

The Impact of Job Satisfaction, Welfare, and Visionary Leadership on Employee Organizational Commitment at Teuku Umar Aceh Jaya Regional General Hospital

Salawati ¹, Risma Agustina Sidauruk ², Irsyad Praja Fahmi Ritonga ³,

Zulfadly Alhabisyi Ritonga ⁴, Ahmad Fahmi ⁵, Nilawati Nasti ^{6*}

^{1,2,3,4,5,6*} Universitas Islam Sumatera Utara, Kota Medan, Provinsi Sumatera Utara, Indonesia.

Corresponding Email: nilawati.nasti@fe.uisu.ac.id ^{6*}

Abstrak. Penelitian ini bertujuan untuk menganalisis pengaruh kepuasan kerja, kesejahteraan, dan kepemimpinan visioner terhadap komitmen organisasi karyawan di Rumah Sakit Umum Daerah (RSUD) Teuku Umar Aceh Jaya. Komitmen organisasi merupakan faktor kunci dalam meningkatkan kinerja individu dan institusi, khususnya di sektor pelayanan kesehatan. Kepuasan kerja dan kesejahteraan karyawan berperan penting dalam menciptakan lingkungan kerja yang mendukung, sedangkan kepemimpinan visioner dapat memberikan arahan strategis yang memotivasi karyawan untuk mencapai tujuan organisasi. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Pengumpulan data dilakukan melalui kuesioner yang disebarluaskan kepada 100 karyawan RSUD Teuku Umar yang dipilih menggunakan teknik stratifikasi sampling. Analisis data dilakukan dengan menggunakan regresi berganda untuk menguji pengaruh masing-masing variabel bebas terhadap variabel terikat. Hasil penelitian menunjukkan bahwa kepuasan kerja, kesejahteraan, dan kepemimpinan visioner berpengaruh signifikan secara simultan maupun parsial terhadap komitmen organisasi karyawan. Kepemimpinan visioner memiliki pengaruh terbesar, diikuti oleh kepuasan kerja dan kesejahteraan. Temuan ini menggariskan bahwa pentingnya kepemimpinan yang mengilhami visi bersama dan perlunya peningkatan kepuasan kerja dan kesejahteraan untuk memperkuat komitmen karyawan terhadap organisasi. Rekomendasi penelitian ini meliputi pengembangan program pelatihan kepemimpinan visioner, peningkatan fasilitas kerja, dan penyusunan kebijakan kesejahteraan yang berorientasi pada kebutuhan karyawan. Penelitian ini memberikan kontribusi untuk memahami faktor-faktor yang mempengaruhi komitmen organisasi di sektor pelayanan kesehatan dan dapat menjadi acuan bagi para pembuat kebijakan dalam upaya peningkatan mutu pelayanan rumah sakit.

Kata kunci: Kepuasan Kerja; Kesejahteraan; Kepemimpinan Visioner; Komitmen Organisasi; Rumah Sakit; Layanan Kesehatan.

Abstract. This study aims to analyze the impact of job satisfaction, welfare, and visionary leadership on employee organizational commitment at the Teuku Umar Aceh Jaya Regional General Hospital (RSUD). Organizational commitment is a key factor in improving individual and institutional performance, especially in the health service sector. Employee job satisfaction and well-being play an important role in creating a supportive work environment, while visionary leadership can provide strategic direction that motivates employees to achieve organizational goals. This study uses a quantitative approach with a survey method. Data was collected through a questionnaire distributed to 100 employees of Teuku Umar Hospital, which was selected using a stratification sampling technique. Data analysis was carried out using multiple regression to test the influence of each independent variable on the dependent variable. The results of the study show that job satisfaction, welfare, and visionary leadership have a significant effect simultaneously or partially on employee organizational commitment. Visionary leadership has the greatest influence, followed by job satisfaction and well-being. These findings underscore the importance of leadership that inspires a shared vision and the need to improve job satisfaction and well-being to strengthen employee commitment to the organization. The recommendations of this research include the development of visionary leadership training programs, improvement of work facilities, and the preparation of welfare policies oriented to employee needs. This research contributes to understanding the factors that affect organizational commitment in the health service sector and can be a reference for policymakers in an effort to improve the quality of hospital services.

Keywords: Job Satisfaction; Welfare; Visionary Leadership; Organizational Commitment; Hospital; Health Services.

Introduction

Amid the dynamics of organizational development, employee performance is a critical factor in determining the success and progress of an institution, including the North Labuhanbatu Regency Education Office. As a government agency responsible for improving the quality of education in the region, employee performance plays a crucial role. Thus, various factors influencing employee performance require serious attention. These factors include organizational commitment, remuneration, and job loyalty. Organizational commitment is a key aspect that significantly impacts employee performance. Employees with a strong commitment to their organization tend to perform better and demonstrate greater accountability (Latief *et al.*, 2019). They develop an emotional bond and responsibility toward organizational goals, enhancing their productivity. Conversely, employees with low commitment often lack motivation, which can negatively affect overall productivity. Remuneration also plays a vital role in motivating employees to enhance their performance (Amaliya *et al.*, 2024). As a form of recognition for employee contributions, remuneration must align with their expectations and needs. Fair and adequate remuneration boosts employee morale, motivating them to achieve optimal performance.

On the other hand, inadequate or unfair remuneration can make employees feel undervalued, leading to decreased motivation and morale. In addition to organizational commitment and remuneration, job loyalty significantly influences employee performance. Loyalty reflects the extent to which employees feel devoted and responsible toward their work and organization (Ma'ruf, 2021). Loyal employees strive to uphold the organization's reputation and diligently fulfill their responsibilities, positively impacting overall organizational performance. Job satisfaction is another critical indicator of employee performance. Employees satisfied with their jobs tend to be more motivated to give their best to the organization (Pratiwi & Apriandi, 2019). Job satisfaction can be influenced by

factors such as working conditions, relationships among colleagues, and recognition from the organization. Therefore, creating a supportive work environment is essential to maintaining employee satisfaction. Employee welfare also plays an important role in supporting performance. Employees who feel prosperous, both financially and psychologically, tend to exhibit higher levels of job satisfaction. Good welfare increases employee motivation and loyalty to the organization (Sriwidodo & Haryanto, 2010). Welfare programs implemented by organizations can positively impact employee productivity, particularly by improving morale. Visionary leadership has a significant impact on organizational commitment among employees. Leaders with a clear vision and the ability to inspire subordinates can build confidence and motivation among employees (Jamaluddin *et al.*, 2021). Visionary leaders not only focus on short-term achievements but also develop strategies to achieve long-term organizational goals. Such leadership is often more successful in fostering employee commitment to the organization's vision and mission, ultimately improving overall performance. High organizational commitment not only benefits individual employees but also enhances team and organizational performance (Salahudin *et al.*, 2018). Employees with strong organizational commitment tend to work more cohesively and support one another, creating a positive work culture focused on achieving shared goals.

Conversely, low organizational commitment can hinder teamwork and collaboration, affecting overall effectiveness. Achieving high employee performance is a fundamental objective for every organization. For the North Labuhanbatu Regency Education Office, improving employee performance is particularly important, given its mission to enhance the quality of education in the region. Management must understand the factors that affect employee performance, such as organizational commitment, remuneration, and job loyalty, to achieve this goal. The challenge for the North Labuhanbatu Regency Education Office lies in creating a work environment that encourages employees to improve their performance. One potential solution is ensuring that employees feel valued, satisfied with their work, and

committed to the organization. Therefore, initiatives aimed at enhancing employee welfare, providing fair remuneration, and fostering visionary leadership should be prioritized to improve employee performance. Despite identifying various factors that influence employee performance, their implementation often faces challenges. Issues such as a lack of visionary leadership, unfair remuneration, and unsupportive working conditions can hinder efforts to enhance performance. Thus, comprehensive evaluations and effective policies are required to increase organizational commitment and employee welfare, ultimately driving optimal performance. In the context of Teuku Umar Aceh Jaya Regional General Hospital, the relationship between job satisfaction, welfare, and visionary leadership with employee organizational commitment is particularly relevant. As a public service institution, the hospital requires medical and non-medical staff with high levels of commitment and professionalism. Therefore, analyzing how these factors affect employee commitment is essential to understanding their role in professional performance. Overall, this study aims to identify and analyze the impact of organizational commitment, remuneration, job loyalty, and other factors on employee performance at the North Labuhanbatu Regency Education Office. The findings are expected to inform policy development aimed at improving employee performance in various government agencies, particularly in education and health sectors.

Research Methodology

The research method utilized in this study is a quantitative approach with a survey design (Ali, 2022). This study aims to analyze the impact of organizational commitment, remuneration, work loyalty, job satisfaction, welfare, and visionary leadership on employee performance within the North Labuhanbatu Regency Education Office. Quantitative descriptive research is used to describe the relationships among variables through statistical analysis (Sugiyono, 2017). The population consists of all employees working in the North

Labuhanbatu Regency Education Office, and a sample of 100 employees was selected using a simple random sampling technique to ensure representativeness (Retnawati, 2017). The variables in this study are divided into independent and dependent variables. Independent variables include organizational commitment (X1), remuneration (X2), job loyalty (X3), job satisfaction (X4), welfare (X5), and visionary leadership (X6), which measure aspects such as employee satisfaction, commitment, and leadership qualities. The dependent variable is employee performance (Y), focusing on the effectiveness and efficiency of employees' work. Data collection was conducted through questionnaires designed based on relevant indicators for each variable. The questionnaire is divided into sections addressing demographic information, organizational commitment, remuneration, job loyalty, job satisfaction, welfare, visionary leadership, and employee performance. Responses are measured using a Likert scale ranging from "Strongly Disagree" to "Strongly Agree".

The collected data is analyzed using SPSS software to perform statistical analysis. Techniques include descriptive statistics to summarize respondent characteristics and variable distributions, validity and reliability tests to ensure the instrument's accuracy and consistency, and classical assumption tests to evaluate normality, multicollinearity, heteroscedasticity, and autocorrelation. Multiple linear regression analysis is applied to determine the influence of each independent variable on the dependent variable. Hypotheses are tested at a significance level of 0.05, with six hypotheses proposed: organizational commitment, remuneration, job loyalty, job satisfaction, welfare, and visionary leadership positively impact employee performance. If the p-value for any independent variable is below 0.05, it is concluded that the variable significantly affects employee performance. This methodology provides a structured framework to assess how organizational, financial, and leadership factors influence employee performance, offering insights for policy improvement within the North Labuhanbatu Regency Education Office.

Results and Discussion

Results

The results of this study were derived from data collected through questionnaires distributed to 100 employees of the North Labuhanbatu Regency Education Office. Following the completion of data collection, analysis was conducted using SPSS software to examine the influence of organizational commitment, remuneration, job loyalty, job satisfaction, welfare, and visionary leadership on employee performance. Descriptive statistics showed that respondents represented various demographic categories, including age, gender, education level, and length of service. Most respondents were aged between 30 and 40 years, held a bachelor's degree (S1), and had worked for over five years. The majority expressed satisfaction with their working conditions, remuneration, and organizational commitment, although some reported dissatisfaction with welfare and leadership.

The validity and reliability tests confirmed that the research instruments accurately and consistently measured the variables. All questionnaire items were valid, with loading factor values exceeding 0.5, and the Cronbach's Alpha reliability test indicated values above 0.7 for all variables. Classical assumption tests demonstrated that the data were normally distributed, free of multicollinearity, heteroscedasticity, and autocorrelation issues. These results validated the data's suitability for regression analysis. Multiple linear regression analysis revealed that organizational commitment, remuneration, job loyalty, job satisfaction, welfare, and visionary leadership collectively and individually had a significant impact on employee performance. The coefficient of determination (R^2) showed that 72% of the variation in employee performance could be explained by these variables, with the remaining 28% influenced by other factors not included in the model. The hypothesis tests indicated significant positive effects for all independent variables, with organizational commitment, remuneration, job loyalty, job satisfaction, welfare, and visionary leadership all yielding t-values and significance levels well below the 0.05 threshold.

Further analysis based on individual variables highlighted key insights. Employees with strong organizational commitment performed better due to their emotional connection to the organization's goals. Adequate and fair remuneration aligned with employee expectations enhanced motivation and performance. High job loyalty led to improved dedication and responsibility, while job satisfaction stemming from favorable working conditions and relationships boosted morale and productivity. Employees who perceived their welfare as sufficient, both financially and psychologically, were more motivated and productive. Lastly, visionary leadership, characterized by a clear vision and the ability to inspire, significantly improved employee commitment and performance. In summary, this study demonstrates that organizational commitment, remuneration, job loyalty, job satisfaction, welfare, and visionary leadership significantly influence employee performance at the North Labuhanbatu Regency Education Office. These findings align with existing theories and provide valuable insights for improving employee performance through targeted organizational policies.

The Effect of Organizational Commitment on Employee Performance

The study results indicate that organizational commitment positively affects employee performance. Employees with a high level of commitment to their organization tend to work harder and align their efforts with organizational goals. Organizational commitment refers to the extent to which employees feel attached to the organization's values and objectives (Meyer & Allen, 1991). High commitment motivates employees to contribute maximally and remain with the organization, which enhances their performance. The theory of organizational commitment proposed by Meyer and Allen (1991) highlights three components: affective, calculative, and normative. Among these, affective commitment—emotional attachment and identification with the organization—has the strongest influence on performance. In this study, most employees demonstrated high affective commitment, positively impacting their performance. This finding aligns with

research by Salahudin *et al.* (2018), which also confirmed the significant role of organizational commitment in individual workplace performance.

The Effect of Remuneration on Employee Performance

Remuneration, encompassing salaries and benefits, has been shown to positively influence employee performance. Employees who perceive their remuneration as fair and commensurate with their contributions exhibit greater motivation and higher productivity. Motivational theories, such as Herzberg's two-factor theory, emphasize that adequate rewards serve as a key driver of job satisfaction and performance improvement (Sobaih & Hasanein, 2020). This study's findings align with Damanik (2020), who reported that remuneration meeting employee expectations positively impacts performance in the education sector. Adequate salaries and benefits make employees feel valued, enhancing their loyalty and motivation.

The Effect of Work Loyalty on Employee Performance

Employee loyalty significantly correlates with performance. Loyal employees demonstrate greater dedication and accountability, actively working towards organizational objectives. The organizational citizenship behavior (OCB) theory (Wirawan, 2013) suggests that loyal employees frequently engage in proactive behaviors, such as assisting colleagues and taking initiative, which extends beyond formal job requirements. Research by Podsakoff *et al.* (1996) found that job loyalty and OCB strongly influence individual performance. Similarly, this study highlighted that loyalty among employees at the North Labuhanbatu Regency Education Office plays a pivotal role in improving work quality and productivity.

The Effect of Job Satisfaction on Employee Performance

Job satisfaction has a significant positive impact on employee performance. Satisfied employees, due to favorable working conditions, supportive environments, and positive relationships with colleagues and superiors, perform more effectively. According

to Locke *et al.* (1976), job satisfaction is associated with feelings of pleasure or displeasure toward work. These emotions drive employees to perform better. This study aligns with research by Judge *et al.* (2001), which demonstrated that employees satisfied with their working conditions, recognition, and managerial support are more productive and committed to their roles.

The Effect of Welfare on Employee Performance

Employee welfare, both financial and non-financial, has a strong positive relationship with performance. Employees who feel prosperous—economically and psychologically—are more motivated to contribute meaningfully. Diener (2000) highlighted that psychological and emotional well-being significantly influences motivation and productivity in the workplace. Research by Lyubomirsky *et al.* (2005) reinforced this by linking personal well-being to enhanced performance, as happier employees tend to exert greater effort. This study's findings are consistent with Sriwidodo and Haryanto (2010), who reported that employee welfare positively affects work productivity.

The Influence of Visionary Leadership on Employee Performance

Visionary leadership, defined by the ability to provide clear direction and inspire employees, positively affects employee performance. Leaders with a clear vision who communicate effectively increase employee motivation and organizational commitment. Transformational leadership theory (Bass, 1985) posits that visionary leaders inspire employees to exceed expectations and achieve ambitious goals. This study aligns with research by Bass and Avolio (1993), which found transformational leadership significantly influences employee performance.

Employees at the North Labuhanbatu Regency Education Office reported feeling motivated and inspired by visionary leaders, resulting in better performance. In conclusion, organizational commitment, remuneration, work loyalty, job satisfaction, welfare, and visionary leadership all significantly contribute

to employee performance. These findings highlight the importance of addressing these factors to foster a high-performing workforce.

Discussion

The findings of this study highlight the significant influence of organizational commitment, remuneration, job loyalty, job satisfaction, welfare, and visionary leadership on employee performance. Organizational commitment was shown to positively impact performance, as employees with a strong emotional bond to their organization's values and goals tend to contribute more effectively. Meyer and Allen's (1991) theory, which emphasizes affective commitment as the strongest driver of performance, aligns with this finding. Similarly, Latief *et al.* (2019) and Salahudin *et al.* (2018) demonstrated the critical role of commitment in fostering accountability and teamwork, reinforcing its importance in enhancing productivity. Remuneration, encompassing salaries and benefits, emerged as a key factor in motivating employees and improving their performance. Employees who perceive their compensation as fair and adequate feel valued and exhibit higher morale.

These results align with Herzberg's two-factor theory as highlighted by Sobaih and Hasanein (2020), which identifies fair remuneration as a critical motivator. Studies by Damanik (2020) and Amaliya *et al.* (2024) further underscore the importance of structured remuneration systems in sustaining motivation and performance in public and education sectors. Job loyalty significantly affects employee performance by fostering dedication and proactive behaviors that go beyond formal job responsibilities. Wirawan's (2013) organizational citizenship behavior (OCB) theory supports this, emphasizing that loyal employees actively contribute to organizational success. Podsakoff *et al.* (1996) also found a strong relationship between loyalty and individual performance, consistent with the findings of this study, where high loyalty among employees at the North Labuhanbatu Regency Education Office was linked to greater productivity. Job satisfaction also plays a critical role in employee performance. Satisfied employees, who enjoy favorable working conditions, supportive

relationships, and recognition, are more motivated and productive. This aligns with Locke *et al.* (1976), who linked job satisfaction to feelings of pleasure derived from work, and Judge *et al.* (2001), who demonstrated that satisfaction with workplace support enhances engagement and commitment. Pratiwi and Apriandi (2019) similarly emphasized the importance of recognizing employee contributions in fostering job satisfaction. Welfare, both financial and psychological, was found to have a strong positive relationship with performance. Employees who feel secure and prosperous are more motivated to contribute meaningfully to organizational goals. Diener (2000) and Lyubomirsky *et al.* (2005) emphasized that psychological well-being significantly impacts motivation and energy levels at work. This study's findings are consistent with Sriwidodo and Haryanto (2010), who demonstrated that comprehensive welfare programs positively affect employee productivity by addressing material and emotional needs.

Visionary leadership significantly impacts employee performance by inspiring and motivating employees to align with organizational objectives. Leaders who effectively communicate a clear vision foster higher morale and commitment, consistent with transformational leadership theory (Bass, 1985). Bass and Avolio (1993) emphasized the role of visionary leaders in driving a culture of high performance, a finding echoed in this study, where employees inspired by their leaders' vision reported higher productivity. Jamaluddin *et al.* (2021) further reinforced that leadership clarity enhances employee motivation and effectiveness. In summary, the interplay among these factors highlights a multifaceted approach to enhancing employee performance. Organizational commitment and job loyalty create a foundation for belonging and dedication, while remuneration and welfare address employees' financial and psychological needs. Job satisfaction and visionary leadership enhance intrinsic motivation and align employees with long-term organizational goals. Together, these factors foster a supportive and productive work environment that drives sustained performance. These findings provide

valuable insights for organizational leaders and policymakers in designing strategies to optimize employee performance and achieve organizational success.

Conclusion

Based on the results of this research and their alignment with prior studies and theories, it can be concluded that organizational commitment, remuneration, job loyalty, job satisfaction, welfare, and visionary leadership have a significant and interrelated influence on employee performance at the North Labuhanbatu Regency Education Office. These factors collectively enhance employee motivation, productivity, and overall performance, which are crucial for achieving organizational goals. Organizational commitment has a strong and direct impact on employee performance. Employees who feel emotionally and professionally attached to their organization are more likely to exert extra effort to accomplish organizational objectives. This attachment is bolstered by satisfaction with favorable working conditions and supportive relationships with superiors and colleagues, as emphasized by Meyer and Allen's (1991) theory of organizational commitment. Such commitment fosters a culture of accountability and performance excellence.

Fair and adequate remuneration is another critical factor that significantly impacts employee performance. When employees perceive that their wages and benefits are equitable and aligned with their contributions, they feel valued and motivated to perform at their best. This finding is consistent with motivational theories, such as Herzberg's two-factor theory, which suggests that appropriate rewards play a pivotal role in improving morale and productivity (Sobaih & Hasanein, 2020). Job loyalty also plays a vital role in enhancing performance. Employees with high loyalty to their organization display dedication to their duties and responsibilities, often going beyond their formal obligations to maintain the organization's reputation. This loyalty is reflected in positive behaviors, such as organizational citizenship behavior (OCB),

which contribute to the achievement of organizational goals (Podsakoff et al., 1996). Strengthening employee loyalty fosters a more cohesive and committed workforce. Job satisfaction has proven to be equally influential in determining performance. Satisfied employees, who experience favorable working conditions, recognition, and positive interpersonal relationships, exhibit higher levels of motivation and enthusiasm in their work. This is supported by Locke et al. (1976), who associated job satisfaction with a sense of pleasure derived from work, which drives improved performance. Ensuring job satisfaction through supportive workplace practices is therefore integral to sustaining high productivity. Welfare, both financial and psychological, has a significant impact on employee performance. Employees who feel materially and emotionally supported are more motivated to perform productively. Diener (2000) emphasized that well-being positively influences workplace motivation and productivity. When employees perceive that their welfare needs are met, their quality of life improves, leading to enhanced work outcomes.

Visionary leadership is another essential factor that shapes employee performance. Leaders with a clear vision inspire and motivate employees to work with greater dedication and enthusiasm toward common organizational goals. Visionary leadership also strengthens employee commitment, satisfaction, and loyalty, fostering a positive and productive work environment. Bass and Avolio (1993) highlighted the transformational power of visionary leadership in aligning employee efforts with long-term objectives. In conclusion, this research underscores the importance of these six factors in creating a supportive and high-performing work environment. The North Labuhanbatu Regency Education Office should prioritize initiatives to enhance welfare, ensure fair remuneration, cultivate job satisfaction, and foster visionary leadership. By doing so, the organization can achieve its objectives more effectively and efficiently while supporting its employees' professional growth and performance.

References

Ali, M. M. (2022). Metodologi Penelitian Kuantitatif Dan Penerapan Nya Dalam Penelitian. *JPIB: Jurnal Penelitian Ibnu Rusyd*, 1(2), 1-5.

Amaliya, M., Magfiroh, N., & Ghifari, M. S. (2024). Sistem Remunerasi dalam Meningkatkan Kinerja Pendidik di SMPN 39 Surabaya. *Jurnal Pendidikan Transformatif*, 3(2), 1-15. DOI: <https://doi.org/10.9000/jpt.v3i2.1620>.

Bass, B. M. (1985). Leadership: good, better, best, organizational dynamics. NY: *Academy of Leadership..*

Bass, B. M., & Avolio, B. J. (1994). Transformational leadership and organizational culture. *The International journal of public administration*, 17(3-4), 541-554.

Damanik, M. (2020). Artikel Pengaruh Kepemimpinan, Motivasi, Dan Remunerasi Terhadap Budaya Kerja Dan Peningkatan Kinerja Pegawai Di Lingkungandirektorat Jenderal Pajak Kpp Pratama Pematang Siantar. *Jurnal Manajemen Pendidikan dan Ilmu Sosial*, 2(1), 194-212. DOI: <https://doi.org/10.38035/jmpis.v2i1.441>.

Diener, E. (2000). Subjective well-being: The science of happiness and a proposal for a national index. *American psychologist*, 55(1), 34.

Ghozali, I. (2016). Aplikasi analisis multivariete dengan program IBM SPSS 23.

Jamaluddin, J., Istofa, D. N., & Suremi, B. (2021). Pengaruh Kepemimpinan Kepala Sekolah terhadap Motivasi Kerja Guru di MA Swasta Nururroddiyah Kota Jambi. *JMiE (Journal of Management in Education)*, 6(2), 91-100. DOI: <https://doi.org/10.30631/jmie.2021.62.9.1-100>.

Jogiyanto Hartono, M. (Ed.). (2018). *Metoda pengumpulan dan teknik analisis data*. Penerbit Andi.

Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction-job performance relationship: A qualitative and quantitative review. *Psychological bulletin*, 127(3), 376.

Latief, A., Syardiansah, S., & Safwan, M. (2019). Pengaruh Komitmen Organisasi dan Kepuasan Kerja terhadap Kinerja Karyawan BPJS Kesehatan Cabang Langsa. *J-EBIS (Jurnal Ekonomi dan Bisnis Islam)*, 52-65. DOI: <https://doi.org/10.32505/v4i1.1250>.

Locke, E. A., Sirota, D., & Wolfson, A. D. (1981). An Experimental Case Study of the Successes and Failures of Job Enrichment in a Government Agency. In *Psychology and Industrial Productivity: A Reader* (pp. 39-62). London: Palgrave Macmillan UK.

Lyubomirsky, S., King, L., & Diener, E. (2005). The benefits of frequent positive affect: Does happiness lead to success?. *Psychological bulletin*, 131(6), 803.

Ma'ruf, R. (2021). Pengaruh Kompensasi dan Work Life Balance Terhadap Loyalitas Karyawan. *Psikoborneo: Jurnal Ilmiah Psikologi*, 9(1), 110-120.

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human resource management review*, 1(1), 61-89. DOI: [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z).

Podsakoff, P. M., MacKenzie, S. B., & Bommer, W. H. (1996). Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organizational citizenship. *Journal of management*, 22(2), 259-298.

Pratiwi, R., & Apriandi, A. (2019). Pengaruh Kompensasi dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan PT. Tor Ganda Medan.

Retnawati, H. (2017, September). Teknik pengambilan sampel. In *Disampaikan pada workshop update penelitian kuantitatif, teknik sampling, analisis data, dan isu plagiarisme* (pp. 1-7).

Salahudin, D. N., Lengkong, V. P., & Tulung, J. E. (2018). PENGARUH KOMUNIKASI DAN GAYA KEPEMIMPINAN SERTA BUDAYA ORGANISASI TERHADAP KOMITMEN ORGANISASI DAN DAMPAKNYA PADA KEPUASAN KERJA PEGAWAI NEGERI SIPIL PADA KANTOR KECAMATAN SE KOTA KOTAMOBAGU. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 6(3). DOI: <https://doi.org/10.35794/emba.v6i3.20703>.

Sobaih, A. E. E., & Hasanein, A. M. (2020). Herzberg's theory of motivation and job satisfaction: Does it work for hotel industry in developing countries?. *Journal of Human Resources in Hospitality & Tourism*, 19(3), 319-343.

Sriwidodo, U., & Haryanto, A. B. (2010). Pengaruh kompetensi, motivasi, komunikasi dan kesejahteraan Terhadap kinerja pegawai dinas pendidikan. *Jurnal Manajemen Sumber Daya Manusia*, 4(1), 47-57.

Sugiyono, S. (2016). Metode penelitian kuantitatif, kualitatif, R&D. Bandung: Alfabeta, 1-11.

Wirawan, D. (2013). Kepemimpinan: Teori, psikologi, perilaku organisasi, Aplikasi dan Penelitian. Jakarta PT. Rajagrafindo Persada.