

The Influence Of Layoffs, Workload And Financial Compensation On Job Satisfaction And Its Impact On Employee Performance At Sirclo Group Jakarta

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Keywords

Employee Performance, Job Satisfaction, Layoff, Workload, Financial Compensation

ABSTRACT

This study aims to analyze the effect of layoffs, workload and financial compensation on job satisfaction and its impact on employee performance. The independent variables used are layoff (X1), workload (X2), financial compensation (X3), the dependent variable is employee performance (Y) with the intervening variable is job satisfaction (Z). The research approach used is quantitative research by means of observation, interviews, and surveys. The analysis model uses SEM software AMOS version 23. Survey-based data collected from 130 respondents. The study found that layoff has a positive and significant effect on job satisfaction, workload has a negative and significant effect on satisfaction, financial compensation has a positive and significant effect on job satisfaction, layoff has a negative and significant effect on employee performance, workload has a positive and significant effect on employee performance, financial compensation has a positive and significant effect on employee performance, layoff has a positive and significant effect on employee performance through job satisfaction, workload has a negative and significant effect on employee performance through job satisfaction, financial compensation has a positive and significant effect on employee performance through job satisfaction. Job satisfaction has a positive and significant effect on employee performance.

INTRODUCTION

Current developments in business in Indonesia, especially in the fields of creative economy and technology, have a big influence on organizations and/or companies, they are required to be able to maintain and are also expected to be able to improve the quality as well as the quantity and service in their work (Chandra & Adriansyah, 2017)(Priansa, 2014). This aims to ensure that the organization or company is able to defend itself in competition with the same or similar company models, both on a national scale and on an international scale. One of the important parts that plays a role in determining the level of success in a company is by providing training to workers who have good potential or abilities. Companies are expected to be able to find and provide training to employees who have higher enthusiasm. Companies are also expected to be able to create and maintain the excellence of these employees to be able to compete, because ultimately it is employees who will be the core of a company's success.

"Performance is a system used to assess and find out whether an employee has carried out their work as a whole, or is a combination of work results/what a person must achieve and competence/how a person achieves it" (Pardede & Mustam, 2017)(Sugiono, Darmadi, & Efendi, 2021). Basically,

performance is what employees are doing or not doing or not doing in carrying out their work (Priansa, 2014).

Employees play an important role in company activities, because the level of progress and success in a company cannot be separated from the role and abilities of its employees. In a company's operational system, employee capability is basically one of the resources that plays the most important role in achieving company goals (Ravianto, 1986). So because of this, companies need and must be able to manage their employees as well as possible.

By paying attention to the performance of SIRCLO Group Jakarta employees from year to year there has been an increase, although not much, but significantly fluctuating conditions if seen based on the semester of each year (Pontoh, 2014). Based on the results of the researcher's observations, it can be said that this condition is influenced by several factors, including workload and financial compensation (Herdiany, Puspa, Utomo, Aryandha, & Putranti, 2022). As well as world economic conditions which have caused various tough decisions that must be made by companies in 2022, one of which is layoffs, resulting in an impact on employee performance which has dropped drastically by 11.3%.

Based on layoffs.fyi data, as of December 2022, there were 1,051 companies carrying out layoffs with a total of 161,411 people in the world. In the last year, the largest wave of layoffs occurred in November 2022, reaching 53,451 people from 227 companies. This condition can specifically have an impact on employee performance which is influenced by several factors, including workload, because indirectly with layoffs the workload received by employees will increase due to reduced man power or human resources (Edison, Anwar, & Komariyah, 2016). This can lead to job satisfaction because you may feel stressed where your workload is excessive but does not match the compensation you receive. This is similar to the results of observations that researchers have made previously (Dwinati, Surati, & Furkan, 2019)(Mahendrawan & Indrawati, 2015).

Based on data from research regarding the SIRCLO Group Jakarta Key Performance Indicators, it can be seen that during the last 4 year period from 2019 to 2022 the company experienced a phase of ups and downs in performance review results specifically related to performance, it can be seen that in 2019 it showed a figure of 4.70 in semester 1, this figure decreased -0.17 in semester 2 to 4.53. Then there was a slight increase of +8 in 2020 with an average score of 4.61, this figure increased entering semester 2 to 4.72. Furthermore, in 2021 it again experienced an increase of +29 to 5.11 in semester 1, but again experienced a drastic decrease of -47 in the first semester to 4.64. It continued to decline in semester 1 of 2022 with an average score of 4.58 and decreased again in semester 2 to 4.05.

Furthermore, based on the analysis of the data, the author conducted research on previous research, so that in the end several journal sources were found, but from the sources found, there were inconsistencies or discrepancies in the results, so the researcher felt there was a problem in it that had to be resolved, at least the cause was known so that it could be resolved. provide a clearer and more detailed picture of the gaps. Inconsistencies or discrepancies in the results of the research are usually called gap research, namely gaps or research gaps that can be entered by a researcher based on experience or previous research. Previous research can basically be used as a goal to get a new answer to something that is considered a problem, (Siregar, 2011). Therefore, researchers will carry out another study by providing updated variables. Below is a table that shows the gaps in the research results:

Based on data from research conducted, it shows that layoff has a significant positive effect on employee performance (Riley, 2006), (Rahmizal & Lasmi, 2021), (Sa'diyah & Irawati, 2017), (Asmara, 2017). In another study by (Aisyah, 2016) explains that there are several things that need special attention, namely improving better communication between management and employees, one of which

is by holding outreach regarding the employment termination policy or other policies so that employees understand and understand. This condition can make you act more relaxed/more accepting. However, this is different from research conducted by (Kammeyer-Mueller & Liao, 2006) that layoff has a negative effect on employee performance. It was explained that empirical research and narrative reports from working managers show that employee attitudes can be negatively influenced by organizational downsizing (an updated term in this research is defined as layoff). This results in the disintegration of families, the collapse of social networks, and a decline in the physical and mental health of victims among other negative side effects. It can also lead to financial constraints including confiscation of homes and property.

Based on management phenomena (company empirical data) as a research location and from research gap findings in previous research, this research will discuss in more depth the independent variables (layoff, workload, and financial compensation) on the dependent variable (employee performance) with variables Job satisfaction is an intervening variable which is expected to be able to close the gap/resolve the gap regarding the inconsistency of previous research results so that the results can be more consistent, besides that the presence of the intervening variable job satisfaction is also a novelty for researchers (Hasibuan, 2008). So in this case I chose a research with the title "The Influence of Layoff, Workload, and Financial Compensation on Job Satisfaction and Its Impact on Employee Performance at SIRCLO Group Jakarta" (Kristine, 2017)(Mutmainah, 2013).

METHODS

In this research the author used quantitative research and descriptive analysis. The data sources that the author uses in this research are primary data and secondary data. The primary data source comes from answers to questionnaires distributed to correspondents. Next, secondary data is data on the condition profile of the SIRCLO Group Jakarta company. The population used in this research was employees of SIRCLO Group Jakarta, data obtained from the relevant team was 237 people. Meanwhile, the sample that will be respondents in this research has been adjusted and calculated to be 149 people (rounding).

RESULTS

Based on the results of the questionnaire that has been distributed, a description of the object will be obtained from employee respondents at SIRCLO Group Jakarta, which is the subject of the research. The results of this research will be used as a basis for discussion analysis which begins with a descriptive analysis of the characteristics of the respondents and the respondents' answers. This analysis aims to get an overview of the respondents' answers regarding the variables studied. There are two approaches used in SEM, namely measurement model analysis (measurement model analysis) and structural equation modeling analysis (structural equation model analysis).

Measurement model analysis is a modeling stage that aims to identify unidimensionality and observed variables by explaining a latent variable and the validity and reliability of the construct. Meanwhile, structural equation model analysis is more about explaining the pattern of relationships between constructs.

Test the assumptions first before finally carrying out the analysis. The testing stages start from descriptive analysis, validity test, reliability test, normality test, etc outliers. In this research, the AMOS 23 software tool is used to simplify the process and determine the accuracy of the calculation results. Below is a complete explanation of the results of the analysis of respondent characteristics:

1. Respondent Characteristics

From the results of research conducted on 147 respondents, the results were 130 respondents who completed it, so the analysis in this research will be carried out on complete data. The following can be identified regarding the characteristics of the respondents, as follows:

a. Gender

In this classification, the gender of employees working at SIRCLO Group Jakarta can be combined into two types, with details as in the following table:

Table 1
Classification of Respondents Based on Gender

Gender	Amount	Percentage
Man	62	48%
Woman	68	52%
Grand Total	130	100%

Source: processed from questionnaire data, 2023

Respondent Classification Diagram Based on Age

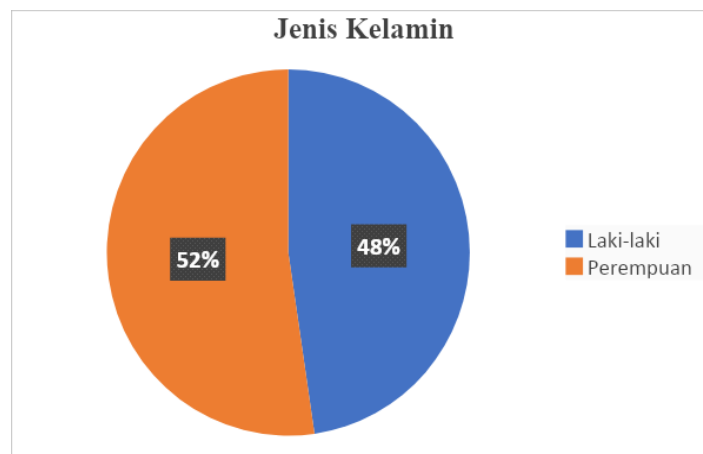


Figure 1. Gender

Based on this data, it can be seen that the respondents were dominated by women, namely 52% or 68 people, while male respondents were 48% or 62 people. This means that there are more female respondents than male respondents because the number of employees at SIRCLO Group Jakarta is also dominated by women.

b. Age

The age classification of employees working at SIRCLO Group Jakarta is combined into four groups, with details as in the following table:

Table 2
Classification of Respondents Based on Age

Age	Amount	Percentage
< 26 years old	53	41%
26 - 42 years old	65	50%
43 - 58 years old	10	8%
> 58 years old	2	1%
Grand Total	130	100%

Source: processed from questionnaire data, 2023

Respondent Classification Diagram Based on Age

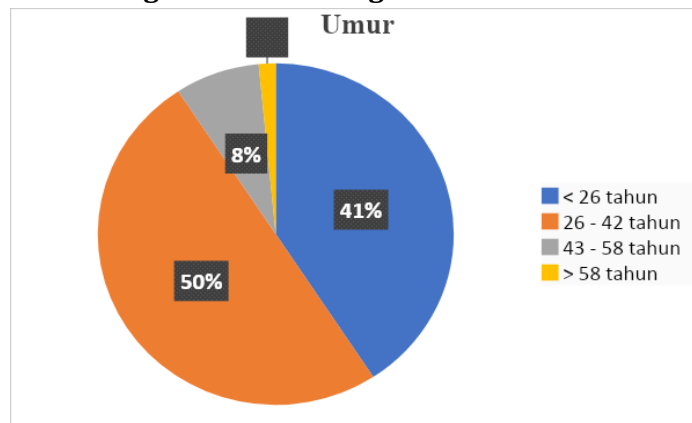


Figure 2. Age

Based on this data, it can be seen that the respondents were dominated by employees aged 26–42 years as much as 50% or as many as 65 people. Next in second place are employees aged <26 years as much as 41% or as many as 53 people, in third place are employees aged 43–58 years as much as 8% or as many as 10 people, and finally employees aged >58 years at 1% or as many as 2 people. It can be concluded that from this data the number of respondents aged 26–42 years is greater than that of other age ranges because in this age range an employee is still of the productive age to carry out an activity/work.

c. Length of work

The time classification of length of work at SIRCLO Group Jakarta is combined into four groups, the details are shown in the following table:

Table 3
Classification of Respondents Based on Length of Work

Length of work	Amount	Percentage
< 1 year	14	11%
12 years old	33	25%
23 years	44	34%
> 3 years	39	30%
Grand Total	130	100%

Source: processed from questionnaire data, 2023

Respondent Classification Diagram Based on Length of Work

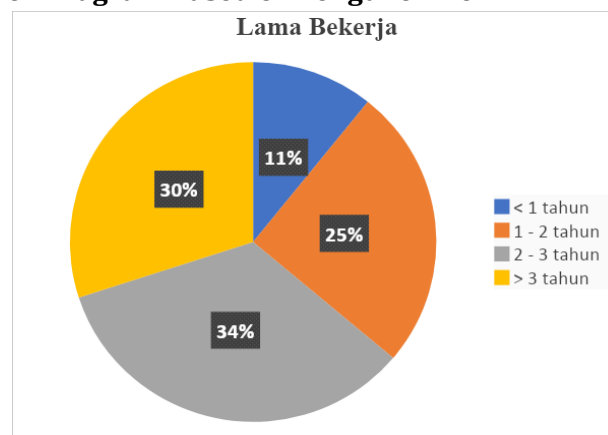


Figure 3. Length of Work

Based on this data, it can be seen that the length of work of employees at SIRCLO Group Jakarta is dominated by respondents with a long period of work/time of 2-3 years, amounting to 34% or as many as 44 people. Employees with a length of service <1 year amounted to 11% with a total of 14 people, for employees with a length of service 1–3 years it was 25% or 33 people, and those >3 years were 30% or as many as 39 people.

d. last education

In the classification of education levels of employees working at SIRCLO Group Jakarta, they can be grouped into four groups, as listed in the following table:

Table 4
Classification of Respondents Based on Education Level

Level of education	Amount	Percentage
High School/Equivalent	5	4%
Diploma I/II/III	11	8%
Strata I	79	61%
Strata II	35	27%
Grand Total	130	100%

Source: processed from questionnaire data, 2023

Respondent Classification Diagram Based on Education Level

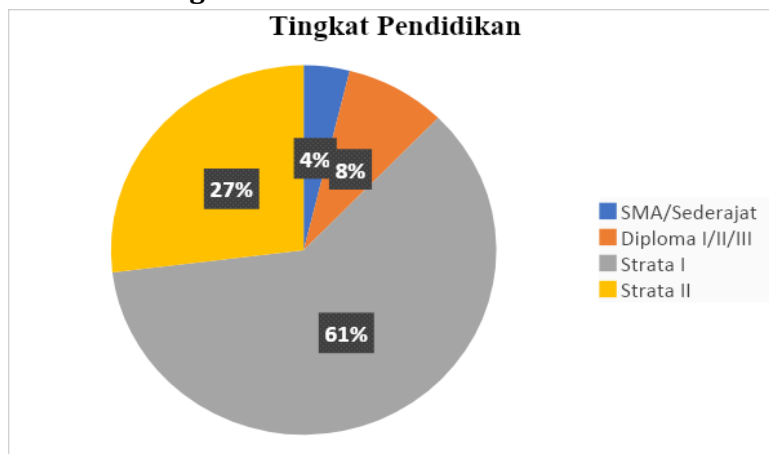


Figure 4. Level of Education

Based on this data, respondents were dominated by undergraduate (S1) level, namely 61% or 79 people. The number of diploma level employees was 8% or 11 people, while the high school level respondents were 4% or 5 people and finally the master level (S2) level was 27% or 35 people. So in this case it means that the undergraduate education level (S1) plays a big role in operations at SIRCLO Group Jakarta.

2. Description of Research Variables

Below are the results of the analysis of respondents' answers received from the statements/questions in the questionnaire. The purpose of this analysis is to illustrate the research results of the variables studied. The assessment criteria use a scale interval with intervals:

$$= \frac{4 - 1}{4} = 0,75$$

Table 5
Category Assessment of Variables

Interval	Category
1,00 – 1,75	Strongly Disagree
1,76 – 2,51	Don't agree
2,52 – 3,27	Agree
3,28 – 4,00	Strongly agree

Source: Sugiyono (2014)

a. Variable research resultslayoff

The following describes the variable data $layoff$ obtained through a questionnaire using three indicators consisting of nine statement items with six answer items. The six answer items used are: strongly disagree, disagree, disagree, quite agree, agree and strongly agree. From the results of research conducted on the variables $layoff$ which has been implemented with the answer scores from the total number of respondents as many as 130 employees can be shown in the table below.

Table 6
Response Regarding Layoff Rate (X₁)

No.	Statement	Average
1	I understand the company's goals/targets this year	2,732
2	The company is on the right track in achieving its goals/targets	2,792
3	I understand the relationship between my work and the company's goals/targets	2,769
4	I was given sanctions for the violations I had committed.	2,823
5	I always try to complete the work without errors	2,746
6	I know all technical activities related to the scope of my work	2,715
Total Average		2,762

Source: processed from questionnaire data (2023).

The questionnaire statements found in the research were made to obtain interval data using a scale of 1 - 4, and then given a value. Obtained from the results of the questionnaire, respondents have a tendency to answer statements in value categories 2 to 4, so that the average answer from respondents on the variable is obtained $layoff$ amounting to 2.762, which means that the average answer from respondents agrees with the statements in the questionnaire regarding variables $layoff$.

b. Results of research on workload variables

The workload variable was measured using four indicator items, where each indicator consisted of two statements and one open question. The following is the average answer to the statement from each indicator of the workload variable.

Table 7
Response Regarding Workload Level (X₂)

No.	Statement	Average
1	I know how to achieve the targets/objectives given to me and/or the department	3,108

2	I am able to carry out all administrative tasks that are my responsibility	3,054
3	I usually carry out various jobs at the same time	3,123
4	I can carry out work and can position myself as part of the existing work system	3,138
5	I am able to carry out all technical tasks that are my responsibility on time.	3,023
6	I can manage and arrange work so that it can be completed on time	3,100
7	I have access to resources (such as work documents, work equipment, technology, information etc.) to complete my work effectively.	3,115
8	There is a safe and effective channel/container/way for me to convey ideas, input or concerns to the authorities	3,015
Total Average		3,085

Source: processed from questionnaire data (2023)

The questionnaire statements contained in the research were created to obtain interval data using a scale of 1 – 4, which were then used as values. In the questionnaire related to workload, respondents have a tendency to answer statements in the value category 2 to 4 so that the average answer from respondents on the workload variable is 3.085, which means that the average answer from respondents agrees/agrees with the statement contained in questionnaire regarding workload variables.

c. Research results of financial compensation variables

The following describes the financial compensation variable data obtained through a questionnaire using four indicators consisting of eight statement items. From the results of research that has been carried out on financial compensation that has been implemented with the answer values from 130 respondents, it is presented below.

Table 8
Response Regarding Financial Compensation Level (X_3)

No.	Statement	Average
1	I feel that the monthly salary SIRCLO provides is sufficient for my daily needs.	3,208
2	I feel motivated and enthusiastic about the salary I receive.	2,931
3	I receive incentives every month/period according to the specified targets.	2,538
4	I feel safe because there is insurance that I receive from the company	3,285
5	I feel that the benefits provided are appropriate to my position in the company	3,131
6	I receive health/outpatient coverage according to my position	3,154
7	The bonus I received from SIRCLO can increase my enthusiasm for work.	2,815

8	I feel SIRCLO has given bonuses fairly to employees.	2,915
Total Average		2,997

Source: processed from questionnaire data (2023).

The statements contained in the questionnaire regarding financial compensation were created to obtain interval data using a scale of 1 - 4, and then given a value. In this questionnaire related to financial compensation, respondents tended to answer statements in the value category 2 to 4, so that the average answer from respondents to the financial compensation variable was 2.997, which means that the average answer from respondents agreed with the statements in the questionnaire. related to financial compensation variables.

d. Results of research on job satisfaction variables

The following describes the statements of the four indicator items for the job satisfaction variable, where each indicator is composed of two statement items and one open question. The average answers to each item in the job satisfaction value statement are in the following table.

Table 9
Response About Job Satisfaction Level (Z)

No.	Statement	Rate-rate
1	I am motivated to contribute more to get the job done.	3,292
2	I am proud of my work at SIRCLO.	3,215
3	I usually carry out various jobs at the same time	3,246
4	I can see and/or feel progress in my professional career development since I joined SIRCLO so there are opportunities for me to be promoted.	3,408
5	I feel happy because my boss supports effective cooperation or collaboration within my team.	3,223
6	I received clear directions to develop my career from my superiors.	3,215
7	I benefit from cooperation or collaboration between colleagues, between teams and between departments at SIRCLO.	3,200
8	My coworkers can work together effectively to get the job done.	3,192
Total Average		3,249

Source: processed from questionnaire data (2023)

The statements contained in the questionnaire related to job satisfaction were created to obtain interval data using a scale of 1 - 4, and then given a value. In this questionnaire related to job satisfaction, respondents have a tendency to answer statements in the value category 2 to 4, so that the average answer from respondents on the job satisfaction variable is 3.249, which means that the average respondent's answer agrees/agrees with the statement in questionnaire regarding job satisfaction variables.

e. Results of research on employee performance variables

The measurement of employee performance in this research uses five indicator items, where each indicator is divided into two statement items and one open question. The following is the average answer to each statement item from the employee performance variable.

Table 10
Response Regarding Employee Performance Level (Y)

No.	Statement	Average
1	I can carry out tasks efficiently and effectively	3,262
2	I often provide ideas and look for new work procedures for improvement in achieving organizational goals	3,115
3	I was able to achieve work results that exceeded the specified average work results	3,215
4	I comply with all existing working hours provisions and obey orders given by authorized superiors to the best of my ability.	3,246
5	I am responsible for my work and make decisions together with good behavior	3,192
6	I do not abuse the authority given to me.	3,146
7	I am able to work together in a team and am willing to accept any changes that occur.	3,138
8	I can communicate fluently, both with colleagues and with superiors.	3,169
9	I can make decisions without waiting for instructions and orders from superiors.	3,154
10	I report the results of the work to the superior according to the actual situation.	3,223
Total Average		3,186

Source: processed from questionnaire data (2023).

The statements contained in the questionnaire regarding employee performance are made on a scale of 1 – 4 as interval data, then a value or score is created. In this questionnaire regarding employee performance, respondents have a tendency to answer statements in the value category 2 to 4 so that an average answer to the job satisfaction variable from respondents can be obtained of 3.186, which means that the average answer agrees with the statement in the questionnaire regarding performance variables. employee.

Discussion

The effect of layoff on job satisfaction

The results of data analysis in this study show that layoff has a positive and significant influence on job satisfaction, this is proven by the C.R. value. of 2.656 (>1.97) and a significance value of 0.008 (probability <0.05). So the results of the test state that layoff has a positive and significant influence on employee job satisfaction at SIRCLO Group Jakarta.

The influence of workload on job satisfaction

The results of data analysis in this study show that workload has a negative and significant influence on job satisfaction, this is proven by the C.R. value. of -2.486 (less than 1.97) and a significance value of 0.013 (probability <0.05). So the results of the test state that workload has a negative and significant effect on employee job satisfaction at SIRCLO Group Jakarta.

The effect of financial compensation on job satisfaction

The results of data analysis in this study show that financial compensation has a positive and significant influence on job satisfaction, this is proven by the C.R. value. of 4.666 (>1.97), a significance

value of 0.001 (***) means the probability is <0.05 . So the results of this test state that financial compensation has a positive and significant influence on employee job satisfaction at SIRCLO Group Jakarta.

The effect of layoff on employee performance

The results of data analysis in this research show that layoff has a negative and significant influence on employee performance, this is proven by the C.R. value. of -2.379 (less than 1.97) and a significance value of 0.017 (probability <0.05). So the results of this test state that layoff has a negative and significant influence on employee performance at SIRCLO Group Jakarta.

The influence of workload on employee performance

The results of data analysis in this study show that workload has a positive and significant influence on employee performance, this is proven by the C.R. value. amounting to 2.789 (>1.97) and a significance value of 0.005 (probability <0.05). So the results of this test state that workload has a positive and significant influence on employee performance at the SIRCLO Group.

The effect of financial compensation on employee performance

The results of data analysis in this research show that financial compensation has a positive and significant effect on employee performance, this is proven by the C.R. value. of 2.082 (>1.97) and a significance value of 0.037 (probability <0.05). So the results of this test state that financial compensation has a positive and significant influence on the performance of SIRCLO Group Jakarta employees.

The effect of layoff on employee performance through job satisfaction

The results of data analysis in this research show that layoff has a positive and significant effect on employee performance through job satisfaction. This result is proven by the Sobel test which has been carried out, with a t-Stat value of 2.3383 (>1.97) and a significance value of 0.019 (probability <0.05). So the results of this test state that layoff has a positive and significant influence on employee performance through employee job satisfaction, meaning that job satisfaction is able to mediate the effect of layoff on employee performance at SIRCLO Group Jakarta.

The effect of workload on employee performance through job satisfaction

The results of data analysis in this study show that workload has a negative and significant influence on employee performance through job satisfaction. This is proven by the results of the Sobel test which shows a t-Stat value of -2.2207 (<1.97) and a significance value of -2.2207 (<1.97) and a significance value of 0.0263 (probability <0.05). So the results of this test state that workload has a negative and significant influence on employee performance through job satisfaction, meaning that job satisfaction in this case is unable to mediate between workload variables and employee performance at SIRCLO Group Jakarta.

The effect of financial compensation on employee performance through job satisfaction

The results of the analysis in the research show that financial compensation has a positive and significant effect on employee performance through job satisfaction, this is proven by the Sobel test which has been carried out, with the result of a t-Stat value of 3.7932 (>1.97) and a significance value of 0.0007 (probability <0.05). So the results of this test state that financial compensation has a positive and significant influence on employee performance through employee job satisfaction, meaning that job satisfaction is able to mediate the influence of financial compensation on employee performance at SIRCLO Group Jakarta.

The influence of job satisfaction on employee performance

The results of data analysis in this study show that layoff has a positive and significant influence on job satisfaction, this is proven by the C.R. value. amounting to 4.936 (>1.97) and a significance value

of 0.001 (***) probability value <0.05. So the results of this test state that job satisfaction has a positive and significant influence on employee performance at SIRCLO Group Jakarta.

CONCLUSION

Based on the results of the research and discussion described in Chapter IV, in this case the author reaches a conclusion, Layoff with indicators of organizational simplification, disciplinary violations and employee incompetence can have a positive and significant effect on job satisfaction of SIRCLO Group Jakarta employees, workload The indicators are targets that must be achieved, working conditions, use of working time, and work standards have a negative and significant effect on employee job satisfaction at SIRCLO Group Jakarta. Financial compensation with indicators of salary, bonuses, incentives and allowances can have a positive and significant influence on job satisfaction. Layoff, whose indicators are organizational simplification, disciplinary violations and employee incompetence, can have a negative and significant influence on employee performance. Workload with indicators of targets that must be achieved, working conditions, use of working time, and work standards have a positive and significant influence on the performance of SIRCLO Group Jakarta employees.

Financial compensation, whose indicators are salary, bonuses, incentives and allowances, is able to have a positive and significant influence on employee performance. Layoff with indicators of organizational simplification, disciplinary violations and employee incompetence is able to have a positive and significant influence on employee performance through job satisfaction. Workload whose indicators are targets that must be achieved, working conditions, use of working time, and work standards can have a negative and significant influence on employee performance through job satisfaction. Financial compensation with salary indicators, bonuses, incentives and allowances can have a positive and significant influence on employee performance through job satisfaction. Job satisfaction, whose indicators are satisfaction with the job itself, satisfaction with promotion opportunities, satisfaction with supervision, and satisfaction with colleagues can have a positive and significant influence on employee performance.

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Febri Hariyanto, Edi Sugiono, Suryono Efendi (2023)

First publication right:

International Journal of Social Service and Research (IJSSR)

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