

The Effect of Moderation of Organizational Culture on the Relationships on Job Satisfaction and Work Motivation Towards Employee Performance (Studies on Employees of the National Search and Rescue Agency in Semarang City)

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Abstract: This study is focused on examining how organizational culture can affect the relationship between variables, namely the variables of job satisfaction and work motivation on employee performance with the object of employees in the National SAR Agency of Semarang City. The population in this study was 124, and all of them were used as respondents. The statistical analysis method used is regression analysis, using the SPSS version 19 software. Based on the results of statistical tests, to test instruments for both validity and reliability, all indicators used to measure these variables are valid and reliable. Furthermore, based on the significance test, it is proven that work motivation and job satisfaction have a positive and significant effect on employee performance. Meanwhile, organizational culture moderates the relationship between work motivation and performance; and job satisfaction with performance, which has a good effect, meaning that a good organizational culture will have a stronger impact on the influence of these variables. In the future, it is expected to always create a conducive organizational culture so that organizational nuances can be maintained and guaranteed so that work motivation and job satisfaction will always be the basis for improving employee performance.

Keywords: *job satisfaction, work motivation, organizational culture and employee performance*

I. INTRODUCTION

Human resources are a strategic asset in every organization, both profit-oriented and non-profit organizations. because human resources are actors who determine the achievement of the performance of each

part of the organization. The success of an organization is very much dependent on the quantity and quality of the performance of each individual in the organization. Krietner and Kinicki (2004) explain that high employee performance results from good behavior in employees who always try to work beyond what the organization or company has standardized.

The basis for a worker to do his job well is his motivation to work. Motivation is the basis for someone to enter the organization to meet their needs to achieve organizational goals. Therefore, management is a key factor in providing motivation as an effective driver in an effort to increase job satisfaction (Ali et al., 2012). Intrinsic motivation is characterized by a need for achievement, but something that is developed through the process of economic socialization (McClelland, 1961). Maslow describes a universally applicable hierarchy of needs based on the assumption that "humans are perpetually desiring animals," that is, that there may never be a point where people do not strive for anything more than what they currently have (Maslow, 1943, p. 370). Expectancy theory (Vroom, 1995) describes a simple and direct relationship between a person's expectation that his actions will produce the desired result and his motivation to do so. Lawler and Porter (1967) add that self-efficacy is also a predictor of motivation and performance and argue that job satisfaction is more of an outcome than a cause of performance. The concept that results can be measured in terms of their exchange rates was put forward by Blau (1964), who argued that determined outcomes are the objectives of economic exchange, while less specific

outcomes create social obligations.

Work motivation factor really supports a performance. Dessler (2015) states that the best way to motivate one's work is to meet high level needs. Giving someone a salary increase or better working conditions cannot motivate someone's work because low-level needs can indeed be met in a short time. If these needs are met, the next work motivation is to offer more money or better conditions.

Furthermore, employee or job satisfaction is an important variable to create optimal employee performance. Job satisfaction is a variable that is widely researched in the fields of organizational behavior and human resource management. Alniacik, Akcin, and Erat (2012) Gurinder and Gursharan (2010). Emphasize that job satisfaction "is a positive emotional response to the resulting work situation of achieving what employees want from their jobs". Job satisfaction is very important for personal welfare and organizational effectiveness (Lim, 2008). Job satisfaction is very important contemporary problems (Akpofure et al., 2006). An employee who is satisfied with his job will do it do their job well and are committed to their job, and furthermore to the organization. So, It is very important for entrepreneurs to know the factors that can influence the level of job satisfaction because it can affect organizational performance.

Job satisfaction is basically something that is individual in nature, each individual has a different level of satisfaction according to the value system that applies to him. The higher the assessment of the perceived activity in accordance with the wishes of the individual, the higher the satisfaction with the activity. Individual assessments of current positions and feelings of dissatisfaction can trigger someone to look for another job. Reasons for looking for alternative employment include satisfaction with the salary / benefits received. Individuals feel a sense of justice for the salary / benefits received in relation to the work performed. Job satisfaction means that a person will be satisfied with his job when the perception of work and what he gets is adjusted to what is expected. Job satisfaction affects organizational development and employee career development, meaning that if satisfaction is obtained from work, the employee's organizational development and career development will be better. Sebaliknya if job satisfaction is not achieved at work, then organizational development and career development for employees will be lower.

Individual performance in every organization is important to control and optimize, because it is useful as an illustration of the level of success of the organization in managing its tangible and intangible resources. The success of improving employee performance will have an impact on increasing organizational performance.

Performance is the level of success of a person or group of people in carrying out their duties and responsibilities and the ability to achieve predetermined goals and standards (Saondi, 2010). In governmental organizations, employees who work are referred to as state apparatus or state servants who are an element of

human resources.

Rivai (2011) states that performance is the work of a person or group of people in an institution in accordance with their authority and responsibility. Employee performance in an agency needs to be measured or assessed, so that it can be seen whether the employee's performance is good or bad. Good performance is optimal performance, namely performance that is in accordance with agency standards and supports the achievement of agency goals, and is said to be bad if the opposite is true. It was also stated that human resources were not only a management tool, but also as a management reformer, initiator, mediator, and think tank in institutional development.

SAR (Search and Rescue) is an emergency activity that includes the process of detection, search and rescue of a disaster or accident even in dangerous conditions and covering isolated areas. The position and task of the National SAR Agency to protect emergencies and demands high preparedness. The National SAR Agency is an agency that handles search and rescue events for victims of both natural disasters and vehicle accidents, which are the responsibility of the government. This certainly requires the implementation of strategies that must be carried out so that the public knows the duties and functions of Basarnas such as the form of searching and rescuing victims, in the form of providing an introduction to Basarnas work programs and introducing the Basarnas vision and mission that can work quickly and responsively, the role of Public Relations is vital for agency.

Conducting class material, namely by providing material about first aid and how to use aid kits. On Tuesday, it is an activity to maintain stamina and fitness. On Wednesday, there are futsal activities together and on Thursday there are skills training activities to hone skills in using tools and doing help.

In carrying out employee relations activities, there are several factors that hinder or can be said to have not succeeded in achieving agency goals. Based on observations made by the author, at Basarnas, Semarang SAR office, there are many symptoms that indicate that employee relations activities have not been fully successful. This is marked by the behavior of employees who have not shown full work responsibilities, such as frequent internet playing during working hours, leaving work positions for non-essential purposes such as chatting, arriving on time which is done by some repeatedly. This behavior is clear that can hinder employee performance. Seeing the behavior of these employees, employee relations activities at Basarnas Semarang SAR Office should receive more attention in order to encourage employee productivity so that the targets or goals of the agency can be achieved.

Apart from these problems, another phenomenon that occurred in the research object of the Semarang City National Search and Rescue Agency in 2018 was caused because the target of completing work was not in accordance with the realization of employee work. The percentage of evaluation results on the implementation of the Semarang City National SAR Agency in 2017 has

decreased. In addition to the agency phenomenon above, there is a phenomenon of different research results (research gap) from several previous findings.

Research conducted by Taurisa and Ratnawati (2012) and Rais et al. (2016) with the results of the study concluded that the effect of job satisfaction on performance has a significant effect. Meanwhile, research by Noor (2012) found that job satisfaction has no effect on employee performance

Research conducted by Perdana (2010); Suwardi and Utomo (2011) found that there was a significant and positive influence between motivation on performance, while other findings found that there was no significant effect between motivation on performance found by Dhermawan et al. (2012); Syilbi and Cipto Mulyono (2012).

Based on the description above, this study focuses on the influence of work motivation and job satisfaction on performance which is moderated by organizational culture, with the object of research being employees at the Semarang City SAR Agency

II. THEORETICAL BACKGROUND AND HYPOTHESIS EMPLOYEE PERFORMANCE

Mathis and Jackson (2006) define that employee performance is basically what employees do or don't do. The typical employee performance for most jobs includes the following elements: quantity of results, quality of results, timeliness of results, attendance, ability to cooperate. Hasibuan (2015), Job Performance or employee performance is a result of work achieved by a person in carrying out tasks assigned to him based on skills, experience, and seriousness and time. Job performance or employee performance is a combination of three important factors, namely, the ability and interest of a worker, the ability and acceptance of the task delegation's explanation, and the role and level of motivation of a worker.

Sulistiyaningsih (2003) Employee performance is a combination of abilities, efforts and opportunities that can be assessed from the results of their work. Mangkunegara (2015), Employee performance is the result of quality work achieved by an employee in carrying out his duties in accordance with the responsibilities given. According to Nawawi (2008) employee performance is a function of the worker's ability to accept job goals, the level of goal achievement and the interaction between goals and workers' abilities. Hasibuan (2015) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and seriousness and time.

Mangkuprawira (2011) states that employee performance is the result or level of success of a person as a whole during a certain period in carrying out a task compared to various possibilities, such as work standards, targets or targets or criteria that have been determined in advance and have been mutually agreed. Rivai (2011) states that employee performance is a tangible behavior that is displayed by everyone as work performance produced by employees in accordance with their role in the company.

Based on the description above, it can be concluded that employee performance is the result that can be achieved by a person or group of people in a company, in accordance with their respective authorities and responsibilities in achieving company goals.

Job Satisfaction

Job satisfaction is basically something that is individual in nature, each individual has a different level of satisfaction according to the value system that applies to him. The higher the assessment of the perceived activity in accordance with the wishes of the individual, the higher the satisfaction with the activity. Job satisfaction affects the level of employee discipline, meaning that if satisfaction is obtained from work, then employee discipline is good. Conversely, if job satisfaction is not achieved at work, then employee discipline is low.

According to Suwatno (2001) job satisfaction is a pleasant psychological condition or employee feelings that are very subjective and highly dependent on the individual concerned and their work environment, and job satisfaction is a multifaceted concept (many dimensions), it can use a comprehensive attitude or refers to a person's share of work. Meanwhile, according to Keither and Kinicki (2005) job satisfaction is the effectiveness or emotional response to various aspects of work. This definition means that a person's job satisfaction can be relatively satisfied with one aspect of his job and or not satisfied with one or more other aspects.

According to Robbins (2008), job satisfaction is a general attitude towards one's job, which shows the difference between the number of awards received by workers and the amount they believe they should receive.

Meanwhile, Keith Davis quoted by Mangkunegara (2015) stated that "Job satisfaction is the favorableness or unfavorability with employees view their work". This means that job satisfaction is the feeling of supporting or not supporting employees experienced at work. Wexley and Yuki are quoted by Mangkunegara (2015) defining that job satisfaction is "is the way an employee feels about his or her job". This means the way employees feel themselves or their jobs.

Siagian (2006) argues that job satisfaction is a person's perspective, both positive and negative about their work. Many factors need attention in analyzing a person's job satisfaction. If in his job someone has autonomy or acts, there are variations, make an important contribution to the success of the organization and employees get feedback about the results of the work they do, they will feel satisfied.

The form of an appropriate introduction program and results in the acceptance of a person as a member of a work group. The environmental situation culminates in a high level of work satisfaction, a more precise understanding of job satisfaction can be realized if an analysis of job satisfaction is linked to work performance, and the size of the organization.

Work Motivation

Work motivation is a process as the initial step for someone to take action due to physical and psychological

deficiencies or in other words, an encouragement that is shown to fulfill certain goals (Luthans, 2011). Robbin (2008) provides a limitation. Motivation is the desire to do something that is driven by the spirit of action to satisfy needs. The opinion above can be concluded that motivation revolves around: Needs - Drives - Incentives.

Content theories or satisfaction theories that focus on factors in people that reinforce, direct, support and stop behavior. Process theory, which describes and analyzes how behavior is reinforced, directed, supported and stopped. Both of these categories have an important influence on managers to motivate employee work. Contemporary Theory, which is a combination of content theory with process theory.

Organizational Culture

Organizational culture is a shared perception held by the members of the organization, a system of shared meaning (Robbins 2008). Organizational culture refers to a system of shared meanings held by members that differentiates the organization from other organizations. This system of meaning, when examined more closely, is a major set of characteristics valued by the organization.

Armstrong (2006) argues that organizational culture is a shared pattern of attitudes, beliefs, assumptions and expectations that may not be recorded but shape the way people act and interact in the organization and support how things are done. Schein (2009) defines organizational culture as a shared understanding of the basic assumptions, values and beliefs, and creations that can direct organizational behavior.

Within the organizational / work culture can be defined as a cognitive framework that contains the characteristics, values, norms and expectations shared by organizational members. Seen from the philosophy of organizational culture, it is a philosophy based on the view of life as values that become the nature, habits and driving force, culture in the life of a community group or organization, then reflected in attitudes as behavior, beliefs, ideals, opinions and actions that manifest as “work” or “work”. Organizational culture is management which includes the development, planning, production and service of a quality product in the sense of being optimal, economical and satisfying (Robins 2007).

An institution's culture, for example in a good corporate environment, has an impact on a good work environment in a good company. Thus, a good organizational culture will have an effect on improving employee performance.

From the definition of organizational culture, it can be said that organizational culture is a pattern of values, beliefs, assumptions, attitudes and habits of a person or group of people that affect work behavior and ways of working in organizations as well as in adapting to the external environment and maintaining its survival and in doing internal integration, culture performs a number of functions to overcome the problems of organizational members to adapt to the external environment, namely by strengthening the understanding of organizational members, the ability to realize the mission and strategy, objectives, methods, measures and evaluation.

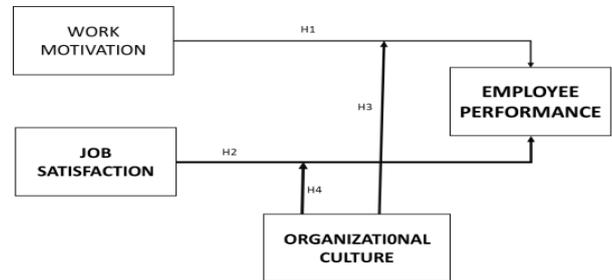
Hypothesis

The hypothesis proposed in this study are:

- H1: Work Motivation has a positive effect on employee performance
- H2: Job satisfaction has a positive effect on employee performance
- H3: Organizational culture is able to moderate the influence of work motivation on employee performance
- H4: Organizational culture is able to moderate the influence of job satisfaction on employee performance

Framework

The framework for this research can be seen in the image below:



III. RESEARCH METHODS

Population and Sampling

Population is the subject of research. The population in this study were 124 employees of the Basarnas SAR Semarang office. The sample is part of the population that has relatively the same characteristics and is considered to be representative of the population (Singarimbun, 2006). The sampling technique in this study used census research or population research so that the total sample of the study was 124 respondents who were employees of the National SAR Agency Semarang.

Types and Sources of Data

The type of data in this study uses primary data, namely data obtained directly from the object of research, this data is obtained directly through questionnaires from employees at Basarnas SAR Semarang Office.

Multiple Regression Analysis

Multiple linear regression analysis is needed to determine the coefficients of multiple linear regression and their significance so that they can be used to answer the hypothesis. In general, the formulation of multiple regression can be written as follows:

$$Y = \alpha_1 + \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Y = \alpha_2 + \beta_3 X_1 + \beta_4 Z + \beta_5 X_1.Z + e_2$$

$$Y = \alpha_3 + \beta_6 X_2 + \beta_7 Z + \beta_8 X_2.Z + e_3$$

Information:

- Z = organizational culture variable
- Y = employee performance variable
- X1 = Work motivation variable
- X2 = Job satisfaction variable
- $\alpha_{1,2,3}$ = Intercept / constant value

β = independent variable regression coefficient
 $e_{1,2}$ = Standard error

IV. FINDING AND DISCUSSION

Finding

Multy Regression Analysis

The results of data processing of the first model obtained a regression equation: $Y = 0.362 X_1 + 0.349 X_2$

From this equation shows that job satisfaction has a more positive and significant effect on employee performance with a regression coefficient of 0.362; Furthermore, work motivation also has a positive and significant effect on employee performance with a regression coefficient of 0.349.

The results of data processing of the second model obtained a regression equation: $Y = 0.493 X_2 + 0.354 Z$

+ 0.207 X_2 From the regression equation above shows that job satisfaction has the greatest influence on employee performance with a regression coefficient of 0.493; then organizational culture with a regression coefficient of 0.354; and the absolute difference between job satisfaction and organizational culture also has a positive effect on employee performance with a regression coefficient of 0.207.

The results of data processing of the third model obtained a regression equation: $Y = 0.490 X_2 + 0.344 Z + 0.230 X_3$. The regression equation above shows that motivation has the greatest influence on employee performance with a regression coefficient of 0.490; Furthermore, organizational culture has a regression coefficient of 0.344 and the absolute difference between motivation and organizational culture also has a positive effect on employee performance with a regression coefficient of 0.230.

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1) The Effect of Work Motivation on Employee Performance.

The first hypothesis of the study states that H1= Motivation has a positive effect on employee performance. The results of statistical data processing obtained a probability value of 0.002 <significance level $\alpha = 5\%$ (0.05); means that partially (individually) there is a positive and significant influence between motivation (X_2) on employee performance (Y) with a standard beta coefficient of 0.349. Thus the third hypothesis which states that motivation has a positive effect on employee performance is accepted.

2) The Effect of Job Satisfaction on Employee Performance

The second hypothesis of this research states that H2: Job Satisfaction has a positive effect on employee performance. The results of statistical data processing obtained a probability value of 0.002 <significance level $\alpha = 5\%$ (0.05); It means that partially there is a positive and significant influence between Job Satisfaction (X_1) on Employee Performance (Y) with a standard beta coefficient of 0.362. Thus the first hypothesis which states that Job Satisfaction has a positive effect on employee performance is accepted.

Moderating Effect Test

The third hypothesis of this study states that (H3): Motivation has a positive effect on employee performance with organizational culture as a moderating variable. The results of statistical data processing obtained a probability value of 0.006 <significance level

$\alpha = 5\%$ (0.05); it means that partially (individually) there is a positive and significant influence between motivation on employee performance and organizational culture as a moderating variable with a standard beta coefficient of 0.230. Thus the fourth hypothesis which states that motivation has a positive effect on employee performance with organizational culture as a moderating variable is accepted.

The fourth hypothesis of the study states that (H4): Job satisfaction has a positive effect on employee performance with organizational culture as a moderating variable. The results of statistical data processing obtained a probability value of 0.022 <significance level

$\alpha = 5\%$ (0.05); it means that partially (individually) there is a positive and significant influence between job satisfaction on employee performance and organizational culture as a moderating variable with a standard beta coefficient of 0.207. Thus the third hypothesis which states that job satisfaction has a positive effect on employee performance with organizational culture as a moderating variable is accepted.

Discussion

The results of testing the first hypothesis show that partially (individually) there is a positive and significant influence between motivation on employee performance. Thus the first hypothesis (H1) which states that motivation has a positive and significant effect on employee performance, is accepted. Motivation is measured using 2 dimensions, namely motivational factors and maintenance factors (extrinsic). The results showed that the leadership was needed to increase employee motivation by paying attention to the indicators that had the lowest score, namely employees felt that interpersonal relationships with co-workers were good. The results of this study are supported by findings made by Aditya and Nugraheni (2014); Noor (2012) concluded that work motivation has an effect on performance.

The results of testing the second hypothesis indicate that partially (individually) there is a positive and significant influence between Job Satisfaction on employee performance. Thus the second hypothesis (H2) which states that Job Satisfaction has a positive and significant effect on employee performance is accepted. Job satisfaction can be measured by using the dimensions of a challenging job, commensurate appreciation, supportive working conditions, and supportive co-workers. The results showed the need for leadership efforts to increase job satisfaction by taking into account the indicators that have the lowest score, namely promotion according to the ability of employees. The results of this study are supported by findings made by Taurisa and Ratnawati (2012) and Rais et al. (2016) with the results of the study concluded that the effect of job satisfaction on performance has a significant effect The

results of testing the third hypothesis show that partially (individually) there is a positive and significant influence between Job Satisfaction on Employee Performance and organizational culture as a moderating variable. Thus the third hypothesis (H3) which states that organizational culture is able to moderate the effect of job satisfaction on employee performance is accepted. The results of this study are supported by findings made by Sumowo (2016) which found that organizational culture is able to moderate the effect of job satisfaction on employee performance.

The results of testing the fourth hypothesis indicate that partially (individually) there is no positive and significant influence between motivation on employee performance and organizational culture as a moderating variable. Thus the fourth hypothesis (H4) which states that organizational culture is able to moderate the influence of work motivation on employee performance is accepted. The results of this study are supported by findings made by Aditya and Nugraheni (2014) which found that organizational culture was able to moderate the effect of work motivation on employee performance.

V. CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results of research in the previous chapter, the following conclusions can be drawn: (1) The results of testing the first hypothesis show that partially (individually) there is a positive and significant influence between motivation on employee performance. Thus the first hypothesis (H1) which states that motivation has a positive and significant effect on employee performance, is accepted, (2) The results of testing the second hypothesis indicate that partially (individually) there is a positive and significant influence between job satisfaction on employee performance. Thus the second hypothesis (H2) which states that job satisfaction has a positive and significant effect on employee performance, is accepted, (3) The results of testing the third hypothesis show that partially (individually) there is a positive and significant influence between job satisfaction on employee performance with organizational culture as a moderating variable is accepted, (4) The results of testing the fourth hypothesis show that partially (individually) there is a positive and significant influence between motivation on employee performance. Thus the fourth hypothesis (H4) which states that motivation has a positive and significant effect on employee performance with organizational culture as a moderating variable, is accepted.

Managerial Implications (Practical)

Job satisfaction can be measured by using the dimensions of a challenging job, commensurate appreciation, supportive working conditions, and supportive co-workers. The results showed the need for leadership efforts to increase job satisfaction by taking into account the indicators that have the lowest score, namely promotion according to the ability of employees.

Motivation is measured using 2 dimensions, namely motivational factors and maintenance factors (extrinsic). The results showed that the leadership's efforts were needed to increase employee motivation by paying attention to the indicators that had the lowest score, namely employees felt that interpersonal relationships with co-workers were well established

Organizational culture is measured by 7 dimensions, namely innovation and risk taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability. The results showed that it is necessary for the leadership to improve organizational culture by looking at the lowest indicators, namely: Agencies give punishment to employees who make mistakes.

Future Research Recommendations

The object of this study only took the Semarang City National SAR Agency so that it could not be generalized to other branches given the different situations and conditions of service in the city of Semarang. For future research, it is hoped that the research will be carried out with a broader research object, such as the National SAR Agency in Central Java Province and the results can be generalized.

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