

THE EFFECT OF EMPLOYEE EMPOWERMENT OF COMPENSATION AND ORGANIZATIONAL COMMITMENT TO SATISFACTION

I Putu Kurniawan, I Gusti Bagus Honor Satrya

Faculty of Economics and Business, University of Udayana, Bali, Indonesia

ABSTRACT: The purpose of this study was to determine the effect of employee empowerment compensation and organizational commitment on satisfaction at the Adat Credit Village Pecatu, Badung Regency. This research was conducted at the AdatDesa Credit Institute Pecatu, Badung Regency. The number of samples taken was 50 employees, with saturated sampling method. Data collection is done through interviews, observations and questionnaires. The analysis technique used is multiple linear regression analysis. Based on the results of the analysis it was found that the empowerment of employee compensation and organizational commitment had a positive and significant effect on satisfaction of employees at the Adat Credit Village in Pecatu, Badung Regency. This means that the more employees feel empowered by the organization, the satisfaction level will increase. Organizational commitment has a positive and significant effect on job satisfaction. This means that the greater organizational commitment an employee has, the level of satisfaction will increase. Compensation has a positive and significant effect on job satisfaction. This means that the higher the compensation given to employees, the higher the level of satisfaction.

KEYWORDS: *Employee empowerment, organizational commitment, compensation, satisfaction.*

I. INTRODUCTION

One factor to consider is the satisfaction can be through compensation. According to Padayachee (2017), tyang remuneration Compensation is provided by the organization / company to employees, which can be financial or non-financial. Compensation in accordance with the procedures will foster a sense of belonging to the organization, which would result in increased commitment to the organization (Retnaningsih, 2017).

Besides employee empowerment and compensation, organizational commitment is also effected by where the job satisfaction. Organizational commitment is defined as the power of gratitude employees with the ambition of the organization and participation of the organization, in a word can be regarded as one of the attitudes and behaviors of employees connecting an employee's organization (Naeem, 2013). Ardi&Sudarma (2015) said the organizational commitment include the extent to which members of the organization considers itself part of the organization and how strong needed remain in the organization and the extent to which members of the organization receiving the value - the value and purpose in the organization. Rae, (2013) organizational commitment is a taste of the employees who are committed to the organization, where affective commitment includes the positive feelings of attachment organization, while continuing commitment included the desire to remain a member of the organization of a sense of necessity commitment. Astuti et al., (2013) organizational commitment is one of the factors that affect the success of the organization in the face of a more complex environment. Organizational commitment can also be interpreted as an attempt to defend himself in an organization like, to defend the values and goals of the organization as well as a strong effort to keep the organization's name (2013) organizational commitment is one of the factors that affect the success of the organization in the face of a more complex environment. Organizational commitment can also be interpreted as an attempt to defend himself in an organization like, to defend the values and goals of the organization as well as a strong effort to keep the organization's name (2013) organizational commitment is one of the factors that affect the success of the organization in the face of a more complex environment. Organizational commitment can also be interpreted as an attempt to defend himself in an organization like, to defend the values and goals of the organization as well as a strong effort to keep the organization's name (Mirah et al., 2019), Employees who have a strong commitment to the company is also required to be able to control the emotion that was in him to face the possibility of a problem that would occur (Damaryanthi & Goddess, 2016), Sherlywati (2015) define organizational commitment as a relationship between individuals and organizations including the values and

objectives of the company. Each company must always maintain their organizational commitment for commitment is essential that resides within an employee.

There are several factors that can affect the job satisfaction of employees, one employee empowerment, failure of employee empowerment occurs because there is no support from management, a lack of understanding of the managers on the ability of its employees, the lack of activity of exchange of information and the lack of delegation of tasks from the leader in terms of this manager to his subordinates in order everything that is related to decision-making in each - each unit can run without having to wait for the manager, employees still lack the opportunity to occupy higher positions in the LPD DesaAdatPecatu, and the lack of appreciation to employees who excel in the completion of all activities as well as highly necessary to hold training every year in order to improve the motivation of employees in the work.

In addition to the empowerment factor, compensation factors can also affect job satisfaction, which as stated in Law No. 13 of 2003 on Labor states that "*Labor is any person who is able to work in order to produce goods and / or services, both for subsistence and for the community.*" Meanwhile, According to Article 1 paragraph 30 of Law No. 13 of 2003 on Labor, Wage is the right of workers / laborers received and expressed in terms of money as a reward from employers or employers to workers / laborers are set and paid by an employment agreement, agreements, or legislation, including allowances for workers / laborers and family for a job and / or services that have been or will be made.

II. LITERATURE AND DEVELOPMENT HYPOTHESIS

Satisfaction effect of empowerment to work itself revealed by Muhammad TaufikHidayat, et al (2018) and tingginya empowerment programs for employees were able to finish the job properly and have a harmonious working atmosphere with colleagues, revealed that the empowerment of positive and significant effect on job satisfaction. Other opinions expressed Empowerment satisfaction effect on employment is also stated by S. Thomas, et al (2018) empowerment means to encourage them more involved in the decisions and activities that affect their work. In this empowerment company will improve the performance of the company and employees can improve the talents fully, it affects the ability and satisfaction if the employee's performance increases, satisfaction will be achieved.

Research by Yani et al. (2016) say that the more employees feel empowered then work satisfaction will be higher. In other words, empowering positive and significant impact on job satisfaction. As well Maryanti and Goddess (2016), Styawahyuni and Yuniari (2014), Srinadi and Netra (2014), Hermawan and Chandra (2013), as well as Ayu (2015) also obtained the result that the employee empowerment effect the direction of the job satisfaction or otherwise if the employee empowerment increases there will be an increase in job satisfaction.

H1: Employee Empowerment positive effect on Satisfaction.

Hasibuan (2007: 117) claimed compensation as all income in the form of money, goods directly or indirectly received by an employee in exchange for remuneration granted to the company. Islam et al. (2012), and Ebaris and Arat (2012) state compensation to satisfaction and significant positive effect. According to Women (2013) and Dwijayanti and Kartika (2015), simultaneously a significant difference between compensation and job satisfaction. Mahendrawan research and Indrawati (2015) states that compensation has a proportional effect on job satisfaction. Candra (2014) said compensation to job satisfaction, resulting in variable compensation and a significant positive effect on job satisfaction variables. Similarly Adeoye and Fields (2014), Salisu et al. (2015) and Muguongo et al. (2015) which states that the compensation and job satisfaction and significant positive effect on job satisfaction.

H2: Compensation positive effect on Satisfaction.

Baraba et al., (2014) in his research that aims to test the effect of organizational commitment on job satisfaction, organizational commitment to find results that negatively affect satisfaction. Okubanjo, (2014) in his study to test the predictive power of organizational commitment on satisfaction found a significant link between employee commitment and job satisfaction.

Research on the effects of job satisfaction on organizational commitment investigated by Darsana and Son (2017), Ramadan and Mujiati (2018), and Suadnyani and Netra (2018) showed that job satisfaction is positive and significant effect on organizational commitment.

H3: Organizational Commitment positive effect on Satisfaction

III. RESEARCH METHODS

The location study was conducted in Desa Adat Pecatu LPD which located on Jl. Raya Uluwatu-Pecatu Km. 5 Uluwatu district. South Kuta district. Badung, Bali, Indonesia. Objects in this study is about the effect of compensation of employee empowerment and organizational commitment to satisfaction at DesaAdatPecatu LPD to all employees.

The population in this study were all employees of the LPD DesaAdatPecatu. The sample used in this study were all employees remain in LPD DesaAdatPecatutotaling 50 employees. With the determination of the saturation sampling method is sampling technique when all members of the population used as a sample.

Multiple linear regression analysis is used to determine the effect or linear relationship between two or more independent variables and the dependent variable. The difference with the simple linear regression is that the simple linear regression using only one dependent variable in the regression model, multiple linear while using two or more independent variables in the regression model.

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e \dots\dots\dots (1)$$

Information:

- Y = Satisfaction
- α = constant
- $\beta_1\beta_2\beta_3$ = Coefficient of variable X regesi₁, X₂, X₃
- X₁ = Employee empowerment
- X₂ = Compensation
- X₃ = Organizational Commitment
- e = error

IV. RESULTS AND DISCUSSION

Analysts Multiple Linear Regression

This analysis technique is used to determine how much effect the independent variable is: Empowering employees (X₁), compensation (X₂), organizational commitment (X₃), against the dependent variable is satisfaction (Y).

Table 1. Results of Multiple Linear Regression Analysis

Coefficients ^a						
Model		Coefficients		standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	5,009	1587		3157	.003
	Employee empowerment	.458	.207	.223	2,216	.032
	Compensation	.558	.155	.461	3,599	.001
	Organizational commitment	.421	.180	.285	2337	.024

a. Dependent Variable: Satisfaction

Primary Data, 2019

Based on Table 1 can be prepared following linear regression equation: $Y = 5.009 + 0,458X_1 + 0,558X_2 + 0,421X_3$

1. Constant (α) of 5.009 means if the employee empowerment, compensation, and organizational commitment has a constant value at zero then the value of satisfaction will be valued at 5.009.
2. Employee empowerment variable regression coefficient of 0.458 is positive, meaning if compensation and organizational commitment is worth 1 point then the job satisfaction of employees will be increased by 0.458 assuming other variables constant at zero.
3. The regression coefficient of 0.558 variable compensation positive value has meaning if employee empowerment and organizational commitment is worth 1 point then the job satisfaction of employees will be increased by 0.558 assuming other variables constant at zero.
4. The regression coefficient of 0.421 variable organizational commitment has meaning if it is positive, empowering employees and compensation worth 1 point then the job satisfaction of employees will be increased by 0.421 assuming other variables constant at zero.

Effect of employee empowerment on Satisfaction

Based on t-test, the effect of employee empowerment on satisfaction obtained significance value of 0.032 with a regression coefficient of 0.458 is positive. 0.032 significance value <0.05 indicates that H₁ is accepted. This result means that the suspected employee empowerment is significantly positively associated with satisfaction.

This means that if the employee empowerment getting better, then the better the satisfaction, on the contrary if the worse the employee empowerment satisfaction will be bad anyway.

Empowerment can foster critical thinking, which leads to employees who work at a higher level. Such empowerment is positively shaping employees' perception of their work, reduce stress, and ultimately leads to higher job satisfaction (Choi et al., 2016). Research conducted by Sudibiyadnyana & Sintaasih, (2018) also states that there is a positive relationship between employee empowerment on satisfaction. Research conducted by Abadi & Chegini, (2013) showed that the dimensions of empowerment and access to information, reward systems, self-determination and competence of significant effect job satisfaction is supported by the findings of Indradevi, (2012). Men's &

Satisfaction effect of empowerment to work itself revealed by Muhammad TaufikHidayat, et al (2018) and high empowerment programs for employees were able to finish the job properly and have a harmonious working atmosphere with colleagues, revealed that the empowerment of positive and significant effect on job satisfaction. Other opinions expressed Empowerment kepuaan effect on employment is also stated by S. Thomas, et al (2018) empowerment means to encourage them more involved in the decisions and activities that affect their work. In this empowerment company will improve the performance of the company and employees can improve talents fully, it affects the ability and satisfaction if the employee's performance increases, satisfaction will be achieved.

Research by Yani et al. (2016) say that the more employees feel empowered then work satisfaction will be higher. In other words, empowering positive and significant impact on job satisfaction. As well Maryanti and Goddess (2016), Styawahyuni and Yuniari (2014), Srinadi and Netra (2014), Hermawan and Chandra (2013), as well as Ayu (2015) also obtained the result that the employee empowerment effect the direction of the job satisfaction or otherwise if the employee empowerment increases there will be an increase in job satisfaction.

Effect Compensation on Satisfaction

Based on t-test, the effect of compensation on satisfaction obtained significance value of 0.032 with a regression coefficient of 0.558 is positive. 0.032 significance value <0.05 indicates that H2 is accepted. This result means that the compensation allegedly significantly positively associated with satisfaction. This means that if the compensation is getting better, the job satisfaction of employees, the better, otherwise if the compensation is getting worse then the satisfaction will be bad anyway.

Hasibuan (2007: 117) claimed compensation as all income in the form of money, goods directly or indirectly received by an employee in exchange for remuneration granted to the company. Islam et al. (2012), and Ebari and Arat (2012) state compensation to satisfaction and significant positive effect. According to Women (2013) and Dwijayanti and Kartika (2015), simultaneously a significant difference between compensation and job satisfaction. Mahendrawan research and Indrawati (2015) states that compensation has a proportional effect on job satisfaction. Candra (2014) said compensation to job satisfaction, resulting in variable compensation and a significant positive effect on job satisfaction variables. Similarly Adeoye and Fields (2014), Salisu et al. (2015) and Muguongo et al. (2015) which states that the compensation and job satisfaction and significant positive effect on job satisfaction.

Effect e of Organizational Commitment on Satisfaction

Based on t test results effect organizational commitment to satisfaction obtained significance value of 0.024 with a regression coefficient of 0.421 is positive. 0.024 significance value <0.05 indicates that H3 is received. This result means that the alleged organizational commitment significantly positively associated with satisfaction. This means that if the organizational commitment getting better, then the better the satisfaction, organizational commitment on the contrary if the worse the job satisfaction of employees will be bad anyway.

Baraba et al., (2014) in his research that aims to test the effect of organizational commitment on job satisfaction, organizational commitment to find results that the positive effect on satisfaction. Okubanjo, (2014) in his study to test the predictive power of organizational commitment on satisfaction found a significant link between employee commitment and job satisfaction. Research on the effects of job satisfaction on organizational commitment investigated by Darsana and Son (2017), Ramadan and Mujiati (2018), and Suadnyani and Netra (2018) showed that job satisfaction is positive and significant effect on organizational commitment.

Eligibility Test Results Model

Feasibility Model (Test F), aims to demonstrate the feasibility of multiple linear regression model as an analysis tool that tests the effect of independent variables on the dependent variable. F test done by looking at the significant value on the table, crimped ANOVA using SPSS 22.0. If the value of the significance of the ANOVA $<\alpha = 0.05$, this model is feasible independent variables are able to explain the dependent variable. Testing the significance of employee empowerment independent variable (X1), compensation (X2) and organizational commitment (X3) simultaneously on the dependent variable satisfaction (Y).

Table 2. Results of Test F-testANOVA^a

Model	Sum of Squares	df	mean Square	F	Sig.
1 Regression	592 276	3	197 425	65 474	.000b
residual	138 704	46	3015		
Total	730 980	49			

Primary Data, 2019

Based on the results of tests of significance Table 2 (Test F) obtained significance value of 65 474 F significant value $0.000 < 0.05$ means that the employee empowerment, compensation and organizational commitment suspected to be significantly related to satisfaction

Determination analysis

The coefficient of determination (R²) is useful for measuring the contribution of independent variables (employee empowerment, compensation and organizational commitment) on the dependent variable (satisfaction). testing the coefficient of determination in this study will use SPSS.

Table 3. Determination Coefficient AnalysisModel Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.900a	.810	.798	1,736

Primary Data, 2019

Based on Table 3 can be observed adjusted R² value of 0.798 means that 79.8% change (up and down) on job satisfaction for employees affected by (the employee empowerment, compensation, and organizational commitment, while the remaining amount of 20.2% effected by other factors beyond this study.

IV. CONCLUSION

Based on the exposure can be stated that the employee empowerment is significantly and positively associated with satisfaction. These results imply that in order to decreased satisfaction is the management company should increase the employee empowerment in accordance with the workload as well as corporate profits. In addition, the management should provide the appropriate incentives to that satisfaction will decrease.

Compensation is significantly and positively associated with satisfaction. It has implications for that to improve satisfaction, the management company should reduce working hours according to the rules in accordance with the law - employment law. In addition, the management company should not leave the responsibility that does not comply with the position and job description carried the employees.

In addition, organizational commitment is significantly and positively associated with satisfaction. These results imply that the management should be conditioned to avoid organizational commitment. This can be done by designing a supportive work environment and enforce policies so employees among one another can provide support.

REFERENCES

- [1]. Abdullah, A.G.K.B., T.Z. Almadhoun, and Y.L. Ling. (2015). Psychological Empowerment, Job Satisfaction and Commitment among Malaysian Secondary School Teachers. *Asian Journal of Educational Research*, 3 (3): 34-42.
- [2]. Abadi, Mohammad Vali Nasar Ali and Mehrdad GaudarzvandChegini. (2013). The Relationship Between Employees Empowerment With Job Satisfaction In Melli Bank Of Guilan Province. *Arabian Journal Of Business AndManajemen Review*, 2 (12).
- [3]. Adeoye, Abayomi., and Fields, Ziska. (2014). Compensation Management and Employee Job Satisfaction: A Case of Nigeria. *Journal of Social and Science*. 41(3): 345-352.
- [4]. Ameer, H., Bhatti, S., and Baig, S. (2014). Impact of Employee Empowerment on Job Satisfaction. *Department of Management Sciences*, 4(9):114-125.
- [5]. Ardi, T. B., &Sudarma, K. (2015). PengaruhPerspepsiDukungan Dan KeadilanOrganisasiTerhadap Organizational Citizenship Behavior DenganKomitmenOrganisasionalSebagaiVariabel Intervening. *Management Analysis Journal*, 4(2), 142–152
- [6]. Ayu, RatnaSukma. (2015). PengaruhPemberdayaanKaryawan, PromosiJabata dan LingkunganTerhadapKepuasanKerja Serta DampaknyaTerhadapRetensiKaryawan Kajian Pada Region III PT. Permata Bank Tbk. Thesis. Program Magister ManajemenUniversitasMercuBuana.
- [7]. Astuti, EndangStiti, KusdiRaharjo and Djamhur Hamid. (2013). The Effect Of Empowerment Of The Organizational Commitment And The Job Satisfaction Of The Employees Of The National Electricity

- Company (Ltd). *Asian Transactions On Basic & Applied Science*, (ATBAS ISSN : 2221-4291) 03 Issue 04.
- [8]. Auda, Riza Mutimma. (2016). Pengaruh Kecerdasan Emosional Terhadap Komitmen organisasional Melalui Kepuasan Kerja Sebagai Variabel Mediasi pada Bank DKI Kantor Cabang Surabaya. *Jurnal Bisnis dan Manajemen*, 8(2), hal. 157-172.
- [9]. Azeem, Hazem Kamal El Din and Shaimaa Salah Sayed. (2010). Influence of Empowering Employees on Job Satisfaction in Youth Care Administrations at Faculties of Assiut University A Comparative Study. *World Journal of Sport Sciences*, 3(S), pp:1151-1159.
- [10]. Allen, N.J. and Meyer, J.P., (1990), "The Measurement and Antecedents of Affective, continuance and Normative Commitment", *Journal of Occupational Psychology*, 63, 1, pp.1-18
- [11]. Asriani, N. W. N., & Supartha, I. W. G. (2017). Komitmen Organisasional Karyawan dipengaruhi oleh Iklim Organisasi dan Kepuasan Kerja pada Grand Sinar Indah Hotel. *E-Jurnal Manajemen Unud*, 6(11), 5999–6028.
- [12]. Akbar, I., & Rosita., N. H. (2017). Pengaruh Electronic Word of Mouth dan Brand Image Terhadap Minat Pembelian Music Streaming JOOX. *Jurnal Ilmiah Mahasiswa Fakultas Ekonomi Dan Bisnis Brawijaya*, 2(5), 1-17.
- [13]. Akbar, Syed Waqar, Muhamad Yousaf, Naeem Ul Ha & Ahmed Imran Hujra. (2011). Impact of Employee Empowerment on Job Satisfaction: An Empirical Analysis of Pakistani Service Industry. *Interdisciplinary journal of contemporary research in business*, 2(11), pp:680-685.
- [14]. Afrizal, Rifki. (2012). Analisis Pengaruh Gaya Kepemimpinan, Lingkungan Kerja dan Kompensasi Terhadap Kepuasan Kerja Karyawan PT. Nindya Karya Persero. *Jurnal Ekonomi dan Bisnis*, Vol.3 h:83-97.
- [15]. Armanu, A., W, M. A. D. I., & Sudjatno, S. (2017). the Effect of Direct and Indirect Compensation To Motivation and Loyalty of the Employee. *Jurnal Aplikasi Manajemen*, 15(1), 25–32. <https://doi.org/10.18202/jam23026332.15.1.04>
- [16]. Arifah, D.A & Romadhon, C. (2015). Pengaruh komitmen organisasi, komitmen profesional, dan gaya kepemimpinan terhadap kepuasan kerja dengan motivasi sebagai variabel intervening. *Conference in Business, Accounting, and Management*. 2(1):357-369.
- [17]. Ahmadi, Candra & Dadang Hermawan. (2013). *E-Business dan E-Commerce*. Penerbit Andi. Yogyakarta.
- [18]. Bangun Faozi., Ramon Zamora and Dini Anggraini. (2017). Effect of Emotional Intelligence, Commitment, and Job Satisfaction On Employee Performance at PT. Yeakin Plastic Industry Batam. *Jurnal Equilibria*, 4(1), hal. 4-8.
- [19]. Baraba, R., Utami, E. R., & Wijayanti. (2014). Pengaruh komitmen organisasi dan lingkungan kerja terhadap kepuasan kerja karyawan Universitas Muhammadiyah Purworejo dengan keyakinan diri sebagai variabel pemoderasi. *Segmen Jurnal dan Bisnis*. 10(01): 63-77.
- [20]. Candra Giritama, I Putu. (2014). Pengaruh Pelatihan Kerja dan Kompensasi terhadap Kepuasan Kerja sertadampaknyaterhadap Prestasi Kerja Karyawan Koperasi Serba Usaha Kuta Mimba di Kuta-Badung. *E-Jurnal Manajemen Universitas Udayana*, 3(4).
- [21]. Chandra, D. O., Hubeis, A. V. S., & Sukandar, D. (2015). Kepuasan Kerja Generasi X Dan Generasi Y Terhadap Komitmen Kerja Di Bank Mandiri Palembang. *Jurnal Aplikasi Bisnis Dan Manajemen*, 3(1), 12–22. <https://doi.org/10.17358/jabm.3.1.12>
- [22]. Choi, S. L., Goh, C. F., Badrull, M., Adam, H., & Tan, O. K. (2016). Transformational leadership empowerment, and job satisfaction: the mediating role of employee empowerment. *Human Resources for Health*, 14(73), 1–14. <https://doi.org/10.1186/s12960-016-0171-2>
- [23]. Donni, Juni Priansa., (2017). *Manajemen Kinerja Kepegawaian*. Bandung: Pustaka Setia.
- [24]. Damaryanthi, I. A. A. P. ., & Dewi, A. A. S. K. (2016). Pengaruh Kecerdasan Emosional, Komitmen organisasional, dan Organizational Citizenship Behavior Terhadap Kinerja Karyawan FEB. *E-Jurnal Manajemen Unud*, 5(2), 790–820.
- [25]. Dessler, G. (2015). *Human Resource Management*, 14th ed. (D. Angelica, Trans. 14th ed.). New Jersey: Pearson Education.
- [26]. Darsana, I. W. A., & Putra, M. S. (2017). Pengaruh Keadilan Organisasional, Kepemimpinan Transformasional, dan Kepuasan Kerja terhadap Komitmen Organisasional pada Karyawan Ayodya Resort. *E-Jurnal Manajemen Unud*, 6(1), 146–175.
- [27]. Diputri, N.P.I.P., dan A.G. Rahyuda. 2016. Pengaruh Keadilan Organisasi, Budaya Organisasi, Pemberdayaan Karyawan terhadap Komitmen Organisasi. *E-Jurnal Manajemen Unud*, 5 (3): 1457-1485.
- [28]. Dwijayanti, Made Nensy dan Kartika Dewi, Anak Agung Sagung. (2015). Pengaruh Kompensasi dan Lingkungan Kerja terhadap Kepuasan Kerja Karyawan Pada Perusahaan Daerah Air Minum Tirta Mangutama Badung. *E-Jurnal Manajemen Unud*, 4(12), h: 4274-4301

- [29]. Edison, E., Anwar, Y., & Komariyah, I. (2016). *Manajemen Sumber Daya Manusia*. (Cetakan kesatu). Bandung: Alfabeta. Esلامي
- [30]. Ebarsi, A., and Arat, T. (2012). The Effect on Financial and Non-Financial Incentives on Job Satisfaction: An Examination of Food Chain Premises in Turkey. *International Business Research*, 5(10): 138-145
- [31]. Elnaga, Amir Abou and Amen Imran. (2014). The Impact of Employee Empowerment on Job Satisfaction Theoretical Study. *American Journal of Research Communication*, 2(1), pp:13-26.
- [32]. Griffin, Ricky W. dan Gregory Moorhead. (2014). *Organizational Behavior: Managing People and Organizations*. Eleventh Edition, United States of America: South-Western.
- [33]. Giaque David, Fabien Resenterra dan Michael Siggen. (2014). Antecedents of Job Satisfaction, Organizational Commitment and Stress in a Public Hospital: a P-E Fit Perspective. *Public Organization Review*, 14; pp: 201-228
- [34]. Gunawan, W. S., & Surya, I. B. K. (2016). Pengaruh Kepemimpinan Transformasional terhadap Pemberdayaan Karyawan dan Inovasi Organisasi pada Mozzarella Restaurant & Bar Legian Bali. *E-Jurnal Manajemen Unud*, 4(6), 1591-1609.
- [35]. Ghozali, Imam. (2011). *Aplikasi Analisis Multivariat Dengan Program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro
- [36]. Hasibuan, S.P Malayu. (2007). *Manajemen Sumber Daya Manusia*. Jakarta: Cetakan 9. PT. Bumi Aksara.
- [37]. Islam, T., Ahmed, I., Ahmad, A., Saeed, M., and Muhammad, S.K. (2012). Does Compensation and Demographical Variabel Influence on Teachers Commitment and Job Satisfaction? A Study of the Punjab, Pakistan. *International Journal of Business And Management*, 7(4): 35-43
- [38]. Indradevi, R. (2012). The Impact of Psychological Empowerment on Job Performance and Job Satisfaction in India Software Compains. *International Journal of Multidisciplinary Management Studies*. 2(4): pp: 34-48.
- [39]. Kowey, Wylda Olivia. (2016). Pengaruh Kelelahan Emosional Terhadap Motivasi Kerja dan Kepuasan Kerja Karyawan PT. Pelindo IV (Persero) Cabang Ambon. *Arthavidya Jurnal Ekonomi*, 18(1), hal.72-88.
- [40]. Kryukova, Elena Mikhaylovna and Sokolova, Antonina Pavlovna. (2014). Assessment of Efficiency of the Hotel Management by a Russian Company. *World Applied Sciences Journal 30 (Management, Economics, Technology & Tourism)*.17(8):46-82.
- [41]. Kunartinah. (2016). Pengaruh Pendidikan Dan Lingkungan Kerja, Pembelajaran Organisasi Terhadap Kinerja Dengan Kompetensi Sebagai Mediasi. *Jurnal Bisnis dan Ekonomi*. 8(3):4-72
- [42]. Kristiadi, N. S., & Putra, M. S. (2016). Pengaruh Keadilan Organisasi dan Pemberdayaan Terhadap Komitmen Organisasional Pengurus di LSM Baladika Bali DPC Denpasar. *E-Jurnal Manajemen Unud*, 5(9), 6036-6057.
- [43]. Luthans, F. (2013). *Perilaku Organisasi*. (Edisi sepuluh). Yogyakarta: ANDI.
- [44]. Lubis, Rahman. (2015). Pengaruh Kompensasi, Lingkungan Kerja Dan Desain Tugas Terhadap Kepuasan Kerja Dan Dampaknya Terhadap Retensi Karyawan PMI. *Jurnal Manajemen*. 4(1): 164-173.
- [45]. Mirah, A. A. S., Vitaloka, L., Salit, I. G., & Netra, K. (2019). Peran Kepuasan Kerja Dalam Memediasi Pengaruh Kecerdasan Emosional Terhadap Komitmen Organisasional. *E-Jurnal Manajemen Udayana*, 8(3), 1813-1843.
- [46]. Muhammad Hidayat Taufik, dkk. (2018). Pengaruh Pemberdayaan Terhadap Kepuasan Kerja melalui Komitmen Organisasional PT Pelindo IV (persero) Cabang Terminal Petikemas Makasar. *Jurnal Organisasi dan Manajemen Issue 1. Diakses 10 Januari 2019*
- [47]. Maryanti, Luh Deni dan I.G.A Manuati Dewi. (2016). Pengaruh Kepemimpinan Transformasional, Kecerdasan Emosional, dan Pemberdayaan Karyawan Terhadap Kepuasan Kerja Karyawan. *E-Jurnal Manajemen Unud*. Vol. 5. No.5, 2016: 2856-2884.
- [48]. Muguongo, Mary Makena., Muguna, Andrew t., and Muriithi, Dennis. (2015). Effects of Compensation on Job Satisfaction Among Secondary School Teachers in Maara Sub - County of Tharaka Nithi County, Kenya. *Journal of Human Resources Management*. 3(6): 47-59.
- [49]. Mahendrawan, I Gede dan Indrawati, Ayu Desi. (2015). Pengaruh Beban Kerja dan Kompensasi terhadap Kepuasan Kerja PT. Panca Dewata Denpasar, *EJurnal Manajemen Unud*, 4(11): 3936-3951
- [50]. Naeem, Almana. (2013) Impact Of Employee Empowerment, Job Satisfaction And Organizational Commitment On Customer Satisfaction. *International Journal Of Modern Business Issues Of Global Market*, 1 (1).
- [51]. Okubanjo, A.O. (2014). Organizational commitment and job satisfaction as determinant of primary school teachers turnover intention. *Higher Education of Social Science*. 7(1): 172-179.

- [52]. Purwanto Sony Bagus. (2013). Pengaruh Komunikasi Motivasi dan Kepuasan Kerja Terhadap Kinerja Karyawan (Studi Pada Proyek Pondasi Tower Di Timor Leste PT. Cahaya Inspirasi Indonesia)
- [53]. Priansa, D. J. (2016). *Perencanaan & Pengembangan SDM (Edisike 2)*. Bandung: Alfabeta.
- [54]. Priansa, D. J. (2017). *Manajemen Kinerja kepegawaian dalam Pengelolaan SDM Perusahaan*. Bandung: Pustaka Setia
- [55]. Priansa, D. J. (2014). *Perencanaan & Pengembangan SDM*. Bandung: Alfabeta.
- [56]. Putra, I. G. S., & Wibawa, I. M. A. (2014). Terhadap Kepuasan Kerja Berdasarkan Gender. *E-Jurnal Manajemen Universitas Udayana*, 3(1), 2745–2766.
- [57]. Puangykeaw, Kevalin dan Yuko Nishide. (2015). Organizational Commitment and Turnover Intention in Low-Skilled Immigrant Workers in Thailand: An Empirical Assessment of Need Satisfaction, Job Satisfaction and Overall Life Satisfaction Factors. *International Journal Of Business and Management*, 10(5); pp: 98-112.
- [58]. Putri, D. K., Lubis, N., dan Hidayat, W. (2013). Pengaruh Lingkungan Kerja dan Kompensasi terhadap Kepuasan Kerja Karyawan pada Kantor Pusat PDAM Kota Semarang. *Jurnal Ilmu Administrasi Bisnis*, 2(3): 192-198.
- [59]. Priyatno Duwi. (2014). Cara kilat belajaranalisa data dengan SPSS 20. Yogyakarta. CV Andi.
- [60]. Padayachee, K. M. (2017). A Total Rewards Framework For The Attraction And Retention Of The Youth. *International Business & Economic Research Journal*, 1(1), 1–30.
- [61]. Ramadhan, A. M., & Mujiati, N. W. (2018). Pengaruh Kepemimpinan Transformasional, Keadilan Organisasional dan Kepuasan Kerja terhadap Komitmen Organisasional. *E-Jurnal Manajemen Unud*, 7(2), 730–758. <https://doi.org/10.24843/EJMUNUD.2018.v7.i02.p07>
- [62]. Riana, I. G. (2015). Effects Motivation On Business Performance: The Mediation Role of Job Satisfaction And Leadership (A Study In Village Credit Institutions). *European Journal of Business, Economics and Accountancy* 3: 1–11.
- [63]. Riana, I. G., N. L. P. Wiagustini, K. I. Dwijayanti, I. G. Rihayana. (2018). Managing Work-Family Conflict and Work Stress through Job Satisfaction and Its Impact on Employee Performance, *Jurnal Teknik Industri*, 20: 127- 134
- [64]. Robbins, Stephen P. & Timothy A. Judge. (2015). *Perilaku Organisasi*. 16 ed. Jakarta. Salemba Empat.
- [65]. Robbins, S. P., & Judge, T.A. (2017). *Perilaku Organisasi*. Edisi 16. Jakarta: Salemba Empat.
- [66]. Robbins, Stephen., Judge, Tomothy. (2007). *Perilaku Organisasi*. Edisike -12. Jakarta : Salemba Empat.
- [67]. Rachmawati Ike Kusdyah, (2008). *Manajemen Sumber Daya Manusia*, Edisi Pertama, Cetakan Pertama, Penerbit: Andi Offset, Jakarta.
- [68]. Retnaningsih, S. (2017). Analisis Pengaruh Keadilan Kompensasi, Peran Kepemimpinan, Dan Kepuasan Kerja Terhadap Komitmen Organisasi Dalam Meningkatkan Kinerja Karyawan (Studi Kasus: Pada Sentral Pengolahan Pos Semarang). *Jurnal Universitas Diponegoro*, 1(1), 1–20.
- [69]. Rae, Kirsten. (2013). Perceptions Of Empowerment And Commitment Affect Job Satisfaction: A Study Of Managerial Level Effects. *Accounting, Accountability & Performance*, Vol. 18. Issue.
- [70]. Suryadewi, Putu Chori, I Ketut Dunia dan Naswan Suhansono. (2014). Pengaruh Pemberdayaan Karyawan Terhadap Kinerja Karyawan Pada PT. Bali Segara Nusantara. *Jurnal Jurusan Pendidikan Ekonomi*, 4 (1).
- [71]. Salisu, Jamilu B., Chinyio, Ezekiel., and Suresh, Subashimi. (2015). The impact of compensation on the job satisfaction of public sector construction workers of jigawa state of Nigeria. *The Business and Management Review*. 6(4).
- [72]. Sentana, I. K. A. D., & Surya, I. B. K. (2017). Pengaruh Kepuasan Kerja dan Komitmen Organisasional terhadap Turnover Intention. *E-Jurnal Manajemen Unud*, 6(10), 5232–5261.
- [73]. Suadnyani, D. M. L., & Netra, I. G. S. K. (2018). Pengaruh Kepemimpinan Transformasional, Motivasi dan Kepuasan Kerja terhadap Komitmen Organisasional. *E-Jurnal Manajemen Unud*, 7(4), 2289–2322. <https://doi.org/10.24843/EJMUNUD.2018.v7.i04.p20>
- [74]. Sudibyadnyana, P., & Sintaasih, D. K. (2018). Pengaruh Kepemimpinan Transformasional dan Pemberdayaan Terhadap Kepuasan Kerja Pegawai Biro Umum dan Protokol Setda Provinsi Bali. *E-Jurnal Manajemen Unud*, 7(1), 56–84. <https://doi.org/10.24843.EJMUNUD.2018.v7.i01.p03>
- [75]. Setyawahyuni, Ari dan Made Yuniari. (2014). Pengaruh Pemberdayaan Karyawan Dan Stress Kerja Terhadap Kepuasan Kerja Karyawan. *E- Jurnal Manajemen Universitas Udayana*, 3 (6).
- [76]. Sinambela, L. P. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara
- [77]. Sanusi Anwar, (2011), *Metode Penelitian Bisnis*, Salemba Empat, Jakarta
- [78]. Sugiyono. (2016). *Metode penelitian Kuantitatif Kualitatif dan R & D*. Bandung: Alfabeta
- [79]. Sherlywati. (2015). Komitmen Organisasional Dan Authentic Happiness: Studi Kasus Karyawan Pada Sebuah Organisasi Bisnis Retail Di Kota Bandung. *Jurnal Administrasi Bisnis Unpar*, 11(1), 37–64.

- [80]. Srinadi Eka Ni Made dan I GstSalitKetut Netra. (2014). PengaruhPemberdayaan, Self Efficacy, dan PengembanganKarierthadapKepuasanKerjaKaryawan.*E-JurnalManajemenUniversitasUdayana.h: 1894-1910*
- [81]. TriantoAry and Toto Sugiharto. (2010). Effect of Compensation, Discipline, And Work Motivation on Employee Productivity of PT Kukdong International. *Jurnal Undergraduate Program, Faculty of Economics, 1(4), hal.1-10.*
- [82]. Thomas Stevie, dkk (2018). PengaruhLingkunganKerja, Service Training Dan PemberdayaanSdmTerhadapKepuasanKerjaKaryawan Pada Pt. Pln (Persero) Cabang Manado. Manado :Universitas Sam Ratulangi. *Jurnal EMBA Vol. 6. Diakses 09 Agustus 2018*
- [83]. Tri Budi Marwanto., dan Riyadi Nugroho. (2014). PengaruhKompensasi Dan LingkunganKerjaTerhadapMotivasi Dan DisiplinKerjaPrajurit Di SatuanKerja KRI X Armada RI Kawasan Timur. *JurnalIlmuEkonomi&Manajemen, 1(1): 74 – 82.*
- [84]. Thamrin, H.M. (2012). The Influence of Transformational Leadership and Organizational Commitment on Job Satisfaction and Employee Performance.*International Journal of Innovation, Management and Technology, 3(5):566-572.*
- [85]. Umam, K. (2012). *PerilakuOrganisasi*. (Cetakankedua). Bandung: Pustaka Setia.Wasposdo, A. AWS., Dharmawan, R., Handaru, A. H. (2017). The Influence of Compensation, Motivation, and Career Development Employee Job Satisfaction at PT. Nikko Cahaya Electric. *JurnalRisetSains Indonesia, Vol. 8, No. 1.*
- [86]. Wibowo (2012). *Manajemen Kinerja*. Edisi 3. Jakarta: Rajawali Pers.
- [87]. Wahyuni, Dewi Urip., Budiman Christiananta., and Anies Eliyana. (2014). Influenceof Organizational Commitment, Transactional Leadership, and Servant Leadership to the Work Motivation, Work Satisfaction and Work Performance of Teachers at Private Senior High Schools in Surabaya.
- [88]. Yani, Ida Maha, WayanGedeSuprtha, Made Subudi. (2016). PengaruhPemberdayaan dan KepuasanKerjaTerhada[KomitmenOrganisational Guru di SMK N 1 Mas Ubud. *E-JurnalEkonomi dan BisnisUniversitasUdayana. Vol:5, No:12.*
- [89]. Yeseen,A. (2016).Effect of Compensation Factors On Employee Satisfaction A Study Of Doctor Dissatisfaction in punjad. *Internatonal Journal of Human Resource Studies.6(5):149-268.*
- [90]. Zefeiti, Salim M.B.A., Noor Azmi Mohamad. (2017). The Influence of Organizational Commitment on Omani Public Employees' Work Performance.*International Review of Management and Marketing, 7(2), 151-160, ISSN: 2146-4405*