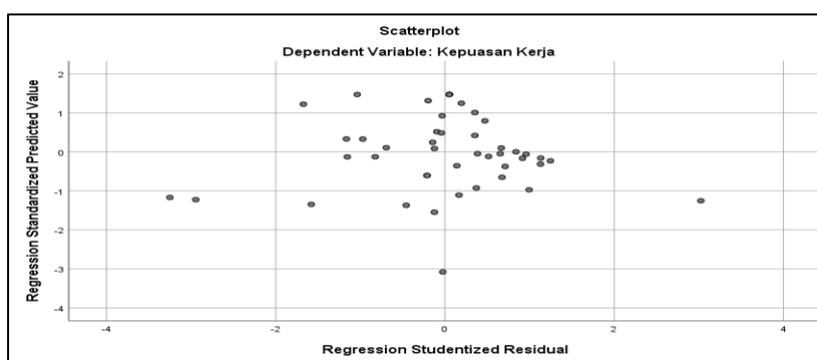
Source: Data Processed in SPSS, 2023

The multicollinearity test in the regression model showed that the value of Variance Inflation Factor (VIF) in the variables of work motivation, work environment, and compensation as independent variables was less than 10 and with a tolerance value of > 0.1, there was no

multicollinearity between independent variables. Since no variable is multicollinearity, this suggests that regression models can be used.

### HETEROSCEDACITY TEST

The heteroscedasticity test is used to find out whether the variables of the regression equation model have the same variance (constant). Heteroscedasticity occurs when it does not have the same variance, heteroscedasticity does not occur when it has the same variance.



**Figure 3. Scatterplot Heteroscedasticity Test Results**

*Source: Data Processed in SPSS, 2023*

Analysis of the scatterplot chart output shows that the dots are spread below and above the number 0 on the Y-axis. So it can be concluded that there is no heteroscedasticity for independent variables.

### MULTIPLE LINEAR REGRESSION

Multiple Linear Regression Analysis is used to analyze the effect of several independent variables on one dependent variable together, namely as follows in the Table 3.

**Table 4. Regression Coefficient Test Results**

		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	4.724	5.198		.909	.369
	Work	.520	.182	.341	2.860	.007
	Motivation					
	Work	.560	.168	.369	3.340	.002
	Environment					
	Compensation	.322	.128	.272	2.524	.015

*Source: Data Processed in SPSS, 2023*

Based on Table 4, it can be seen that the constant value ( $\alpha$  value) is 4.724 and the work motivation value ( $\beta_1$  value) is 0.52, while the work environment value ( $\beta_2$  value) is 0.56 and the compensation value ( $\beta_3$  value) is 0.322. So that the regression equation obtained is as follows:

$$\text{Job Satisfaction (Y)} = 4,724 + 0,52X_1 + 0,56X_2 + 0,322X_3 + e$$

The following is a summary of the linear regression equation model above: (a) The value of the Job Satisfaction constant (Variable Y) of 4.724 states that if the variables Work Motivation (Variable X1), Work Environment (Variable X2), and Compensation (Variable X3) are equal to zero, then Job Satisfaction is 4.724. (b) The value of the regression coefficient of the Work Motivation variable is 0.52 which shows that when the Work Motivation variable (Variable X1) increases by one percent, Job Satisfaction increases by 0.52 (52 percent) or decreases by 0.52 (52 percent) if there is a decrease of one percent in the Work Motivation variable (Variable X1). (c) The value of the regression coefficient of the Work Environment variable is 0.56 which shows that when the Work Environment variable (Variable X2) increases by one percent, Job Satisfaction increases by 0.56 (56 percent) or decreases by 0.56 (56 percent) if there is a decrease of one percent in the Work Environment variable (Variable X2). (d) The value of the regression coefficient of the Compensation variable is 0.322 which shows that when the Compensation variable (Variable X3) increases by one percent, Job Satisfaction increases by 0.322 (32.2 percent) or decreases by 0.322 (32.2 percent) if there is a decrease of one percent in the Compensation variable (Variable X3).

## HYPOTHESIS TEST

### PARTIAL T-TEST

The partial results of the hypothesis test can be seen in Table 4 below.

**Table 5. Partial t-Test Results**

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	4.724	5.198		.909	.369
	Work Motivation	.520	.182	.341	2.860	.007
	Work Environment	.560	.168	.369	3.340	.002
	Compensation	.322	.128	.272	2.524	.015

Source: Data Processed in SPSS, 2023

Based on Table 5 above, it is known that the calculated t value for the Work Motivation variable is 2.860 greater than table t 2.016 with a sig value of  $0.007 < 0.05$ . This means that the

Job Motivation variable partially has a significant effect on the Employee Job Satisfaction variable. Furthermore, the calculated t value for the Work Environment variable is 3.340 greater than t table 2.016 with a sig value of  $0.002 < 0.05$ . This means that the Work Environment variable partially has a significant effect on the Employee Job Satisfaction variable. Furthermore, the calculated t value for the Compensation variable is 2.524 greater than the table t of 2.016 with a sig value of  $0.015 < 0.05$ . This means that the Compensation variable partially has a significant effect on the Employee Job Satisfaction variable.

**F TEST**

The results of simultaneous hypothesis testing can be seen in the Table 6.

**Table 6. F Test Result**

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2095.402	3	698.467	48.145	.000 <sup>b</sup>
	Residual	623.832	43	14.508		
	Total	2719.234	46			

Source: Data Processed in SPSS, 2023

Based on table 6 it is obtained that the F count of 48.145 is greater than the F value of table 2.82 and the signification value of 0.000 is smaller than 0.05. Thus, simultaneously Work Motivation, Work Environment, and Compensation have a positive and significant effect on Employee Job Satisfaction.

**COEFFICIENT OF DETERMINATION**

The coefficient of determination is used to measure the percentage of influence of the independent variable on the dependent variable. The following test results of the coefficient of determination are shown in the Table 6.

**Table 7. Coefficient of Determination Test Results**

Model	Model Summary			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.878 <sup>a</sup>	.771	.755	3.809

Source: Data Processed in SPSS, 2023

Based on Table 7, the Adjusted R Squared value is 0.755 or 75.5%. This shows that 75.5% of the variables of job satisfaction of patrol boat crew employees of the Tanjung Priok Type B

Customs and Excise Operation facility can be explained by three independent variables, namely work motivation, work environment, and compensation. While the remaining 24.5% is explained by other variables.

## **Conclusion**

Based on the results of the discussion, it can be concluded that Work Motivation has a significant effect on Employee Job Satisfaction. In this case work motivation has aspects of employee needs that are met. When there is an increase in work motivation which is the fulfillment of employee needs, employee job satisfaction will also increase. The same thing applies when work motivation decreases because employee needs are not met, employee job satisfaction will also decrease.

The results prove that the Work Environment has a significant effect on Employee Job Satisfaction. In this case the work environment has a comfort aspect that can improve employee performance. When the conditions of the work environment are comfortable so as to improve employee performance, employee job satisfaction will also increase. The same thing applies when the working environment conditions are not comfortable for work then employee job satisfaction will also decrease

Furthermore, compensation has a significant effect on employee job satisfaction. In this case compensation includes financial and non-financial aspects. When employees feel that the compensation given is good, employee job satisfaction will increase. The same thing applies when the compensation received by employees is bad, then employee job satisfaction will also decrease. The results also showed that Work Motivation, Work Environment, and Compensation simultaneously had a significant effect on the Job Satisfaction of Tanjung Priok Type B Customs and Excise Operation Facility Base Patrol Boat Employees.

Throughout the research and data collection process, a limitation was found that respondents limited to patrol boat crew of Customs and Excise Operation Facilities Base Type B Tanjung Priok, it would be even better if this research covered a wider area or work unit, for example other Customs and Excise Operation Facilities Base throughout Indonesia.

The results of this study are recommended for consideration as a complementary element of evaluation in the formulation of policies within organizations. The recommendations for the organization namely related to employee motivation aspects of self-actualization needs, opportunities to develop open competencies should be of concern to the leadership of Customs

and Excise Operation Facilities Base Type B Tanjung Priok. Related to the work environment aspects of the physical environment, chemical or biological contamination should be a concern of the organization. It is hoped that the organization can accommodate the availability of masks to minimize the effects of air pollution. Regarding compensation aspect of financial compensation, it is expected that the leadership ranks can conduct a review of the basic rules regarding the standard of honorarium whether they are still relevant to the workload given to Patrol Boat Crews.

Suggestion for further research, to conduct ongoing research, this is in order to be able to see and assess any changes in respondent behavior from time to time. In this study, the influence of work motivation, work environment, and compensation on employee job satisfaction is 75.5%. There is still 24.5% influence that is influenced by other factors. Therefore, it is hoped that future research can develop research using other independent variables

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