

The Effect of Work Communication, Work Motivation, and Job Satisfaction on the Performance of Medical Employees at Public Health Center of Palembang City (Palembang Ilir Region)

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Abstract

This study intends to determine the effect of communication, motivation, and job satisfaction on the performance of Public Health Center employees in Palembang City (Ilir Palembang region). This research is quantitative and descriptive in nature. Communication, motivation, job satisfaction, and employee performance are the variables used, and 16 indicators are derived from them. This study's sample comprised of 174 medical employees from the Palembang city Public Health Center. Research uses primary data gathered through questionnaires and analyzed using multiple regression approaches. The findings of this study reveal that 1) Work communication, work motivation, and job satisfaction have a significant impact on the performance of public health center medical staff in Palembang City (Ilir Palembang region) 2) Work communication has a strong favorable impact on the performance of the medical staff at the Palembang City public health center (Ilir Palembang region) 3) The performance of Palembang City public health center medical staff is significantly influenced by their job motivation (Ilir Palembang region).4Job satisfaction has a significant impact on the efficacy of medical staff at the public health center in Palembang City (Ilir Palembang region).

Keyword: Work Communication, Job Motivation, Job Satisfaction, Performance Employee

JEL Codes : J24, J28, L31

How to Cite

Agung, M. A. P. (2022). The effect of competence, job placement and job satisfaction on employee performance at the Regional Office VII BKN. *International Journal of Business, Management, and Economics*, 3(3). 271 - 281. DOI: <https://doi.org/10.47747/ijbme.v3i3.773>

1. Introduction

Each organization must be able to cultivate and enhance employee performance. Performance assessment can give employees with opportunity to take remedial actions in an effort to improve performance based on feedback from the organization. The results of the performance evaluation can be used to determine suitable compensation so that employees are adequately motivated. In addition, it can prevent confusion over the organization's expected level of job quality. Certainly, the outcomes of the performance evaluation can be used to

design more efficient training and development programs.

Various Public Health Centers in Palembang routinely conduct staff performance evaluations. At the Public Health Center where the author's investigation was undertaken, employee performance was the phenomenon of interest. According to observations and interviews, it has been determined that the employee's work has not met expectations and that he or she has not given the organization their best effort. Not the maximum performance is defined by poor quality of work, results where there has been a decrease in the accuracy of nurses, such as patients receiving the wrong medication, and complaints from patients on the rigidity of the skills of new nurses in providing services. Currently, each section's patient data processing system uses the Public Health Center's online information system. However, there are numerous issues with the processing of patient data. The problem with - this difficulty in the course is the high rate of errors in patient data processing (registration data, examination data, reference data, and laboratory data).

Moreover, in terms of quantity, Numerous patient complaints on the lack of rapid-response medical personnel at public health centers illustrate the problem. Additionally, the service procedure was deemed to be slow, and a number of customers reported of frequent internet tissue disruptions when entering new patient information. This disorder causes service delays. and the sluggish process of patient service, such as data structure and searching. This impacts the quantity of work performed by health services, as the Public Health Center Regulations standard is 3 to 5 minutes.

Monitoring factors have an effect on performance decline as well. The decline in performance is attributable to the leadership of the Head of the Public Health Center, whose employees are regarded as devoted and disciplined. It is apparent that the employee is performing wonderfully when the Director of the Public Health Center exercises oversight during working hours. However, if the Director of the Public Health Center is not performing surveillance during business hours or is absent from the Public Health Center, surveillance will not be conducted, employees who delay their job, converse with friends, and even play with their cell phones will be discovered. The purpose of supervision is to determine whether the work and outcomes are in conformity with what was intended.

Regarding markers of employee relationships, it was discovered that there was still a reliance on others. As a colleague, it is unquestionable that employees require the assistance of their teammates. However, many are unaware of their excessive dependence on others. Despite the fact that reliance on others is a negative trait that can burden others.

Regarding communication, the objective is to determine how information gets upheaved and transmitted from one individual to another inside a system. Where such communication can connect the perspectives of other organization members and, most significantly, the relevance of the material itself. It was also discovered that Public Health Center personnel lacked a clear knowledge of their roles and bosses' directions. Lack of comprehension of the problem's context between employees and bosses might lead to erroneous assumptions. The surplus information and directives given by superiors to subordinates creates confusion among employees regarding which tasks to prioritize and finish first. This issue will not arise if the organization's HR department can develop effective communication so that subordinates can comprehend and carry out their superior's instructions.

Complex organizations provide and receive information through organizational

communication. Next on the enjoyment indicator (Sutardji, 2016), It appears that several pusat health centers have a new head of the Public Health Center; this makes them slightly uneasy. Even though a more relaxed and pleasant atmosphere will be more conducive to interaction than a tight one. Because communication is flexible. With such an environment, an intriguing impression will develop. Then, based on the attitude indicator (Sutardji, 2016), it appears that many Public Health Center employees are regularly disturbed by what their Leaders say when they are disciplined. Though what must be known in communication is not limited to intercommunicator understanding and individuality, it must also be capable of altering a person's behavior. According to the indication of a better relationship (Sutardji, 2016), the leadership style of the Puskesmas leader is perceived differently by the staff. It is therefore feasible for employees' attitudes to vary during meetings with the head of the public health center.

Participation in decision-making is crucial because it can change the way of life of its members, with whom it communicates, who is liked, how it functions, how it evolves, what it seeks to accomplish, and how to adapt. In conjunction with the action indicator (Sutardji, 2016), it is recognized that superiors rarely or never grant their subordinates autonomy, initiative, and decision-making authority. This is also related to the fact that superiors' communication with subordinates is formal when the organizational structure between them is remote. As a result of this conduct, his subordinates are not employed as sources of information, ideas, or counsel.

The diminishing performance of employees is a result of insufficient motivation; in terms of employee conduct, it indicates that employees are dissatisfied with their workload. However, the Health Service has been unable to match their demand. It appears that, in connection with the employee's business, staff, particularly nurses, have not provided patients with consistent, crisp, and professional nursing care.

Regarding the persistence of employees, it indicates that factors such as a lack of coaching, the awarding of rewards, or a lack of a sense of duty motivate employees more towards their work. The leadership's handling of complaints from medical workers is likewise deficient. Previously, a public health facility might get a prize charter from the Governor of South Sumatra for its achievements, but those days are long gone. This may suggest a loss of motivation, which can impair the public health center's own success. Moreover, based on the observations recorded in the public health center's Performance Assessment book, which contains an evaluation of work outcomes, a number of health programs have not yet achieved their goals.

According to the preliminary findings of various public health centers regarding the relationship between job happiness and supervision, employees prefer to work for supportive superiors. Medical professionals, particularly nurses, must be trained. Leaders must be able to give employees with motivation and psychological correctness, having in mind the significance of human aspects in enterprises. Through training, personnel become more cognizant of the goals and objectives of the organization's primary responsibilities. Consequently, employees will devote greater interest and focus to their subject of work. Then, in terms of benefits, it was discovered that health professionals with the status of state civil apparatus (ASN) complained about a 60 percent reduction in employee income benefits (TPP), which could have an impact on job satisfaction. In addition, there are still complaints regarding Co-workers (coworkers) where late-arriving medical personnel negatively impacts

the task of other colleagues. However, as coworkers they must get along and compliment one another.

To tackle some of the aforementioned issues, it is necessary to identify the primary variables that influence the problem's existence in terms of communication, motivation, and employee performance satisfaction. The author is therefore interested in conducting research with the title "Effect of Work Communication, Job Motivation, and Job Satisfaction on the Performance of Palembang City Puskesmas Medical Employees" whose results are anticipated to be useful for the needs of the organization in general and Public Health Center in particular (Ilir Region Palembang).

2. Literature Review

2.1 Employee Performance

According to Rivai and Basri (Sinambela, 2017:478), employee performance is one of the success criteria in defining the achievement of obligations towards persons who can direct the performance determination of the firm. According to Hasibuan (2020:34), performance is a person's labor in completing a task; the tasks allocated to him are dependent on his skill, experience, sincerity, and time. According to Wibowo (2017:3), performance is the execution of the predetermined plan. Human resources with the necessary skills, knowledge, motivation, and passions are responsible for implementing performance. There are six performance indicators (Kasmir, 2016), including: 1) Quality, 2) Quantity, 3) Cost emphasis, 4) Time, 5) Supervision, and 6) Employee Relationships

Aspects Influencing Performance

According to Kasmir (2016:65-71) there are thirteen aspects that affect performance, and these factors are as follows: 1) Capabilities, 2) Expertise, 3) Work Design, 4) Personality, 5) Work Satisfaction 6) Working Conditions, 7) Loyalty, 8) Dedication, 9) Work Discipline, 10) Motivated Work, 11) Leadership, 12) Leadership Style, 13) Organizational Culture.

Then according to Edison, Anwar & Komatiah (2018:202), there are various factors that affect employee performance, including: 1) Compensation, 2) Communication, 3) Competence, 4) Corporate culture, 5) Motivation and recognition, 6) Leader & leadership, 7) System/Procedure

2.2 Communication

According to Arni (2016: 4), communication is the interchange of verbal and nonverbal messages between the sender and the recipient of the message in order to influence behavior. Robbins (2016:16) states that communication aids in the creation of motivation by informing employees of their responsibilities, the quality of their work, and what can be done to improve subpar performance. According to Sutardji (2016: 10-11), there are numerous signs of effective communication, including: 1) Comprehension, 2) Pleasure, 3) Impact on attitude 4) More positive interactions, 5) Activity

2.3 Motivation

Hasibuan (Sutrisno, 2017) discovered that motivation is a stimulus to the will and driving force of one's activity since each motive has a specific objective to attain. According to Indicator - Jones and George's (Riniwati, 2016: 175) motivational indicators, among others, are as follows: 1.) Employee Conduct, 2.) Employee Activities, 3.) The tenacity of employees

2.3 Job satisfaction

According to Wibowo (2017:415), job satisfaction is a general attitude toward one's work as the difference between the numerous rewards received by workers and the many perceived difficulties that are accepted. Individuals' job satisfaction is a significant aspect of their employment. As each worker has unique features -beda, the level of job satisfaction varies; a high level of job satisfaction can also have disparate effects. According to Yuwono, cited by Spector in Badriyah (2015: 241), determining indicators of job satisfaction involves a number of factors, including: 1) Salary, 2) Promotion, 3) Supervision, 4) Benefit, 5) Contingents incentives, 6) Operating procedures, 7) Coworkers, 8) Nature of work, 9) Communication.

3. Research Method

This study is an example of associative research since it describes the relationship between workplace communication characteristics, work motivation, and employee performance at a public health center. The population of medical staff personnel at a public health center in Palembang, Ilir Palembang Region, was sampled using 174 individuals.

In this study, the operational variables are work communication, work motivation, job satisfaction and employee performance. For more details operational variables as follows:

Employee performance consists of indicators: quality (quality), quantity (amount), time (term), supervision, and relationships between employees. Communication consists of indicators: Understanding, pleasure, influence on attitudes, better relationships, actions. motivation consists of indicators: Employee behavior, employee effort, employee persistence. Job satisfaction consists of indicators: Supervision, benefit, co-workers

This study employs multiple linear regression analysis methodologies due to the presence of independent variables in numerous studies. This method is used to determine the degree to which independent variables influence dependent variables. Thus, the equation for multiple linear regression in this investigation is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Remarks :

Y = Performance Variable

a = Constants

b₁₂₃ = Regression Coefficient

X₁ = Work Communication

X₂ = Job Motivation

X₃ = Job Satisfaction

E = Error term.

4. Findings and Discussions

4.1 Normality Test

Each variable has a kolmograv value - smirnov yaiu greater than 0.05, indicating that the variable under consideration is regularly distributed..

4.2 Data Linerity Test

Watson's Durbin value is 1,959, the comparison utilizes a significance level of 5%, sample size of 174 (N), and number of independent variables of 3 (K-3), hence Watson's DU value in the Durbin table will be 1,787. Due to the fact that the DW value is larger than the upper limit (dU) 1,787 and less than $4 - 1,787 = 2,213$, it may be argued that there is no autocorrelation.

4.3 Analysis of Multiple Linear Regression

Table 1. Output Results of Multiple Linear Regression Tests

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | ,974 | ,213 | | 4,578 | ,000 |
| | Communication | ,414 | ,055 | ,493 | 7,517 | ,000 |
| | Motivation | ,245 | ,076 | ,236 | 3,242 | ,001 |
| | Job Satisfaction | ,131 | ,057 | ,150 | 2,299 | ,023 |

a. Dependent Variable: Performance

When the values of communication, motivation, and job satisfaction are set to zero, the performance of a medical professional at the Public Health Center of the City of Palembang in the Ilir Palembang region remains unchanged at 0.974%. Based on the value of the constant, it appears that if there are no communication factors, motivation, and work satisfaction that support the performance, it is of poor quality..

The regression coefficient for communication variables (b1) is 0.414, indicating a favorable association between the application of communication and the performance of medical staff in the Palembang City Pukesmas region. Therefore, if the communication variable increases, the performance variable of personnel at the Palembang City Public Health Center will be altered, ignoring the work motivation and job satisfaction variables ($X_2 = 0$ and $X_3 = 0$). This implies that with the support of communication factors, the resulting performance is of high quality..

The regression coefficient for the motivation variable is 0.245, demonstrating a favorable relationship between applying motivation and the performance of Public Health Center City Palembang City medical personnel in the Ilir Palembang region. Consequently, if the motivation variable improves, the employee performance variable at the Palembang City Public health center will increase by 0.491%, ignoring the work communication variable ($X_1 = 0$) and the job satisfaction variable ($X_3 = 0$). This means that with the value of motivational variables that support the quality of the performance produced, the performance is of high quality..

The coefficient of regression for the variable measuring job happiness (b3) is 0.131, indicating a positive association between job satisfaction and the performance of medical employees in the Palembang City Pukesmas region. Therefore, if the communication variable grows, the employee performance variable at the Palembang City Public health center will increase by 0.278, ignoring the work communication variable ($X_1 = 0$) and the work motivation variable ($X_2 = 0$). This signifies that the resulting performance is of high quality when supported by communication factors of high value.

4.4 Determination Coefficient Test (R^2)

Table 2. Determination Results (R2)

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | ,776 ^a | ,602 | ,595 | ,26618 | 1,959 |

a. Predictors: (Constant), Job Satisfaction , Communication, Motivation
 b. Dependent Variable: Performance

Table 2 reveals that the coefficient of determination, or R Square, has a value of 0.59, or 59 percent. This suggests that Communication, Motivation, and Job Satisfaction exhibited a 59 percent influence on the performance of the Public health center in the Ilir Palembang region, while the remaining 41 percent was influenced or explained by variables beyond the scope of the study.

4.5 Simultaneous Significance Test (Statistical Test F)

Table 3. Simultaneous Significance Test Results (Statistical Test F)

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 18,204 | 3 | 6,068 | 85,647 | ,000 ^b |
| | Residual | 12,045 | 170 | ,071 | | |
| | Total | 30,249 | 173 | | | |

a. Dependent Variable: Performance
 b. Predictors: (Constant), Job Satisfaction , Communication, Motivation

The significant value for the influence of communication, motivation, and job satisfaction on the performance of medical employees at the Palembang City Health Center in the Ilir Palembang region is 0.000 0.05 and the Fcount value is 85.64 > Ftable 3.05, as shown in table 3. The hypothesis (Ha1) is therefore accepted. In other words, communication, motivation, and job satisfaction all influence the effectiveness of medical professionals at the Palembang City Health Center in the Ilir district of Palembang.

4.6 Partial Significance Test (Test Statistical t)

Table 4. Results of Partial Significance Test (Test Statistics t)

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | ,974 | ,213 | | 4,578 | ,000 |
| | Communication | ,414 | ,055 | ,493 | 7,517 | ,000 |
| | Motivation | ,245 | ,076 | ,236 | 3,242 | ,001 |
| | Job Satisfaction | ,131 | ,057 | ,150 | 2,299 | ,023 |

a. Dependent Variable: Performance

Work Communication (X1) has a probability value of 0.000 0.05 and an arithmetic value greater than t table 1.973. Therefore, H02a is rejected, indicating that communication has a major effect on the performance of medical professionals at the Palembang City Health Center in the Ilir district of Palembang.

Motivation (X2) has a significant probability of 0.001 more than 0.05 and a tcount greater than ttable. Therefore, H02b is rejected, indicating that motivation has a major effect on the

performance of medical staff at the Palembang City Health Center in the Ilir district of Palembang.

The significant probability of job satisfaction (X3) is 0.023 0.05, and tcount is greater than ttable (1.973). Then H02c is rejected, indicating that there is a substantial relationship between job happiness and the performance of medical staff at the Palembang City Health Center in the Ilir Palembang district..

4.7 Discussion

The Influence of Work Communication, Job Motivation, and Job Satisfaction on the Performance of Medical Employees at the Palembang City Public Health Center (Ilir Palembang Region)

Communication, motivation, and job satisfaction have a favorable and significant effect on the performance of medical personnel at the Palembang City Health Center in the Ilir neighborhood of Palembang, according to the test results. Communication, motivation, and job satisfaction influence the performance of medical professionals at the Palembang City Health Center in the Ilir Palembang region. This is demonstrated by the 59 percent contribution of communication, motivation, and job satisfaction factors to the rise and fall of employee performance as determined by the coefficient of determination test.

According to Kasmir (2016), the factors that affect employee performance include motivation and job satisfaction when examined from a theoretical perspective. According to Edison's (2018) hypothesis, communication is one of the elements influencing employee performance. Thus, this outcome is consistent with the expert's theoretical perspective.

As the stability of its link with low-performing employee performance variable responses from survey respondents. Consequently, the results of the respondents' responses demonstrate the relationship between variables, indicating that the impact of communication, motivation, and low job satisfaction leads to a decline in employee performance.

The Influence of Work Communication on the Performance of Medical Staff at the Palembang City Health Center, Palembang Ilir Region.

The test results reveal that communication has a favorable and statistically significant impact on the performance of medical professionals at the Palembang City Health Center in the Ilir Palembang district. According to Edison's (2018) hypothesis, performance is influenced by compensation, communication, competence, corporate culture, motivation and recognition, leadership, and procedures, one of which is communication. The results of this study are consistent with this theory. This demonstrates that the research results align with the expert's theory.

The influence of leadership style and communication on employee performance at upt public health center klungkung 1, klungkung district. The results of this study are consistent with those findings. Specifying that communication has a substantial impact on the performance of upt klungkung personnel. The same results are seen in research by Mayono (2016) titled Communication has a marginally significant effect on employee performance at UPT Public health center Ambalawi, according to The Effect of Work Discipline and Work Motivation on Employee Performance at UPT Public health center Ambalawi.

Previous research conducted by Handayani (2016) showed that communication had no significant effect on the performance of Totikum Health Center personnel in Banggai Regency, Central Sulawesi Islands. These results contradict Handayani's findings. Due to the

variation in sample size and research location, the outcomes are distinct. Prior research utilized an analytical cross-sectional method. The research sample included all 41 Totikum Health Center workers. This study was conducted at a public health center using a sample of 174 medical professionals. This study's findings also reveal that communication in public health centers has a negative relationship with employee performance in terms of affecting the achievement of organizational goals through changes in employee behavior. This indicates that if communication is effective, Totikum Health Center employees' performance will suffer, and vice versa. This may be the result of a lack of employee turnover, so that employees are well-versed in their responsibilities without direct instruction from management. Coordination and cooperation with coworkers have little effect on the completion of a job, as each employee can perform his own duties and obligations because he has been performing the same job for an extended period of time. Consequently, despite the fact that communication inside the Public Health Center is quite limited, the staff's performance is satisfactory.

The Influence of Work Motivation on the Performance of Medical Staff at the Palembang City Health Center, Palembang Ilir Region.

The test results indicate that motivation has a favorable and statistically significant effect on the performance of the medical personnel at the Palembang City Health Center in the Ilir Palembang district. The findings of this study are consistent with the idea proposed by Kasmir (2016) and Edison (2018), according to which motivation is one of the elements influencing employee performance. This demonstrates that the research results are consistent with the expert's theory.

This study's findings are consistent with those of Fajar Budiarto (2016), who demonstrated that work motivation significantly affected the performance of staff at the Payung District Health Center, South Bangka Regency. In addition, this study is consistent with previous research by Hastuti (2017), which reveals that job motivation has a substantial effect on the performance of Public health center staff. Employees who are highly motivated at work will typically exhibit excellent performance. Conversely, personnel with low achievement motivation are likely to provide poor results.

Muhammad Iqbal (2020) published a study titled Contrary to the findings of this study, the influence of work discipline and work motivation on employee performance at UPT Public Health Center Ambalawi District. Providing evidence that partial job motivation has little impact on employee performance. Due to the variation in sample size and research location, the outcomes are distinct. Prior studies employed an analytical cross-sectional approach. All 55 staff of the Ambalawi District Health Center constituted the sample for this study. This study was conducted at the Public Health Center with a sample of 174 medical professionals. Problems with job motivation, such as a lack of mentoring, training, or a greater sense of responsibility for work outcomes. Motivation has little effect due to the influence of other variables (work discipline), which diminishes the significance of motivation.

The Influence of Job Satisfaction on the Performance of Medical Staff at the Palembang City Health Center, Palembang Ilir Region.

The test results indicate that job happiness partially influences the performance of medical staff at the Palembang City Health Center in the Ilir Palembang district. The findings of this study are consistent with Kasmir's (2016) theory that job satisfaction is one of many factors that influence employee performance.

Herlina (2019), author of the study titled the influence of work ethic, job satisfaction, and work environment on employee performance at Karangampel Public Health Center, Indramayu Regency, found that job satisfaction influences the performance of Public Health Center employees in a number of her previous studies. If job happiness is enhanced, employee performance will increase, and if job satisfaction is decreased, employee performance will decrease.

In contrast, the results of Rahmawati's (2020) study titled The Effect of Job Stress, Job Satisfaction, and Social Support on the Performance of Nurses at the Sebatik Public Health Center are different. The claim that job satisfaction has no significant effect on the performance of nurses at public health centers. Due to the variation in sample size and research location, the outcomes are distinct. All 36 participants in the research sample were medical nurses. This research was conducted at a public health facility with 174 physicians, nurses, pharmacists, health analysts, and midwives as participants. The results of this study reveal that nurses are dissatisfied with their compensation since it is insufficient to meet their demands; nonetheless, their dissatisfaction with their salary has no effect on their performance. This is demonstrated by respondent data indicating that they are able to complete their work in accordance with public health center standards, are able to complete their work efficiently, effectively, and seriously, and take their work seriously. In addition, the tasks and obligations of nurses do not influence the performance of nurses, because the duties and responsibilities of nurses are distinct from those of employees at other organizations. The purpose of a nurse in the field of social services is to constantly be patient and able to comprehend the condition of patients who are experiencing pain, fear, and crises, and to attend to all of the patients' needs at the public health center, which is directly tied to the patient's life. Therefore, occupational satisfaction has no effect on nurses' performance..

5. Conclusion

Motivation, communication, and job satisfaction have a significant and favorable impact on the performance of medical staff at the Palembang City Health Center in the Ilir district of Palembang.

Communication has a big and favorable impact on the performance of medical professionals at the Palembang City Health Center in the Ilir Palembang district.

Motivation has a good and considerable impact on the performance of medical personnel at the Palembang City Health Center in the Ilir neighborhood of Palembang.

Positive and significant effects of job satisfaction on the performance of medical staff at the Palembang City Health Center in the Ilir district of Palembang.

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