

## **THE EFFECT ON THE JOB SATISFACTION ORGANIZATION, PERFORMANCE OF EMPLOYEES COMMITMENT, AND SERVICE PERFORMANCE**

**Tetra Hidayati**

**Rahmawati**

Fakultas Ekonomi dan Bisnis Universitas Mulawarman, Indonesia

### **ABSTRACT**

The purpose of this study analyzes the effect of job satisfaction on organizational commitment and performance of employees as well as the performance of health centers services in Kalimantan Timur. This research uses Structural Equation Model (SEM) with PLS Software for data processing. Data were collected from employees on the front line health center in Kalimantan Timur. The unit of analysis used in this research are health centers in Kalimantan Timur region is represented by three cities each district namely; Samarinda, Kutai, and Balikpapan each city district 10 health centers so that the total sample was 30 health centers. The result of the study found that job satisfaction had significant positive effect on organizational commitment; job satisfaction did not have significant effect to influence on employee performance; job satisfaction did not have significantly affect the performance of the services; organizational commitment did not have significant effect on employee performance; organizational commitment did not have significant effect on the services performance; and the performance of employees did not have significant effect on the services performance

**Keywords:** job satisfaction, organizational commitment and performance of employees and service performance

### **INTRODUCTION**

Since the enactment of Law No. 21 of 1999 as amended by Act No. 32 of 2004 on Regional Government, which is also called local autonomy (autonomy), there are a number of interesting phenomena made by each region. If the previous government was more centralized, but the law is more decentralized government where the area is the county / municipal and autonomous provinces are empowered to manage the region in a number of areas of government. The authority becomes a means for each area in order to optimize the task of building and public welfare.

The government's performance judged by its ability to provide the required services to the satisfaction of the community. Customer satisfaction is the success factors of the organization, the identity is important for effective organization is satisfied customers. Employees are a key resource for every industry because of their current product (Kermani, 2013). So in order to provide a service to society, human resources plays an important role, because they are the perpetrators of such services by forwarding the resulting performance. One of the institutions that are very important public service and required the presence of health services through community health centers. PHC is a public service institution that has different characteristics with other public service agencies. This is due to a health clinic to serve the sick, who need different services with healthy people in general.

Job satisfaction is considered as the reason for the organization's commitment (Lincoln & Kalleberg, 1990 in Muhammed, 2013). To be willing to do a good job, not only needed the ability to do the job, but also takes satisfaction and commitment to the organization. This is because employees are satisfied and committed, they would be willing to do what is expected of the organization. As found in numerous studies that job satisfaction as a significant determinant of organizational commitment (Porter et al, 1974; Mottaz, 1987 in Mohammed et al, 2013). Thus Meskipun Kalleberg and Mastekaasa's (2001) in the Suma et al (2013) has yet to show the relationship of job satisfaction and organizational commitment.

Government as having responsibility for the welfare and comfort of the public service, need to ensure that the services provided by any officials or employees through performance has been felt in accordance with the expectations of society. That requires employees with good performance so that the impact on people's satisfaction with the performance of services. To determine the further strategy of local government need to ensure that the health center service performance has been in line with expectations, need to know how employee understand their duties and responsibilities, and the related community needs assessment of how the performance has been carried out based on public perception.

Formulation of the problem

1. What is the effect on the job satisfaction organizational commitment of employees at clinics in Kalimantan Timur
2. Does Job satisfaction affects the performance of employees at clinics in Kalimantan Timur
3. Is the job satisfaction affect the performance of services in health centers in Kalimantan Timur
4. Is Organizational Commitment affect the performance of employees at clinics in Kalimantan Timur
5. What influence on the performance of the organization's commitment to health center services in Kalimantan Timur
6. Is the employee's performance on the performance of services in health centers in Kalimantan Timur

## **LITERATURE**

### **Job satisfaction**

Job satisfaction is the degree of individual satisfaction that they get a commensurate benefit from various aspects of the employment situation of the organization for which they work (Tangkilisan, 2005: 164). Job satisfaction can be understood through three aspects. First, job satisfaction is a form of response to environmental worker conditions. Second, job satisfaction is often determined by the results of the work or performance. Third, related to job satisfaction and other attitudes of every employee. Job satisfaction is a result of the employees' perception of how good a job they give the items considered important (Luthan, 2006). According to Smith, Kendall and Mullin (Luthan, 2006: 243) there are several dimensions of job satisfaction can be used to reveal important characteristics about a job where people can respond; such as the work itself, bosses, colleagues, promotion and salary / wage

### **Organizational Commitment**

Spector, et al (2000) states that the organization's commitment illustrates the extent to which individuals identify themselves and be involved with the organization and did not want to leave the organization. This is in line with the concept of adaptation of the opinion Meyer and Allen (1990) which concluded that organizational commitment is a psychological state

that characterizes the relationship between employees and the organization, and the implications for the decision to continue membership in the organization. Commitment to the organization have almost the same emphasis on the individual process (employees) in identifying himself with the values, rules, and organizational goals as well as make an individual has the desire to maintain membership in the organization.

According to Meyer and Allen (1990), there are three components of organizational commitment are:

1. Affective commitment; In the affective commitment is no emotional attachment to the organization's employees, represented by the identification of, and involvement in activities - activities of the organization. Employees with a strong affective commitment will continue its membership in the organization because they want to do.
2. Continuance Commitment; Continuance commitment refers to the awareness of the harm that would bear when leaving the organization. Employees who have a strong Continuance commitment basically is they have a need to do it (need to).
3. Commitment normative (normative); This definition implies that individuals feel they have an obligation to remain a member of the organization. Employees who have high levels of normative commitment feel that they should or (ought to) remain in the organization.

### **Things That Cause Commitment**

Schultz and Schultz (1990) says that personal factors and organizational factors can increase commitment to the organization. Furthermore Spector, et al (2000) mentions several things that affect commitment to the organization, namely:

1. The characteristics of the job
2. Rewards
3. Alternative job opportunities
4. Treatment of new employees
5. The character of diverse individuals also affect organizational commitment

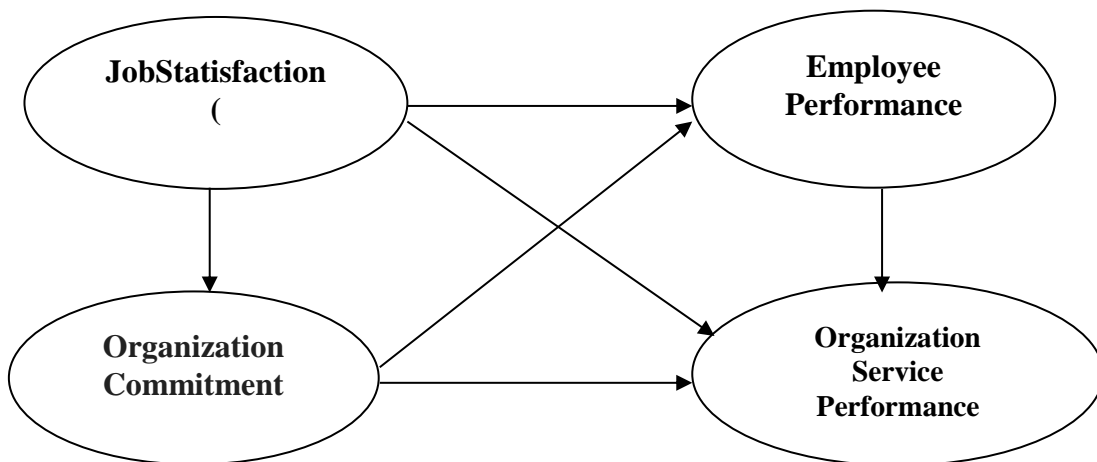
### **Employee performance**

Performance is often called the performance is also called the result (Cash and Fischer, 1987) which means that what has been produced by individual employees. The other word is human output that can be measured on productivity, absence, turnover, citizenship, and satisfaction (Robbins, 2003). Performance in individuals also referred to job performance, work outcome, task performance (Baron and Greenberg, 1990). Furthermore, As'ad (1999) suggested that a person's performance is a measure of the extent of a person's success in performing job duties. There are three main factors that affect the performance of that individual (ability to work), the work effort (the desire to work), organizational support (opportunities for work).

### Service Performance

The performance of the service is a form of quality of service shown by employees and felt by users of the service. Quality of service is an overall characteristics and properties of the products or services that affect its ability to satisfy stated or implied needs (Kotler, 2009). Quality of service reflects a comparison between the level of service delivered compared to the company's customer expectations. Quality of service is realized through the fulfillment of customer needs and desires as well as the accuracy of delivery in offset or exceed customer expectations (Tjiptono et al, 2008: 78). According to Anwar (1996) in Indriati (2010) quality of service is multidimensional, ie according to the user's quality of health services and by health care providers. In terms of users of the services, quality of services, especially related to responsiveness and health center personnel the ability to meet market needs and patient communication including friendly and seriousness. While the service providers in this clinic, the quality of service associated with the use of science in accordance with the development of science and technology. According to Anwar (1996) in Indriati (2010) is generally formulated that limits health services that can satisfy every user services according to the average level of satisfaction of the population, as well as the appropriate implementation code of ethics and standards that have been set. In an effort to improve the quality of service, the company must increase commitment and awareness and the ability of workers, especially those directly related to the consumer.

### The conceptual framework in research



### Hypothesis

1. Job satisfaction influence the organizational commitment of employees at clinics in Kalimantan Timur
2. Job satisfaction affects the performance of employees at clinics Kalimantan Timur
3. Job satisfaction influence the performance of services in health centers in Kalimantan Timur
4. Organizational Commitment affect the performance of employees at clinics in Kalimantan Timur

5. Commitment to the organization affect the performance of services in health centers in Kalimantan Timur
6. Employee performance effect on the performance of services in health centers in Kalimantan Timur

## RESEARCH METHODS

Based on the background of the problem and the formulation of the problem that is characteristic of the issues examined in this study can be classified as a research hypothesis. Researchers conducting a study of the facts of what happened today from a population health center in this case is represented by front-line employees and visitors health centers.

- a. Organizational commitment are: describe the extent to which the individual identifies himself and involved with the organization and did not want to leave the organization.
- b. Job satisfaction is: the level of individual feeling either positive or negative aspects of the job.
- c. Employee performance: is the achievement of employees in performing their duties.
- d. The performance of the service: is the assessment of how the health center health center visitors in this front-line employees in providing services to visitors coming

The samples used in this study is the Quota sampling that uses 30 health centers of three districts of the city. City districts are being sampled in this study are:

1. Samarinda represented by 10 health centers
2. Kutai represented by 10 health centers
3. Balikpapan represented by 10 health centers

The necessary data in this study are primary data by using the tool is a questionnaire that has been prepared in which the respondent can choose the appropriate answers to perception (closed questions). Measurement data is performed in this study is a Likert scale with the size as follows: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree.

Testing the hypothesis of the study conducted with the approach of Structural Equation Model (SEM) using software Partial Least Square (PLS). PLS is a structural equation modeling (SEM) based components or variant (variance). To obtain the data, the authors perform measurements using Likert Scale, Sugiyono, (2010: 93). With a weight of scoring as follows:

- a. Answer "strongly disagree" was given a score of 1
- b. Answer "disagree" was given a score of 2
- c. Answer "disagree" was given a score of 3
- d. Answer "agree" was given a score of 4
- e. Answer "strongly agree" was given a score of 5

In the analysis by using PLS there are two things to do, namely:

Measurement model to test the validity and reliability, the coefficient of determination for the model and the path coefficient equation model, can be seen in the accompanying drawings. In this study there were four constructs with a number of indicators between 8 to 10 indicators and using an interval scale of 1 to 5. Based on the results of testing the measurement model shown in the picture validity and reliability values obtained as follows: Measurement model to test the validity and reliability, the coefficient of determination for the model and the path coefficient equation model, can be seen in the accompanying drawings. In this study there were four constructs with a

number of indicators between 8 to 10 indicators and using an interval scale of 1 to 5. Based on the results of testing the measurement model shown in the picture validity and reliability values obtained as follows :

Table 2 : Validity and Realibity Result

	<b>AVE</b>	<b>CompositeReliability</b>	<b>R Square</b>	<b>CronbachsAlpha</b>
<b>JobSatisfaction</b>	0,509	0,876		0,843
<b>Commitment</b>	0,581	0,891	0,663	0,854
<b>EmployeePerformance</b>	0,531	0,885	0,424	0,850
<b>Service Performance</b>	1,000	1,000	0,115	1,000

The first part. Convergent validity of the measurement model with a reflexive indicators can be seen from the correlation between the respective indicator scores with the construct of scores (Ghozali, 2006). Chin (1996) in Ghozali (2006) for research in the early stages of model development, the scale of measurement values of 0.5 to 0.6 is considered still be tolerated.

Based on the analysis, there are some indicators which consist of job satisfaction variables (x11, x16, x17, x18), variable organizational commitment (y17, Y18), variable employee performance (y23, Y27) and variable performance of services (y31, Y32, y33, y34, Y35, y37, y38, y39, y310) has a smaller loading value of 0.5 that was challenged because it does not meet the criteria of convergent validity. Retesting generate loading values greater than 0.5 on each of the indicators that declared valid.

The second part Discriminant validity test on the indicator reflexive. There are two outputs that are used to check the discriminant validity, namely cross loading and roots AVE comparison with the correlations between the latent variables (Solimun, 2010). The value of cross loading showed the highest value for each of the latent variables (data attached). To test discriminant validity by comparing the average root of variance extracted (AVE) for each latent variable with a correlation coefficient between the latent variables. When the root of AVE is greater than the correlation between the latent variables with other variables, the discriminant validity are met

Table 3: Square root AVE and Correlation of the latent variable

Variabel	The Root of AVE	Corelation of the latent			
		Job Satisfaction	Organizational Commitment	Employee Performance	Services Performance
Job Satisfaction	0,713	1,000			
Organizational commitment	0,762	0,704	1,000		
Organizational commitment	0.729	0,609	0,629	1,000	
The performance of services	1,000	0,283	0,337	0,244	1,000

AVE root for variable job satisfaction, organizational commitment, employee performance, and service performance 0713, 0762, 0729, 1000.

1. On the variable job satisfaction, root value AVE (0.713) is still higher than job satisfaction and organizational commitment (0.704), employee performance (0.609), and the performance of the service (0.283)
2. At the organizational commitment variables, root value AVE (0.762) is still higher than organizational commitment and job satisfaction (0.704), the performance of employees (0.629), and the performance of the service (0.337)
3. In variable employee performance, root value AVE (0.710) is still higher than the performance commitments (0.654), leadership (0.392), and motivation (0.477)
4. In the variable performance of services, the value of the root of AVE (1.000) is still higher than the performance of the service with the performance of employees (0.244), organizational commitment (0.337), and job satisfaction (0.283)

The research instruments have sufficient discriminant validity, if the root of AVE for any latent variables were higher than the correlation coefficient between the latent variables to other latent variables. So that the instrument for all the variables are fulfilling discriminant validity (Solimun, 2010)

The third part of reliability testing is to test consistency composite grains understanding of research instruments according to the respondents' assessment. The research instrument well if the value is above 0.70. Reliability of composite table has fulfilled a number above 0.70 so that the research instruments said to be reliable.

### Inner Model

Examination inner goodness of fit model can be seen from the value of the R Square for masig each endogenous variable as shown in Table 2 above organizational commitment (0.663), employee performance (0.424) and the performance of services (0.115). In addition, examination of the inner goodness of fit of the model was also seen predictive value Q2 relevance. Value  $Q^2 = 1 - (1 - 0.663)(1 - 0.424)(1 - 0.115) = 0.828$ . It can be interpreted that the model is good enough, that is able to explain the phenomenon of the performance of services by 82.8%. While the rest (17.29%) by other variables not included in this study.

Tabel 4 : Path Coefficients (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics ( O/STERR )
<b>Performance-&gt; Service</b>	0,050924	0,045799	0,295202	0,295202	0,172507
<b>Commit-&gt;Performance</b>	0,396837	0,420105	0,323055	0,323055	1,228389
<b>Commit -&gt; Service</b>	0,298305	0,290341	0,392156	0,392156	0,760679
<b>Satisfaction-&gt;Performance</b>	0,286122	0,287640	0,269592	0,269592	1,061317
<b>Satisfaction-&gt;Commit</b>	0,814734	0,825753	0,073843	0,073843	11,033337
<b>Satisfaction -&gt; Service</b>	0,009058	0,038979	0,339607	0,339607	0,026671

Furthermore, the interpretation of the path coefficients produces the effect of an employee's performance against the performance of the service is equal to 0.051 and the  $t$ -stat  $0.172 < 1.96$  ( significant not significant ) ; organizational commitment to employee performance amounted to 0.396 with  $t$  stat  $1.228 < 1.96$  ( not significant ) ; the organization's commitment to the performance of services with a  $t$ -stat  $0.298 \text{ } 0.760 < 1.96$  ( not significant ) ; job satisfaction on employee performance amounted to 0.286 with a  $t$ -stat  $1.061 < 1.96$  ( not significant ) ; job satisfaction on organizational commitment amounted to 0.814 with a  $t$ -stat  $11.033 > 1.96$  (significant ) ; and job satisfaction on service performance of 0.009 with  $t$ -test  $0.027 < 1.96$ . Based on these results, from six (6) lines were examined only 1 (one) of which a significant pathway. However that all variables have a positive coefficient.

## **RESULTS AND DISCUSSION**

### **1. The effect of job satisfaction on Organizational Commitment**

Results of the analysis states that job satisfaction is positive and significant impact on the organization's commitment to health centers in the region of Kalimantan Timur. This meant that the perceived job satisfaction of employees has given a significant positive in increased levels of organizational commitment consisting of affective commitment, normative commitment to sustainability and commitment significantly.

The study's findings are supported by the findings of Muhammed and Eleswed (2013) that job satisfaction is positive and significant effect on organizational commitment. Managers are advised to increase job satisfaction in order to get a commitment (Kreitner & Kinicki, 2003). According to Fletcher and William (1992) state that indicates the organizational commitment of employee satisfaction with a career profile in the organization and his desire to keep working in the organization. The study results also support findings from Lippiere (2001) that employees who are committed to the organization will be shown through high involvement in our work because the work is satisfying their needs. According to him, the employees who are committed to the organization and work believing that the work is a tribute to them. Similarly with the opinion of Stringer (2002) in Wirawan (2007) that the award (recognition) indicates that members of the organization feel valued if they can complete the task properly.

### **The effect of job satisfaction on employee performance**

Results of the analysis states that job satisfaction is not significant effect on employee performance clinics in Kalimantan Timur. This decision meant that employee satisfaction has not been able to push performance significantly. No significant effect interpreted that if an employee has been satisfied, individually they will not necessarily improve performance, but overall satisfied employees will improve organizational performance.

Research meta-analysis of 74 studies accumulate link between job satisfaction and job performance against 12 192 people. It was found that there is a weak correlation between job satisfaction and job performance (Kreitner, 2003: 274). These findings support the results from Haeranie (2003) confirmed that although the results of descriptive analysis found the level of employee satisfaction is considered good, but have not been able to influence performance significantly. Happy employees do not always work productively. At the level of the organization as a whole, rather than on the individual level was found that organizations with more satisfied employees tend to be more



effective (Robbins, 2006; Luthan, 2006). The findings are not consistent with research Tobias (2009), that the job satisfaction significantly influence employee performance.

### **The effect of job satisfaction on service performance**

Results of the analysis states that job satisfaction is not significant effect on performance in employee health center services in Kalimantan Timur. This decision meant that a given job satisfaction has not been able to encourage the performance of the service perceived by the user community health center services. , No significant effect interpreted that if an employee has satisfied cannot guarantee that the service perceived by the user of satisfactory health center services.

The findings in this study do not support previous research which states that there is significant influence between job satisfaction and quality of service (Kermani, 2013). These findings also support the notion put forward by Wisniewski. (2001) that the quality of service is a concept that has aroused great interest and debate in the research literature as there is no consensus in defining and measuring.

### **Effect of the Organization's commitment to employee performance**

Results of the analysis states that organizational commitment and no significant positive effect on employee performance clinics in Kalimantan Timur. These findings meant that organizational commitment owned employee has not been able to boost employee performance significantly in health centers in Kalimantan Timur.

Results of this study does not support previous research Taba (2004) which states that the organization's commitment and significant positive direct effect on job satisfaction. Findings Djawahir (2002), Davidhizar (1996: 23) states that employees who have a high commitment to the organization would be likely to exceed the limits of performance required, because of organizational commitment will provide strength greater emotional and happy about his job so the performance also becomes higher, was found in this study.

This is due to employees who have a strong commitment to the organization not only seeks to provide the best for the organization, but also seeks to achieve performance beyond the performance requirements. Davidhizar (1996: 23) has been proven through research that the commitment of the organization will provide greater emotional strength. With the commitment of the employees will feel happiness (happiness) in the works which will be portrayed so that the performance will be better.

### **Effect of the Organization's commitment to Service Performance**

Results of the analysis states that organizational commitment and no significant positive effect on the performance of health center services in Kalimantan Timur. This meant that the commitment owned organization employee has not been able to significantly push the performance of service to the community.

These findings do not support the results of research conducted by Maholtra&Avinandan, which found that affective commitment and normative commitment and significant positive effect on the quality of service; whereas sustainability commitments and significant negative effect on the quality of service. The study's findings also do not support research conducted by Kansal (2012) who found that organizational commitment significantly influence the performance of the service.

### **Effect of Employee Performance on the Services Performance**

Results of the analysis states that employees of an organization's performance and no significant positive effect on the performance of health center services in Kalimantan Timur. This meant that the performance of employees have not been able to significantly push the performance of services in community health centers service users. The findings of this study do not support the research conducted by widiasari (2012) which states that the performance of employees and significant positive effect on the performance of the service.

## Conclusions

This research resulted in the following findings:

1. The results indicate that job satisfaction is very dominant influence organizational commitment in the amount of 81.4%. This result is also supported by the findings of research that job satisfaction has been able to encourage the commitment level significantly. This finding has been able to strengthen earlier theories which states that job satisfaction affects organizational commitment
2. The results indicate that the effect is weak organizational commitment to employee performance that is equal to 39.7%. The findings also found a weak effect on the variable commitment to service performance that is equal to 29.8%; the effect of job satisfaction on employee performance amounted to 28.6%; the effect of job satisfaction on the performance of services by 9%; and the effect of employee performance against the performance of services by 5%.
3. Although there is a belief that job satisfaction variables affect the organizational commitment, employee performance and the performance of services; it turns out that it can be proved only the effect of job satisfaction on organizational commitment; while the other lines do not have a significant influence.

The weakness of the study;

1. Although it has carried out the study was the results are still not as expected. Found R Square ( $R^2$ ) is still low for the variable employee's performance and the performance of services
2. The samples are representing health center employees and visitors as busy to fill out questionnaires in haste,

## BIBLIOGRAPHY

- As'ad,Moh., 1999. Psikologi Industri, Edisi Keempat' Yogyakarta :Liberty
- Becker, Thomas E; Billings, Robert S; Eveleth, Daniel M., Gilberth, Nicole L., (1996). FociandBases of employeeCommitment : Implication for jobperformance. Academy of Management Journal. Hal 464 – 482
- Djawahir, 2002. “ Tantangan (makin) sulit Tumbuhkan Komitmen Karyawan,” Majalah Swa Sembada, 21/ XVIII/ 10 – 23 oktober
- Fletcher,C., and William, R., 1992. “ Performancemanagement, jobsatisfaction, andorganizatonalcommitment”, *British Journalmanagement*, Vol. 7, No. 2, pp. 169-179
- Haerani, S., 2004.Pengaruh perubahan organisasi terhadap peluang karir, stress, komitmen organisasi, kepuasan kerja dan kinerja. Studi pada beberapa perusahaan

- yang melakukan merger di Makassar. Disertasi Program Pasca Sarjana Universitas Hasanuddin, Makassar
- Indriaty, Dewi R.; 2010. Analisis Pengaruh Kualitas layanan Jasa puskesmas Terhadap Kepuasan Pasien pada Puskesmas Gunung Jati Semarang. Univ. Diponegoro
- Kansal, P.; 2012. Service performance quality and organizational commitment of customer contact employees in Indian call centers; The Result of the study were presented at International Conference on Applied Psychology, 24-25.
- Kermany, Zhaleh Z, 2013. A study linking between job satisfaction and customer satisfaction : A case study of Iran Insurance; Kerman; Iran; Journal of marketing development and competitive vol 7 (4)
- Kotler, P.; 2009. Manajemen Pemasaran. Penerbit Erlangga. Jakarta
- Widiasari, Roro R, 2012. Pengaruh kinerja Aparatur Pemerintah terhadap kualitas pelayanan publik, Jurnal Spread, Volume 2 no 2
- Kreitner R., and Kinicki A., 2003. Perilaku organisasi. (terjemahan) Edisi Pertama, Jakarta. Salemba empat
- Luthans, Fred, 2006. Perilaku Organisasi, Edisi Sepuluh. Yogyakarta : Andi
- Lieke, 2008. Pengaruh Kompensasi dan Motivasi Kerja terhadap Komitmen Organisasi di Organisasi Pendidikan Islam. *Jurnal Psikologis Universitas Guna Dharma*
- Luthans, F., 2006. Perilaku Organisasi, Edisi Sepuluh. Yogyakarta : Andi
- Maholtra, N; Mukherjee, A. The Relative Influence of Organizational Commitment and Job Satisfaction on service Quality of Customer-Contact Employees in Banking Call Centers
- Meyer, NJ and Allen J.P, 1990. The Measurement and antecedents of Affective, Continuance and Normative Commitment to The Organization, *Journal of Occupational Psychology*. Vol 63. No.1. pp. 1-18
- Muhammed, F ; Eleswed, M , 2013. Job satisfaction and Organizational commitment : A Correlational Study Bahrain, International Journal of Business Humanities and Technology, Vol 2 No. 5
- Robbins S.P., 2006. Organizational Behavior (terjemahan ) jilid 2, Edisi ketujuh. Jakarta : PT Buana Ilmu Populer
- Solimun, 2010. Analisis Multivariat Permodelan Struktural Metode Partial Least Square-PLS , Cetakan I, CV Citra Malang, Malang
- Sugiyono, 2005. Metode penelitian Administrasi, Bandung: Alfabeta
- Suma, S at.all , 2013. Job satisfaction and Organizational commitment : The Case of Shikodra Municipality, European satisfaction Journal vol 9 No 17
- Taba, M.I., 2004. Pengaruh Komitmen organisasi, Prestasi Kerja, dan Sistem Imbalan Terhadap Kepuasan Kerja Karyawan (Studi perusahaan Perbankan di Sulawesi Selatan ), Disertasi PPS Unhas Makassar
- Tangkilisan, H.S.N., 2005. Manajemen Publik, Grasindo, Jakarta
- Tjiptono, F dkk ; 2008. Pemasaran strategik, penerbit andi, Yogyakarta.
- Tobing, Diana sulianti KL, 2009. Pengaruh Komitmen organisasional dan Kepuasan Kerja terhadap Kinerja Karyawan PT Perkebunan Nusantara III di Sumatra Utara. *Jurnal Manajemen dan kewirausahaan* vol 11 no 1
- Wisniewski, M. (2001). Assessing customer satisfaction with local authority services using SERVQUAL. *Total Quality management*, 12, 995-1002
- Widiaswari, Roro R.; 2012. Pengaruh Kinerja Aparatur pemerintah terhadap kualitas Pelayanan Publik Di Kecamatan banjar baru, Jurnal SPREAD, Banjarmasin

