

## Research Article

Maulina Hasanah<sup>1\*</sup>, Sulaimiah<sup>2</sup>, Djoko Suprayetno<sup>3</sup>

# The Influence of Financial Compensation, Work Environment, Workload on the Performance of East Lombok Regency Fire and Rescue Service Employees

\*Corresponding Author: **Maulina Hasanah**: Universitas Mataram, Indonesia; [linahasan265@gmail.com](mailto:linahasan265@gmail.com)

**Sulaimiah**: Universitas Mataram, Indonesia; [sulaimiahmia65@gmail.com](mailto:sulaimiahmia65@gmail.com)

**Djoko Suprayetno**: Universitas Mataram, Indonesia; [Djokosuprayetno12@gmail.com](mailto:Djokosuprayetno12@gmail.com)

Received: October 25, 2023; Accepted: October 27, 2023; Online: October 30, 2023. | DOI: <https://doi.org/10.47353/ijema.v1i6.72>

**Abstract:** *This research aims to determine the effect of financial compensation, work environment, and workload on employee performance. The type of research used is causal associative research with a quantitative approach. The population in this study were all employees of the East Lombok Regency Fire and Rescue Service. The number of samples used in this research was 73 people using a survey method with proportional random sampling technique. The data collection techniques used were interviews, documentation and distributing questionnaires containing financial compensation, work environment, workload and employee performance. The analytical tool used is Multiple Linear Regression Analysis using the SPSS 25 for Windows program. The results of data analysis show that; (1) financial compensation has a positive and significant effect on performance (2) the work environment has a positive and significant effect on performance, (3) workload has a negative and significant effect on performance.*

**Keywords:** *Financial compensation, work environment, workload, employee performance.*

## Introduction

Humans are one of the company's resources that cannot be replaced by work technology, no matter how good the company is, how complete the work tools and facilities are, everything will have no meaning without humans who organize, operate and maintain it (Robbins: 2003). However advanced technology, information development, Availability of capital and adequate materials without human resources is difficult for the organization to achieve its goals. Sutrisno (2016). Therefore, in this era where technology is currently developing, it is very important for an organization or company to improve the quality of its resources so that they can compete and survive and run well, one of which is by improving the performance of their human resources. Mangkunegara (2015) states that performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Mangkuprawira & Hubeis (2007) explained that there are intrinsic and extrinsic factors that influence performance. Intrinsic factors include education, motivation, experience, age, health, skills, emotions and spirituality. The extrinsic factors include the physical and non-physical environment, vertical and horizontal communication, leadership, compensation, control including provisions, facilities, workload, work procedures, punishment systems.

One of the factors that influence performance according to Mangkuprawira & Hubeis (2007) is compensation. Compensation can play an important role in improving performance so that employees can be motivated. According to Hasibuan (2019) compensation is all income in the form of money, direct or indirect goods, which employees receive as compensation for services provided to the company. According to Mulyadi (2015), compensation management can be grouped into 2 (two) groups, namely financial compensation and non-financial compensation. Meanwhile, financial compensation itself is categorized into 2 (two), including direct compensation and indirect compensation. Direct compensation is direct

compensation that can be received by an employee, such as: Salary, Wages, Bonuses, Holiday Allowances (THR), Incentives. Meanwhile, the definition of indirect compensation is additional compensation given based on company policy to all employees in an effort to improve employee welfare, such as health insurance, life insurance, housing assistance and so on.

Apart from providing compensation, one of the factors influencing performance according to Mangkuprawira & Hubeis (2007) is the work environment. A comfortable work environment can increase enthusiasm and provide comfort for employees at work so that they can improve their performance. According to Siagian (2014), the work environment is the environment where employees carry out their daily work.

Another factor that influences performance is also mentioned by Mangkuprawira & Hubeis (2007), namely workload. According to Kasmir (2019), workload is a comparison of the total standard time to complete tasks and work to the total standard time.

Performance research is related to compensation, work environment, workload carried out at the East Lombok Regency Fire and Rescue Service office. The Fire and Rescue Service is a government service that operates in the field of Public Peace and Order, a government affairs service in the field of fire prevention, control and rescue that handles fire affairs.

Based on the researcher's interview with Mrs. Zulkarmawilah, SE in the secretarial department regarding employee performance, the researcher obtained information which stated that employee performance could be said to have increased, it can be seen from the productivity of the performance of employees who always strive to do their work optimally and carry out their duties well. Although sometimes the work carried out is completed beyond the maximum time, employees will be given additional time to complete the task until it is completed starting from 1x24 hours. Apart from that, to maximize the performance of the East Lombok Regency Fire Department, it already has 5 posts in several sub-districts in East Lombok which are in Terara, Jerowaru, Sambalia, Pringgabaya and Sembalun with the aim that when a fire occurs in an area of East Lombok it is far from the main post located in Sukamulia District, it can be handled by a post that is closer to the incident, so that there is no delay in rescue. The phenomenon of employee performance can also be seen from the realization of the main performance indicator targets achieved, which can be seen from the performance indicators in the following table:

Performance Indicators	2021		2022	
	Target	Realization	Target	Realization
All reported fire cases can be handled with a response time of 15 minutes	76%	75%	78.22%	78 %
Formation of Fire Volunteers (Redkar)	10 people	10 people	241 people	50 people
Percentage of certified apparatus	6 people	0	12 people	8 people
Formation of the ideal WMK Post	6 units	6 units	6 units	6 units
Availability of fire team PPE	100 sets	100 sets	-	-
Availability of rescue team PPE according to service standards	15 sets	15 sets	-	-

*Source: East Lombok Regency fire and rescue service personnel sub-section*

From the results of the data above, it can be seen that the realization achieved in the last two years has increased and is almost optimal, especially in indicators Reported fire cases can be handled with a response time of 15 minutes. It can be seen that in 2021 the target was not fully realized, in 2022 the target and realization also increased but the same as the previous year the final results were almost optimal, This is an indication of an increase in employee performance, and there is also a lack of targets and realization in 2022 due to limitations in managing the funds given to fire fighters by the regional government. However, as a service that handles problems regarding the safety of many people, the fire service is required to complete rescue and fire work optimally and optimally so that there are no cases that cannot be resolved.

Factors that influence performance are financial compensation. The phenomenon of the East Lombok Regency Fire Department is that financial compensation is given in the form of:

**Table 2. Financial Compensation Received**

No	Indicator	Information
1	Wages <ul style="list-style-type: none"> <li>• ASN</li> <li>• Non ASN               <ol style="list-style-type: none"> <li>1. SPK (Work Order) 0-5 years of service</li> <li>2. KK (Employment Contract) 5-10 years of service</li> <li>3. PK (Work agreement) 10 years or more of service</li> </ol> </li> </ul>	IDR 2,000,000- IDR 4,000,000/month  IDR 550,000/month  IDR 650,000/month  IDR 750,000/month
2	Incentive	> IDR 450,000/ month

*Source: personnel sub-section of East Lombok Regency Fire and Rescue Service*

Based on the table above, all employees will receive a salary every month for the work they have done. Apart from the salary they receive, employees of the East Lombok Regency Fire Department also receive incentives which are given once a month. Incentives are given for work pickets carried out to anticipate fires or rescues outside working hours. The allowance is in the form of BPJS employment which is given to all employees.

Apart from compensation there is also a working environment, the working environment at the East Lombok Regency Fire Department can be said to be decent, it has supporting facilities such as a prayer room, a canteen with adequate rest areas, it is located close to major roads and the edge of town, from the head of the service to the chief of staff they have different rooms. different so that when they work they can maximize employees' work and reduce noise which results in employees' lack of concentration at work. However, several employees said there was a shortage of tools such as printers, laptops, ATK, which support them in carrying out their work. Apart from that, the East Lombok Regency Fire Department still lacks a fleet, they still use old cars and the firefighters still lack PPE. According to the head of the rescue and evacuation section, Mr. Sofiyan Hadi, he said that these deficiencies were due to adjustments in the work environment because the East Lombok Regency Fire and Rescue Service could be said to have only been formed after being separated for 2 years from BPBD. Apart from that, the non-physical environmental phenomenon that exists in the East Lombok Regency Fire and Rescue Service, based on interviews and

observations, researchers found a phenomenon in the form of relationships between employees who are less familiar in one field with another because they have their own work space, apart from that there is also a lack of familiarity. This is due to the difference in length of time worked/years of employment, which makes some employees feel more senior. The relationship between employees and superiors is where subordinates lack respect for superiors and lack politeness in communicating with superiors.

The employee workload is in addition to the duties and functions described in chapter 3 article 4 paragraphs 1 and 2 above. The above is carried out well, the external burden felt by employees is in the form of picketing outside working hours (7.30-17.00) which can result in delays in completing the main tasks given to all employees, especially when there is a fire or emergency rescue because disasters cannot be predicted and detected on time so officers must be ready to carry out their duties. This can also be seen from the increase in the number of fire and non-fire cases in 2022, from the recapitulation of fire incidents as follows:

**Table 3. Recapitulation of Fire and Non-Fire Incidents**

Event Description	Year 2022	
	January – June	July-December
Fire	34 cases	67 cases
Non-Fire	64 cases	97 cases

*Source: Rescue and Evacuation Division of East Lombok Regency Fire and Rescue Service*

Based on the background of the phenomenon explained and the theory and based on the research gap above, the researcher felt interested in conducting research entitled "**The Influence of Compensation, Work Environment, Workload on the Performance of East Lombok Regency Fire and Rescue Service Employees**"

## Method

The type of research used in this research is causal associative research with a quantitative approach. The research location in this research is the office East Lombok Regency Fire and Rescue Service, located in East Sukamulia, Kec. Sukamulia, East Lombok Regency. The population in this study was all ASN and non-ASN employees in the field of firefighting and rescue at the East Lombok Regency Fire and Rescue Service, totaling 268 employees. The data collection method in this research was carried out using a survey method with a sampling technique, namely proportional random sampling method. The data in this research uses quantitative data.

## Multiple Linear Regression Analysis Test

This analysis is used to determine the effect of whether there is a strong relationship between the independent variable (X1) financial compensation, the variable (X2) work environment, the variable (X3) workload on the dependent variable (Y) employee performance, the test results are seen in the following table:

Table 4. Results of Multiple Linear Regression Analysis

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,234	,221		10,131	,001
	Financial Compensation	,305	,045	,556	6,769	,001
	Work environment	,298	,052	,501	5,707	,001
	Workload	-.147	,050	-.252	-2,961	,004

a. Dependent Variable: Performance

Source: Data processed by the author

Based on the table, it can be formulated as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 - \beta_3 X_3 + e$$

$$Y = 2,234 + 0,305X_1 + 0,298X_2 - 0,147X_3 + e$$

The multiple linear regression equation data above can be interpreted as follows:

1. Constant Coefficient Value ( $a$ )

Based on the multiple linear regression equation, the constant value ( $a$ ) of 2.234. This shows that if there is no variable influence independent ( $X_1$ ) financial compensation, variable ( $X_2$ ) work environment, variable ( $X_3$ ) workload on dependent variable ( $Y$ ) Employee performance amounting to 2,234.

2. Beta coefficient value 1 ( $\beta_1$ ) = 0.305

Based on the multiple linear regression equation, the financial compensation variable is obtained ( $X_1$ ) positive of 0.305, which means that every unit increase in the financial compensation variable will increase performance by 0.305 units assuming that other variables do not change or remain constant.

3. Beta coefficient value 2 ( $\beta_2$ ) = 0.298

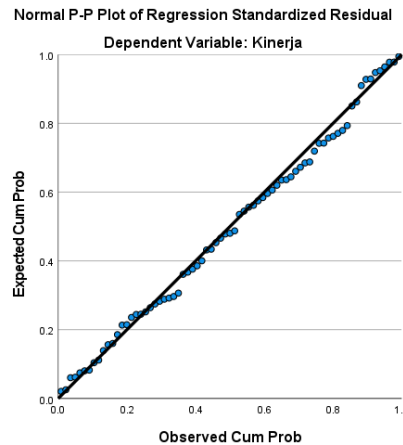
Based on the multiple linear regression equation, work environment variables are obtained ( $X_2$ ) positive of 0.298, which means that every unit increase in the work environment variable will increase performance by 0.298 units assuming that other variables do not change or remain constant.

4. Beta coefficient value 3 ( $\beta_3$ ) = -0.147

Based on the multiple linear regression equation, the variable dworkload is obtained ( $X_3$ ) negative is -0.147, which means that every unit increase in the workload variable will reduce performance by -0.147 units, assuming that other variables do not change or remain constant.

Classic assumption test  
Normality test

Figure 1. Normal P-Plot of Regression Standardized Residual



Based on the figure above, it is known that the results of the normality test with the Normal PP Plot show that the data (points) are spread around the diagonal line and follow the direction of the line. This means that all variables used in this research are declared to be normally distributed so that further statistical tests can be carried out.

Multicollinearity Test

Table 5. Muticollinearity Test Results

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Financial Compensation	,776	1,289
	Work environment	,678	1,474
	Workload	,723	1,384

a. Dependent Variable: Performance

Source: SPSS 25 data processing

Based on the table above, it is known that the tolerance value for the independent variable financial compensation is  $0.776 > 0.10$  and the VIF value is  $1.289 < 10$ , for the work environment variable the tolerance value is  $0.678 > 0.10$  and VIF  $1.474 < 10$ , for the workload variable the tolerance value is  $0.723 > 0.10$  and VIF  $1.384$ . So it can be concluded that based on the multicollinearity test there is a correlation between the independent variables or it can be said that it is not multicollinearity.

Heteroskedasticity Test

Table 6. Heteroskedasticity Test Results

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.025	.016		-1,628	.108
	Financial compensation	,006	,003	,237	1,838	,070
	Work environment	,005	,004	,183	1,327	,189
	Workload	-.001	,004	-.053	-.400	,690

a. Dependent Variable: ABS\_RES5

Source: SPSS 25 data processing (attachment 5)

Based on Table 4.11, it shows that the sig. Financial Compensation (X1) is 0.07>0.05, Work Environment (X2) is 0.189>0.05 and Workload (X3) is 0.690>0.05, so heteroscedasticity does not occur.

Hypothesis test

Model F Feasibility Test

Table 7. Model Feasibility Test Results (F test)

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1,895	3	,632	40,628	,000b
	Residual	1,073	69	.016		
	Total	2,968	72			

a. Dependent Variable: Performance

b. Predictors: (Constant), Workload, Financial Compensation, Work Environment

Source: data processed by the author

Based on the f test results table above, the F value is knowncount40.628 with a significance level of 0.001 which is smaller than the significance level of 0.05. Based on calculations and data from the F test results using the SPSS program, the F value is knowncount40.628> Ftable(2.73), and the significance level is smaller than the standard significance level (0.001 < 0.05), so the decision taken is to accept Ha. This means research that aims to see the influence of financial compensation, work environment, workload on the performance of East Lombok Regency Fire and Rescue employees. This was declared feasible and these results indicate that the regression model used can be said to meet the assumptions of the feasibility of a research model with the research data analyzed.

T test

Table 8. t test results

No	Variable	T count	T table	Sig
1	Financial Compensation	6,769	1,994	,001
2	Work environment	5,707	1,994	,001



3	Workload	-2961	1,994	,004
---	----------	-------	-------	------

Source: Data processed using IBM SPSS 25

Based on the table it can be seen that the calculated t value for each variable is as follows:

1. t value<sub>count</sub> of the financial compensation variable (X1) of 6,769 with a significance of 0.001, because  $t_{count} > t_{table}(6,769 > 1.994)$  and has a significant value below 0.05, then partially there is a significant influence on Performance (Y) employee East Lombok Regency Fire and Rescue Service.
2. t value<sub>count</sub> from the work environment variable (X2) of 5,707 with a significance of 0.001, because  $t_{count} > t_{table}(5,707 > 1.994)$  and has a significant value below 0.05, then partially there is a significant influence on Performance (Y) employee East Lombok Regency Fire and Rescue Service.
3. t value<sub>count</sub> from the Work Load variable (X3) of -2,961 with a significance of 0.004 because  $t_{count} < t_{table}(-2,961 < 1.994)$  and has a significant value below 0.05, then partially there is a significant influence on Performance (Y) employee District Fire and Rescue Service

### Coefficient of Determination Test (R<sup>2</sup>)

The coefficient of determination (R<sup>2</sup>) is used to determine the magnitude of the ability of the independent variables (financial compensation, work environment, workload) in explaining the dependent variable (performance). The results of the coefficient of determination test (R<sup>2</sup>) can be seen in the Model Summary output from the results of multiple linear regression analysis as follows:

**Table 9. Determination Coefficient Test Results (R<sup>2</sup>)**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,799a	,639	,623	.12469
a. Predictors: (Constant), Workload, Financial Compensation, Work Environment				

Source: data processed using IBM SPSS 25

The table above shows the R value is 0.799, while the R square value is 0.639. Because of this multiple coefficient of determination test, a multiple linear regression calculation was obtained, the coefficient of determination is 0.639 or x 100% is 63.9%. The significance of this value has the implication that the variables of financial compensation, work environment, workload influence the performance of East Lombok Regency Fire and Rescue employees.  $R^2$  amounting to 63.9%, the remaining 36.1% is influenced by other variables outside the model included in this research.

## Results and Discussion

Judging from the responses or answers given by respondents from the questionnaire distributed, it is known that the variables of financial compensation, work environment, workload and employee performance, most of the respondents gave answers of strongly agree, agree, disagree with a score of 5,4,3 respectively. This means that respondents gave positive responses to financial compensation, work environment, workload and employee performance.

Meanwhile, based on statistical testing, it can be clearly seen that partially (individually) all independent variables have an effect on the dependent variable. The influence given by the independent



variables of financial compensation and work environment is positive, meaning that the higher the compensation, work motivation and work discipline, the higher the employee's performance, while the workload variable has a significant negative effect, meaning that the higher the workload, the lower the employee's performance. These results are in accordance with the hypothesis for the three variables, namely financial compensation, work environment and workload. The explanation of the influence of each variable is explained as follows:

### **The Effect of Financial Compensation on Employee Performance**

The research results show that financial compensation has a positive and significant influence on employee performance. It can be concluded that hypothesis 1 (one) is accepted, namely that financial compensation has a positive and significant effect on the performance of employees of the East Lombok Regency Fire and Rescue Service.

Providing financial compensation to employees is in accordance with their performance so that employee performance has improved well. Likewise, if the financial compensation obtained is not appropriate, employee performance will decrease. The greater/appropriate the compensation that employees receive, the higher the employee's enthusiasm for improving their performance.

Sastrohadiwiryo and Syuhada (2019:224) state that compensation is compensation for services or remuneration provided by the company to the workforce, because the workforce contributes energy and thoughts for the progress of the company in order to achieve the goals that have been set, both in the short and long term. One way for management to improve work performance, motivate and improve employee performance is through compensation (Mathis and Jackson, 2000).

The results of this research are in line with research conducted by Agung Budianto, Yonatan Pongtularan, Syahrudin (2017) that financial compensation has a positive and significant influence on employee performance. However, different results were shown by Nabawi (2019) and Rialmi (2021) who proved that compensation had a negative and insignificant effect on performance.

### **The Influence of the Work Environment on Employee Performance**

The research results show that the work environment has a positive and significant influence on employee performance. It can be concluded that hypothesis 2 (two) is accepted, namely that the work environment has a positive and significant effect on the performance of East Lombok Regency Fire and Rescue Service employees. This means that the higher the work environment, the better the employee's performance will be. Likewise, if financial compensation is low, employee performance will decrease.

The work environment at the East Lombok Regency Fire and Rescue Service is included in the very good category and proves that the work environment felt by employees is in accordance with what employees need, so that what employees have obtained can improve their performance.

Nitisemito in Analysis (2011) states that a work environment condition can be said to be good if employees can carry out activities optimally, healthily, safely and comfortably, while a poor work environment demands more labor and time and does not support the achievement of a design. efficient work system. The influence of the work environment is something that should not be ignored by the company because it will have an impact on employee performance which has an influence on the Company.

The results of this research are in line with research conducted by Sihalohe & Siregar (2019), Nainggolan (2018) and Triastuti (2018) states that the work environment has a positive and significant

influence on employee performance. However, Nabawi (2019) showed different results, which proved that the work environment had an insignificant negative effect on performance

### **The Effect of Workload on Employee Performance**

The research results show that workload has a negative and significant influence on employee performance. It can be concluded that hypothesis 3 (three) is accepted, namely that workload has a negative and significant effect on the performance of East Lombok Regency Fire and Rescue Service employees. This means that the higher the workload, the employee performance will decrease. Likewise, if the workload is low, employee performance will increase.

The existence of additional tasks/work included in the workload is included in the very heavy category and proves that the workload carried out/done is too heavy resulting in delays in completing the work. Heavy and inappropriate workloads have caused a decline in the performance of East Lombok Regency Fire and Rescue Service employees.

Setyawan and Kuswati (2006) said that if the workload continues to increase without an appropriate distribution of workload, employee performance will decrease. Excessive workload occurs when employees are expected to perform more work tasks than they have available time

The results of this research are in line with research conducted by Dwinati (2019) and Nabawi (2019) workload has a negative and significant influence on employee performance. But the results were different Yanti & Saluy (2018) and Nainggolan (2018) prove that workload has a significant positive effect on performance.

## **Closing**

### **Conclusion**

Based on the results of the research and discussion, several conclusions can be drawn as follows:

1. From the research results, financial compensation has a positive and significant effect on employee performance East Lombok Regency Fire and Rescue Service. So the first hypothesis in this research can be declared proven and acceptable.
2. From the research results, the work environment has a significant positive effect on employee performance East Lombok Regency Fire and Rescue Service. So the second hypothesis in this research can be declared proven and acceptable.
3. From the research results, workload has a significant negative effect on employee performance East Lombok Regency Fire and Rescue Service. So the third hypothesis in this research can be declared proven and acceptable.

### **Suggestions for Companies**

Based on the conclusions of the research results, for the benefit of practitioners and the interests of organizations it is necessary to convey the following suggestions:

1. Based on research regarding financial compensation variables, it can be seen that overall it is in the good category, the lowest assessment is for the Incentive indicator, namely employees feel that the incentives provided are still relatively inadequate. Several other indicators are good, which can be seen from the salary and allowance indicator items, meaning that they are able to provide good compensation to employees. Things you should pay attention to East Lombok Regency Fire and Rescue Service is the provision of incentives for employees, although basically the incentives given are adjusted to the budget

- provided by the region, therefore there is little possibility of increasing the incentives that will be received. According to Simamora (2015), providing incentives to employees increases employee productivity in order to achieve competitive advantage. Companies must be able to provide bonuses that are in accordance with their employees' achievements or overtime work so that employees feel that the results of their work are appreciated by the company and ultimately employee performance can increase.
2. Based on research regarding work environment variables, it can be seen that overall it is in the good category, the lowest assessment is on the physical environment indicators regarding facilities and infrastructure which are still lacking so they do not support carrying out tasks, therefore East Lombok Regency Fire and Rescue Service must maximize its duties with existing facilities and infrastructure Siagian(2014) Employees really need adequate equipment because it will support employees in completing the tasks they carry out within the company. Several other indicators that are good can be seen from the non-physical work environment item, meaning cooperation and relationships between employees The East Lombok Regency Fire and Rescue Service is said to be harmonious and respectful of each other.
  3. Based on research regarding workload variables, it can be seen as a whole in the heavy/high category, the lowest assessment is on the target indicator that must be achieved, namely that employees feel not burdened by the many cases that must be resolved. Several other high indicators such as working conditions and work standards must be reduced or paid attention to East Lombok Regency Fire and Rescue Service to improve employee performance because from the results of this research the higher the workload, the employee performance will decrease. Setyawan and Kuswati (2006) said that if the workload continues to increase without an appropriate distribution of workload, employee performance will decrease. Excessive workload occurs when employees are expected to perform more work tasks than they have available time.
  4. Respondents' responses regarding the Performance variable can be seen as a whole in the high category. The lowest assessment is that employees try to work according to the predetermined number of attendance. However, several items from all other performance indicators are in very good condition. Things you need to pay attention to East Lombok Regency Fire and Rescue Service namely the need to increase employee work effectiveness. The effectiveness of employee performance can ensure the understanding of work implementers in completing their tasks, in order to achieve more effective and efficient work (Hasibuan, 2012).

## References

- Budianto, A., Pongtuluran, Y., & Y, S. (2017). Pengaruh Etika Kerja, Motivasi Kerja, dan Kompensasi Finansial Terhadap Kinerja Karyawan. <http://journal.feb.unmul.ac.id/index.php/KINERJA>, 1-5.
- Geri Utami, P. C., Suprayetno, D., & Sulaimiah, S. (2023). The Effect of Job Promotion and Workload on Employee Job Satisfaction on PD. BPR NTB Mataram : Pengaruh Promosi Jabatan Dan Beban Kerja Terhadap Kepuasan Kerja Karyawan Pada Pd. Bpr Ntb Mataram. *Unram Management Review*, 3(3), 34–49. Retrieved from <http://urgentreview.unram.ac.id/index.php/Identification/article/view/615>
- Hasibuan, M. S. (2019). *Manajemen: Dasar, Pengertian, dan Masalah*. Jakarta: Bumi Aksara.
- Kasmir. (2019). *Manajemen Sumber Daya Manusia*. Depok: Rajawali Pers.
- Mangkunegara, A. (2015). *Manajemen Sumber Daya Manusia*. Bandung: PT. Remaja Rasda Karya.
- Mangkuprawira. Hubeis, (2007). *Manajemen Mutu Sumber Daya Manusia*. Bogor: Ghalia Indonesia.
- Mulyadi. 2015. *Manajemen Sumber Daya Manusia (MSDM)*. Bogor: IN MEDIA.

- Robbins, S. (2003). *Perilaku Organisasi*, Edisi Ke-9. Jakarta: Indeks Kelompok Gramedia.
- Sastrohadiwiryono, S., & Syuhada, A. H. (2019). *Manajemen Tenaga Kerja Indonesia Pendekatan Administratif dan Operasional*. Jakarta: Bumi Aksara.
- Siagian, S. P. (2014). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Suhardiman, S., & Ferine, K. F. (2023). The Influence of Human Resource Quality on Employee Performance with Job Satisfaction as an Intervening Variable at Bank Sumut Binjai Branch. *International Journal of Economics, Management and Accounting (IJEMA)*, 1(2), 83-92.
- Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana.