The Impact of Work Environment, Work Motivation and Job Satisfaction on Dispatchers Performance at PT. PLN (Persero) UP2D Makassar

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ABSTRACT
This paper aims to determine and analyze the influence of the work environment, work motivation, job satisfaction on the performance of Dispatchers at PT PLN (Persero) UP2D Makassar. The method used in this research is Descriptive Analysis method using multiple regression. The population in this study were employees who worked at PT PLN (Persero) UP2D Makassar, namely Dispatchers, the sample in this study were 34 Dispatchers. Data collection uses observations, questionnaires and documentation, while for testing the hypothesis used to use validity analysis techniques, reliability testing, classical assumption tests, partial tests and simultaneous tests. The results of this study indicate that first, the work environment has a positive and significant effect on performance on dispatchers. Second, work motivation has a positive and significant influence on dispatcher's performance. Third, job satisfaction has a positive and significant impact on dispatcher performance. Fourth, if simultaneously the influence of the work environment, work motivation and job satisfaction on dispatcher performance together have a significant effect on performance. The most dominant variable in the model is work motivation, 34% explains the relationship to dispatcher employee performance variables.

Keywords : work environment, work motivation, job satisfaction, performance, dispatchers.

INTRODUCTION
Nowadays, Human resource management is one of the most decisive success or failure of an organization, HRM is part of organizational management that focuses on the elements of human resources. The main objective of human resource management is to increase employee contributions to the organization in order to achieve the productivity of the organization concerned (Sedarmayanti, 2017). The success of an organization is strongly influenced by the individual performance of its employees. Every organization and company will always try to improve employee performance, with the hope that what the company's goals will be achieved. One of the ways taken by the company in improving the performance of its employees, for example by creating a conducive work environment, paying attention to productivity, providing education, training, giving proper compensation to achieve satisfaction, providing motivation, and also have discipline. Performance is the result of the work function / activity of a person or group in an organization that is influenced by various factors to achieve organizational goals within a certain time period (Tika, 2018).

In facing the challenges of electricity business, PT PLN (Persero) has prepared its human resources so that they become professional, competent and have high integrity to support the Company's short-term, medium-term and long-term strategies by internalizing the company's values and culture through implementation Human Capital Management System...
(HCMS) which is characterized by being competitive, fair and transparent. In support of the PLN task, PLN is divided into units to take care of Generating, Distribution (Transmission) and Load Management, and Distribution to customers. Makassar UP2D is one of the units of PT PLN (Persero), which is the implementing unit for regulating the 20 KV electricity distribution network with work areas covering the provinces of South Sulawesi, Southeast Sulawesi and West Sulawesi. UP2D Makassar in maintaining the continuity of electricity, giving the task to the voltage regulator operator called Dispatcher. Dispatcher means the person who regulates the electrical traffic in an electrical system. The current phenomenon is that the performance of dispatchers has decreased because there are several factors that affect the performance. The dispatcher's performance which is declining in carrying out the task needs to be sought for the factors that cause it.

Research on the factors that affect employee performance has been conducted by several researchers. Research conducted by (Tika, 2018) says the work environment, work productivity, work motivation and employee job satisfaction are well considered will have an impact on improving organizational performance. Then seen from the phenomena faced by dispatcher performance has decreased due to the condition of the working environment in the Makassar UP2D Dispatcher workspace which is currently less organized, less conducive, less comfortable and less solid between subordinates and superiors, does not rotate well so dispatchers not getting bored doing their daily work routine, job satisfaction decreases because management has not made a career process that is in accordance with competencies and SCADA services that are less responsive in accelerating the handling of 20 kV electricity distribution disorders, work motivation decreases due to dispatcher career paths are absent, while working only as the executor (functional) cannot serve structural or promotion so that compensation compensation cannot be obtained and the maximum age limit of dispatchers is only at the age of 46 so that a productive period of 10 years can be wasted if no side business is carried out. This HCMS policy was implemented starting in 2011, whereas previously for retirement age employees were still at the age of 56 and employees could have a career according to their competencies, skills, experience and insights and in accordance with the position offered by PLN. Therefore it is feared that dispatchers are unable to survive or may leave the organization and resettlement is not easy and requires a long process.

The work environment around employees needs to be considered in order to have a good impact on one's performance. A sense of comfort and security will be created because of an adequate work environment that will increase productivity due to decreased number of days lost, increase efficiency and quality of more committed workers, reduce health and insurance costs, lower employee compensation rates and direct payments due to declining submission of claims, greater flexibility and adaptability as a result of increased participation and sense of ownership, as well as better labor selection ratios due to improved company image (Rivai, 2009). (Wibowo, 2010: 379) argues that motivation is a series of processes that arouse (direct), direct (direct), and maintain (maintain) human behavior leading to the achievement of goals. Job satisfaction has also been widely researched and studied. Some research results about job satisfaction are related to performance, according to Robbins and Judged (2017: 46) defines that job satisfaction as a positive feeling about work, as a result of an evaluation of its characteristics. Job satisfaction also has an important meaning for employee self-actualization. Employees who do not get job satisfaction will not reach psychological maturity. Employees who get good job satisfaction usually have a record of attendance, work rotation and good job performance compared to employees who do not get job satisfaction. Job satisfaction is defined as a pleasant state or positive emotion resulting from an assessment of one's work or work experience.
At first people argued that employee performance is something that is very important, if high-performance employees will be able to support the achievement of organizational goals to the maximum, and vice versa if employees perform low, then organizational goals that have been set will be difficult to achieve optimally. Companies must pay attention to the conditions of a safe, comfortable, and conducive work environment and pay attention to employee satisfaction in it and the motivation that is carried out and the discipline that is applied to achieve existing goals, will realize job satisfaction. An employee will always have his love of his work in other words an employee has a satisfaction factor in him for his work so that company performance will improve. Likewise with the work environment, work motivation and dispatcher job satisfaction must be considered so that performance continues to increase so that PLN can continue to serve optimally in providing electricity to all corners of the country.

LITERATURE REVIEW

Human Resource Management

Human resource management is one of the most decisive success of an organization, HRM is part of organizational management that focuses on the elements of human resources. The main objective of human resource management is to increase employee contributions to the organization in order to achieve the productivity of the organization concerned (Sedarmayanti, 2017).

Work Environment

According to Armstrong in (Kisworo, 2012), "the work environment consists of the system of work, the design of jobs, working conditions, and the ways in which people are treated at work by their managers and co-workers". The work environment consists of work systems, job design, working conditions, and the ways in which people are treated at work with their managers and coworkers. According to Hertanto in (Nitisemito, 2002) "the work environment is everything that is around the employee and that can affect him in carrying out his duties". (Sedarmayanti, 2007) "The work environment is the overall tools and materials faced, the surrounding environment in which a person works, his work methods, and his work arrangements as both individuals and groups".

Work Motivation

(Wibowo, 2010: 378) that motivation is a psychological process that generates and leads to attainment of goals or gold directed behavior. Managers need to understand this psychological process if they want to successfully foster work towards completing organizational goals. (Wibowo, 2010: 379) argues that motivation is a series of processes that arouse (direct), direct (direct), and maintain (maintain) human behavior leading to the achievement of goals.

Job Satisfaction

(Luthans, 2012) argues that job satisfaction is the result of employees' perceptions of how well their work provides what is considered important. Glinow & McShane in (Wirawan, 2009) that job satisfaction is an employee evaluation of his work and work context, is the attitude of the most researched.

Performance

(Prawirosentono, 2015) argues that performance is the work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, not
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violating the law and in accordance with morals or ethics. (Kaswan, 2016) argues that performance is the level of contribution made by employees to their work objectives or work units and companies / organizations as a result of their behavior and application of skills, abilities and knowledge.

CONCEPTUAL FRAMEWORK

Source: Researcher (2019)

Figure 1. Conceptual Framework

RESEARCH METHOD.
Location and Research Design
The research time used during conducting research until the completion of the thesis preparation is estimated to be approximately two months starting from March to April 2020. This research was conducted at the State Electricity Company (PLN) (Persero) Makassar Distribution Regulatory Implementation Unit which is located at Jalan Serui No.5A Ex. Patunuang, Kec.Wajo, Makassar City, South Sulawesi Province, 90174.

Method Of Collecting Data
Data collection techniques used in this study is to make observations or direct observations of the object of research, so that accurate information can be obtained. Data collection techniques were carried out using a questionnaire by collecting answers from respondents through structured questions raised. Furthermore the respondents who had filled out the questionnaire were then identified based on sex, age, recent education and marital status. This identification is carried out to determine the general characteristics of the research respondents.

Data Analysis
Data analysis technique used in this research is quantitative descriptive, according to Sugiyono (2016), research according to the level of explanation is research that aims to explain the position of the variables studied and the relationship between one variable with another variable. Description of research that describes the influence of the work environment, work motivation and job satisfaction on the performance of dispatchers at PT. PLN (Persero) UP2D Makassar. By describing the validity test, reliability test, residual normality analysis test, multicollinearity test, heteroscedasticity test and multiple linear regression analysis using the SPSS program.
RESULTS

Characteristic of Respondents

The research data were obtained by distributing questionnaires directly to dispatchers to fill out a list of statements that had been presented in the form of questionnaires. The questionnaire was obtained by means of researchers meeting directly with respondents. By collecting data directly by meeting respondents, this is expected to be more effective in improving respondent responses in this study. The survey with a questionnaire was conducted at Dispatchers at PT. PLN (Persero) Makassar UP2D used in sampling is to use a sampling technique that is purposive sampling technique. The population in this study are employees who work at UP2D Makassar State Electricity Company in the South DCC, North DCC and Southeast DCC subunits. The total number of employees of PT. PLN Makassar UP2D is 84 people. The sample in this study were employees at the State Electric Company (PLN) UP2D Makassar, appointed from the D1 / SMK, non-career, with a retirement age of 46 years and served as a dispatcher in the South DCC, North DCC and Southeast DCC sub-units with a sample size as many as 34 people.

The sampling technique in this study is Purposive Sampling. Purposive Sampling technique is a sampling technique with certain considerations Sugiyono (2016). Consideration of the sample in this study is that employees who work at the State Electricity Company (PLN), especially operators / dispatchers in UP2D Makassar, because this section is a vital object that regulates electrical traffic distribution network 20 kV by remote control that must be considered its performance. The respondents who had filled out the questionnaire were then identified based on sex, age, recent education and marital status to find out the general characteristics of the study respondents.

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Based on the responses of respondents to the research variables, then an analysis of the answers of respondents related to existing statements. To find out more clearly about statements originating from work environment variables (X1), work motivation (X2), job satisfaction (X3) and dispatcher performance (Y1), the writer will describe each statement item separately and from the analysis can it is known how many respondents choose certain alternative answers and the highest to lowest average values will be obtained.

Table 1. Variable Frequency of Work Environment (X1)

| Physical Work Environment Indicators | Respondents Responses | Means | Categories |
|-------------------------------------|------------------------|-------|------------|
| Response                           | 1 2 3 4 5              |       |            |
| STS                                | 2.9% 2.9% 20.6% 32.4% 41.2% | 4.06  | High       |
| Lighting at work supports the Environment at work | 1.2% 2% 7 11 14 |        |            |
| Air circulation at work operates well, so it feels comfortable | 1.25% 14.7% 23.5% 38.2% 20.6% | 3.59  | High       |
| There are no annoying sounds in the room so that it affects work | 2.9% 32.4% 23.5% 14.7% 26.5% | 3.29  | Average    |
Based on the table above, it can be seen that from 34 respondents taken as samples, the majority of respondents gave high ratings for 6 indicators and moderate (neutral) for 2 indicators. So based on these results it can be concluded that the work environment (X1) of respondents namely dispatchers in PLN UP2D Makassar is at a high criterion.

### Table 2. Variable Frequency of Work Motivation (X2)

| Work Motivation Indicators | Respondents Responses | Means | Categories |
|----------------------------|-----------------------|-------|------------|
|                            | STS       | TS    | N        | S        | SS       |       |
| Caring and interested in   | 1         | 0     | 8        | 15       | 10       | 3.97   | High    |
| the tasks given            | 2.9%      | 0%    | 23.5%    | 44.1%    | 29.4%    |         |         |
| Work the exact amount of   | 1         | 2     | 4        | 19       | 8        | 3.91   | High    |
| time and amount of work    | 2.9%      | 5.9%  | 11.8%    | 55.9%    | 23.5%    |         |         |
| Having sufficient skills   | 1         | 0     | 6        | 21       | 8        | 3.91   | High    |
| in carrying out tasks that | 2.9%      | 0%    | 17.6%    | 61.8%    | 17.6%    |         |         |
| have become my responsibility |           |       |          |          |          |         |         |
| The company gives awards   | 1         | 1     | 10       | 17       | 5        | 3.71   | High    |
| to employees who achieves  | 2.9%      | 2.9%  | 29.4%    | 50%      | 14.7%    |         |         |
| the target                 |           |       |          |          |          |         |         |
| Having the opportunity     | 1         | 1     | 10       | 12       | 10       | 3.85   | High    |
| to participate in education| 2.9%      | 2.9%  | 29.4%    | 35.3%    | 29.4%    |         |         |
| and training programs to   |           |       |          |          |          |         |         |
| improve skills             |           |       |          |          |          |         |         |
| Recognition and praise     | 1         | 0     | 19       | 11       | 3        | 3.47   | High    |
| from superiors increasingly| 2.9%      | 0%    | 55.9%    | 32.4%    | 8.8%     |         |         |
| provide confidence in work |           |       |          |          |          |         |         |

Source: Data Processing Results, 2020
Based on the table above, it can be seen that from 34 respondents taken as samples, all respondents' responses have given a high assessment of work motivation variables with an average score of 3.8. So based on these results it can be concluded that the Work Motivation (X2) of respondents namely dispatchers in PLN UP2D Makassar is at a high criterion.

### Table 3. Variable Frequency of Job Satisfaction (X3)

| Job Satisfaction Indicators | Respondents Responses | Means | Categories |
|-----------------------------|-----------------------|-------|------------|
| Work according to Actual Work Tasks in the Job | 1 2.9% 0% 4 55.9% 19 29.4% 10 | 4.09 | High |
| Feeling Satisfied Given Supervision In Terms Of Monitoring Or Monitoring Every Employee At Work | 0% 8.8% 3 13 13 38.2% 38.2% 5 14.7% | 3.59 | High |
| Feel Organizations and Management Support Activities at Work | 1 2.9% 4 11.8% 10 29.4% 10 29.4% 9 26.5% | 3.65 | High |
| Feel Each Employee Given an Opportunity for Career Development | 5 14.7% 11 32.4% 6 17.6% 5 14.7% 7 20.6% | 2.94 | Average |
| Feeling Satisfied With Salary and Incentives Provided by the Company | 1 2.9% 0% 4 11.8% 15 44.1% 14 41.2% | 4.21 | High |
| Able to Establish Harmonious Collaboration with Fellow Workers | 1 2.9% 0% 2 5.9% 13 38.2% 18 52.9% | 4.38 | High |

Source: Data Processing Results, 2020

Based on the table above, it can be seen that from 34 respondents taken as a sample, the majority of respondents have given a high assessment of job satisfaction as many as 5 indicators, only 1 indicator gets a moderate / neutral value, so it can be concluded that job satisfaction (X3) of respondents namely dispatchers at PLN UP2D Makassar are at high criteria.

### Table 4. Variable Frequency of Performance (Y1)

| Performance Indicators | Tanggapan Responden | Means | Categories |
|------------------------|---------------------|-------|------------|
| Have individual abilities, skills in completing work | 1 2.9% 0% 9 26.5% 18 52.9% 17 17.6% | 3.82 | High |
| Get satisfying employee benefits | 1 2.9% 0% 10 29.4% 14 41.2% 9 26.5% | 3.88 | High |
| complete tasks and responsibilities with good quality work | 1 2.9% 0% 7 20.6% 18 52.9% 8 23.5% | 3.94 | High |
| Discipline and complete work on time so that it is effective | 1 2.9% 0% 5 14.7% 21 61.8% 7 20.6% | 3.97 | High |
| Have a psychological boost at work | 1 2.9% 0% 5 14.7% 23 67.6% 5 14.7% | 3.91 | High |
| Have the ability to initiate new | 1 0% 11 19 3 3.68 | High |
Based on the table above, it can be seen that from 34 respondents taken as samples, all respondents have given a high assessment of performance with an average score of 3.86, so it can be concluded that the performance (Y1) of respondents i.e dispatchers in PLN UP2D Makassar is at high criteria.

**Validity and Reliability Test of Research Instruments**

Quantitative analysis in this study will be tested the effect of the work environment, work motivation and job satisfaction on the performance of dispatchers in PLN UP2D Makassar using multiple regression analysis methods, then SPSS version 24 is used to facilitate the analysis, this can be described as follows:

1. **Variable of Validity Test**

| Variable X1 (Work Environment) | Indicator Codes | r<sub>xy</sub> | r<sub>table</sub> | Information |
|-------------------------------|-----------------|---------------|----------------|-------------|
| X1.1                          | 0.858           | 0.3388        | Valid          |
| X1.2                          | 0.777           | 0.3388        | Valid          |
| X1.3                          | 0.628           | 0.3388        | Valid          |
| X1.4                          | 0.713           | 0.3388        | Valid          |
| X1.5                          | 0.772           | 0.3388        | Valid          |
| X1.6                          | 0.752           | 0.3388        | Valid          |
| X1.7                          | 0.768           | 0.3388        | Valid          |
| X1.8                          | 0.798           | 0.3388        | Valid          |

| Variable X2 (Work Motivation) | Indicator Codes | r<sub>xy</sub> | r<sub>table</sub> | Information |
|-------------------------------|-----------------|---------------|----------------|-------------|
| X2.1                          | 0.906           | 0.3388        | Valid          |
| X2.2                          | 0.787           | 0.3388        | Valid          |
| X2.3                          | 0.944           | 0.3388        | Valid          |
| X2.4                          | 0.888           | 0.3388        | Valid          |
| X2.5                          | 0.809           | 0.3388        | Valid          |
| X2.6                          | 0.791           | 0.3388        | Valid          |

| Variable X3 (Job Satisfaction) | Indicator Codes | r<sub>xy</sub> | r<sub>table</sub> | Information |
|-------------------------------|-----------------|---------------|----------------|-------------|
| X3.1                          | 0.784           | 0.3388        | Valid          |
| X3.2                          | 0.778           | 0.3388        | Valid          |
| X3.3                          | 0.901           | 0.3388        | Valid          |
| X3.4                          | 0.727           | 0.3388        | Valid          |
| X3.5                          | 0.802           | 0.3388        | Valid          |
| X3.6                          | 0.819           | 0.3388        | Valid          |

| Variable Y (Performance)     | Indicator Codes | r<sub>xy</sub> | r<sub>table</sub> | Information |
|-------------------------------|-----------------|---------------|----------------|-------------|
| Y.1                           | 0.909           | 0.3388        | Valid          |
| Y.2                           | 0.834           | 0.3388        | Valid          |
| Y.3                           | 0.949           | 0.3388        | Valid          |
| Y.4                           | 0.890           | 0.3388        | Valid          |
| Y.5                           | 0.945           | 0.3388        | Valid          |
| Y.6                           | 0.862           | 0.3388        | Valid          |

Source: Data Processing Results, 2020
Based on the table above which shows that the value of r arithmetic is greater than the r table. then it can be concluded to test the quality of the data shown from the validity test of work environment variables (X1) with statement items 8, work motivation (X2) with statement items 6, job satisfaction (X3) with statement items 6 and finally performance (Y1) with items statement 6 are all declared valid.

2. Variable of Reliability Test

| Table 6. Data Processing Results of Reliability Test with SPSS 24 |
|---------------------------------------------------------------|
| **Cronbach’s Alpha**                                         |
| Work Environment                                            0.930 |
| Work Motivation                                             0.939 |
| Job Satisfaction                                            0.939 |
| Performance                                                 0.947 |

Source: Data Processing Results, 2020

Based on the table above shows in cronbach’s alpha of each research variable all are above 0.588 means it can be concluded that all research indicators of each research variable already have good reliability.

Classic Assumption Test

The classic assumption test in research can be classified into 3 tests, namely the normality test, the multicollinearity test, and the heterokesdasticity test, which can be described one by one as follows:

1. Normality Test
2. Multicolinearity Test

| Model               | Collinearity Statistics |
|---------------------|-------------------------|
| (Constant)          |                         |
| Work Environment    | Tolerance: 0.146, VIF: 6.834 |
| Work Motivation     | Tolerance: 0.223, VIF: 4.488 |
| Job Satisfaction    | Tolerance: 0.216, VIF: 4.625 |

Source: Data Processing Results, 2020

Based on Table 7 shows the results of Variance Inflation Factor (VIF) <10. All three variables have a VIF value <10, work environment variables are 6,834, work motivation variables are 4,488 and job satisfaction variables are 4,625. it can be concluded that there is no multicollinearity from the regression model.

3. Heteroscedasticity Test

| Model               | Collinearity Test |
|---------------------|-------------------|

Source: Data Processing Results, 2020

The test results show that the distribution of points in the Normal P-P plot is relatively close to the straight line, so it can be concluded that the residual data are normally distributed.
| Model                      | Sig.  |
|---------------------------|-------|
| (Constant)                | 0.015 |
| Work Environment          | 0.290 |
| Work Motivation           | 0.555 |
| Job Satisfaction          | 0.991 |

Source: SPSS 24, 2020

Based on the results of the Heteroscedasticity Glejser test shows that each independent variable has a significant value > 0.05. This means that there is no heteroscedasticity problem in this study.

**Hypothesis Testing Analysis**

**Regression Analysis**

Regression Analysis is an analysis that explains the relationship between independent variables with the dependent variable in a regression equation. Testing the first hypothesis to the third hypothesis using simple linear regression analysis. To see the direct effect of each independent variable on the dependent variable.

**The First Model** is as follows:

\[
Y(\text{Performance}) = 0.847 + 0.788 X_1(\text{Work Environment}) + \varepsilon
\]

The first model is based on testing the hypothesis between the work environment on work performance, namely:

**H\textsubscript{1} =** It is suspected that the work environment does not significantly influence employee performance

The results obtained can be seen in Appendix 13, the work environment variable obtains a p-value value of 0.000. p-value value < 0.05, meaning that there is a significant influence between the work environment on work performance. The work environment has a positive influence on the work performance of dispatcher employees. The value of the work environment coefficient (X1) of 0.788 means that if the work environment (X1) has increased by 1 unit then the work performance (Y) will rise by 0.788 assuming other variables are constant. It can be seen in Appendix 13, R\textsuperscript{2} is obtained at 66.1%, while the remaining effect is caused by other variables not contained in the model that is equal to 33.9%.

**The Second Model** is as follows:

\[
Y(\text{Performance}) = 0.758 + 0.817 X_2(\text{Work Motivation}) + \varepsilon
\]

The second model is based on testing the hypothesis between work motivation on work performance, namely:

\[
\text{H\textsubscript{2} = It is suspected that the work motivation significantly influence employee performance}
\]

The results obtained can be seen in Appendix 14, the work environment variable obtains a p-value value of 0.000. p-value value < 0.05, meaning that there is a significant influence between work motivation on work performance. Work motivation has a positive influence on the work performance of dispatcher employees. The coefficient of work motivation (X2) of 0.817 means that if work motivation (X2) has increased by 1 unit, the work performance (Y) will increase by 0.817 assuming other variables are constant. With a coefficient of determination of 67.7%, it can be seen in Appendix 12. Work motivation variables can explain the diversity of work performance by 67.7%, while the remaining 32.2% is explained by other variables not contained in this model.

**The Third Model** is as follows:

\[
Y(\text{Performance}) = 0.963 + 0.762 X_3(\text{Job Satisfaction}) + \varepsilon
\]
The third model is based on testing the hypothesis between job satisfaction and job performance:

**H₃**: It is suspected that the Job satisfaction significantly influence employee performance

It can be seen in appendix 15, the value of p_value 0.000 <0.05, which means that in this model job satisfaction has a significant effect on work performance. Coefficient value of job satisfaction (X₃) of 0.762 means that if job satisfaction (X₃) has increased by 1 unit the work performance (Y₁) will increase by 0.762 assuming other variables are constant. And R² obtained by 66.9%, job satisfaction can explain the diversity of work performance while the rest is caused by other variables not analyzed in the model that is equal to 33.1%.

**The fourth model** is based on testing hypotheses between work environment, work motivation and job satisfaction on work performance, namely:

\[ Y = 0.530 + 0.110X₁ + 0.409X₂ + 0.356X₃ + \varepsilon \]

**H₄**: It is suspected that the Work Environment, Work Motivation and Job satisfaction significantly influence employee performance

Based on testing the hypothesis by looking at the value of Fcount (29.154)> Ftable (2.92), then this model is appropriate to be used in explaining the effect on work performance. Variables in the regression model can be said to be feasible to explain the relationship between work environment variables, work motivation and job satisfaction on work performance.

The model above is a model that is formed from all three variables simultaneously, to see how much the variables in the model affect the work performance, the feasibility of the model is tested partially and simultaneously.

**1. Parsial Test (t-Test)**

T partial test is used to find out whether the independent variables in the regression model have an individual influence on the dependent variable by observing the presence of other variables in the model.

| Direct Relationship Variables | Coefficients | T_count | P_value | Conclusion |
|------------------------------|--------------|---------|---------|------------|
| Konstan                      | 0.110        | 1.453   | 0.156   | Not significant |
| X₁ (Work Environment) – Y    | 0.409        | 0.472   | 0.640   | Not significant |
| (Performance)                |              |         |         |            |
| X₂ (Work Motivation) – Y     | 0.356        | 2.107   | 0.044   | Significant |
| (Performance)                |              |         |         |            |
| X₃ (Job Satisfaction) – Y    | 0.110        | 1.929   | 0.063   | Not significant |
| (Performance)                |              |         |         |            |

\[ T_{table} (30,0.05) = 2.042 \]

Source: SPSS 24, 2020

Following are the hypotheses and conclusions for each variable. The hypothesis used in testing is partial with a real level \( \alpha = 0.05 \). Decision withdrawal criteria stated, if the value of p_value (P) < 0.05 or T_count > T_table then Ho is rejected means that there is a partial influence between the independent variables tested and the dependent variable.

- Partial Testing X₁ towards Y
  - Partial testing is testing directly between work environment variables (X₁) and work performance (Y).
  - \( H₀ : \beta₁ = 0 \), (there is no partial effect on the work environment on employee performance).
H1 : β1 ≠ 0, (there is a partial influence of the work environment on employee performance).

p-value obtained is 0.640. 0.640 > 0.05 means, Ho is accepted, stating that there is no partial effect between work environment on employee work performance. Likewise, if viewed from the value \( T_{\text{count}} \) on table 5.18. \( T_{\text{count}} > T_{\text{table}} \) (0.472 < 2.042), states the conclusion of withdrawing the same hypothesis, that there is no relationship between work environment on employee work performance. This means that changes in the work environment are not sufficiently worthy to be a determining variable for work performance because the effect is not significant.

• Partial Testing \( X_2 \) towards \( Y \)

Partial testing is a direct test between the variables of work motivation (\( X_2 \)) to work performance (\( Y \)).

\( H_0 : \beta_2 = 0, \) (there is no partial effect of work motivation on employee performance).

\( H_2 : \beta_2 ≠ 0, \) (there is a partial effect of work motivation on employee performance).

P-value obtained is 0.044. 0.044 < 0.05 means, Ho is rejected stating that there is a partial effect between work motivation on employee work performance.

Likewise, if viewed from the \( T_{\text{count}} \) value on Table 5.18.

\( T_{\text{count}} > T_{\text{table}} \) (2.107 > 2.042). states that there is a relationship between work motivation and employee work performance. This means that changes in work motivation deserve to be a determining variable for work performance because the effect is significant.

• Partial Testing \( X_3 \) towards \( Y \)

Partial testing is a direct test between the variable job satisfaction (\( X_3 \)) to work performance (\( Y \)).

\( H_0 : \beta_3 = 0, \) (there is no partial effect of job satisfaction on employee performance).

\( H_3 : \beta_3 ≠ 0, \) (there is a partial effect of job satisfaction on employee performance).

P-value obtained is 0.063. 0.063 > 0.05 means, Ho is accepted stating that there is no partial effect between job satisfaction on employee work performance.

Likewise, if viewed from the value \( T_{\text{count}} \) on Table 5.18, \( T_{\text{count}} < T_{\text{table}} \) (1.929 < 2.042). states that there is no relationship between job satisfaction and employee performance. This means that changes in job satisfaction are not sufficiently worthy to be used as a determining variable for job performance because the effect is not significant.

2. Simultaneous Test (F Test)

Simultaneous test in the regression model serves to determine whether all independent variables simultaneously have a significant influence on employee performance. The hypothesis used in testing is simultaneously with a real level \( \alpha = 0.05 \) namely:

- \( H_0 : \beta = 0 \) (there is no simultaneous influence of independent variables (work environment, work motivation and job satisfaction) in the model on employee performance).

- \( H_1 : \beta ≠ 0 \) (there is a simultaneous influence of independent variables (work environment, work motivation and job satisfaction) in the model on employee performance).
Table 10. Simultaneous Model Feasibility Test Results

| Model                  | $F_{count}$ | P_Value | Conclusion |
|------------------------|-------------|---------|------------|
| Model Regresi Y = Kinerja Kerja | 29.154      | 0.000   | Significant |

Source: SPSS 24, 2020

In Table 10 the value of P_value <0.05 (0.000 <0.05), concluded that simultaneously the independent variables (work environment, work motivation and job satisfaction) in the model significantly influence employee performance. Based on testing the regression model, simultaneously the resulting model can explain the effect of the relationship between the three variables on work performance variables. However, when tested partially, there are two insignificant variables, namely the work environment and job satisfaction, meaning that partially the work environment and job satisfaction do not affect the work performance of PT. PLN (Persero) UP2D Makassar dispatchers.

3. Determination Test ($R^2$)

The coefficient of determination in linear regression is defined as how much the ability of all independent variables in explaining variants of the dependent variable. In a simple coefficient of determination is calculated by curating the correlation coefficient (R). The coefficient of determination ($R$ square) shows how much the independent variable explains the dependent variable. R square value is zero up to one. If the value of R square gets closer to one, then the independent variables provide all the information needed to predict the variation of the dependent variable. Otherwise, the smaller the value of R square, the ability of independent variables in explaining the dependent variables is increasingly limited.

Table 11. Determination Coefficient Analysis ($R^2$) Regression Model

| Model | R  | R Square |
|-------|----|----------|
| 1     | .863 | .745    |

Source: SPSS 24, 2020

In the summary model above, the R value of 0.863 shows that the correlation or relationship between work environment, work motivation and job satisfaction on employee performance is so strong because it is above 0.5. This figure indicates that 74.5% of work environment, work motivation and job satisfaction can explain the diversity of work performance while the ratio of 25.5% is explained by other causes not included in the research model.

Based on the results of the model feasibility test, the model generated from the three variables (work environment, work motivation, job satisfaction) to work performance states the model is feasible and significant explains the relationship between explanatory variables and responses. However, when viewed from the model feasibility test partially, there are two variables that do not significantly influence work performance, namely: work environment and job satisfaction. The meaning is how much the coefficient of the regression model produced by each explanatory variable (work environment and job satisfaction variables) does not affect changes in the size of work performance.
Table 12. Regression modeling is based on variables on work performance

| Variable    | R     | F_count | Significant Value |
|-------------|-------|---------|-------------------|
| X₁, X₂, X₃ | 0.745 | 29.154  | Sig X₁ = 0.063    |
|             |       |         | Sig X₂ = 0.044    |
|             |       |         | Sig X₃ = 0.640    |
| X₂, X₃     | 0.743 | 44.741  | Sig X₂ = 0.006    |
|             |       |         | Sig X₃ = 0.009    |
| X₁, X₂     | 0.713 | 38.491  | Sig X₁ = 0.059    |
|             |       |         | Sig X₂ = 0.024    |
| X₁         | 0.661 | 62.300  | Sig X₁ = 0.000    |
| X₂         | 0.677 | 67.145  | Sig X₂ = 0.000    |
| X₃         | 0.669 | 64.682  | Sig X₃ = 0.000    |

Source: SPSS 24, 2020

Table 12 explains the models that are formed from a combination of explanatory variables (work environment, work motivation, job satisfaction) to the response (work performance). It can be seen that job satisfaction variables have a significant effect, if the work environment variables are not included in the regression model equation. This indicates that between work environment variables and job satisfaction detected a high correlation relationship. causing job satisfaction and work environment in the combined model to be insignificant. The correlation coefficient between work environment variables and job satisfaction is 0.882. the correlation coefficient between the two must be weak below 0.50. (Walpole, 1995).

Unlike the case with the expenditure of work satisfaction variables on the combined model, the work environment variable does not change. the work environment still has no effect on work performance. However, if the work environment variables are modeled directly on work performance, the work environment has a significant effect on work performance. Changes that occur in the work environment directly affect work performance. where the work environment is experiencing a change in good / whether or not have an increasing / decreasing impact on work performance.

Based on the explanation above, it can be concluded that the best models in explaining the work performance of each variable. A high R-square value in the combined model does not give the full meaning of the model better than the other models. R-square in the combined model is greater than the R-Square produced by other models, due to the explanatory variables in the combined model more than other models. Wetherill (1986) states that R-square will continue to increase along with the increasing explanatory variables included in the model. Potential variables added in the model are those that provide significant R-square additions.

**The most dominant factor influencing performance**

Testing dominant variables, firstly known the contribution of each independent variable tested against the dependent variable. The contribution of each variable is known from the coefficient of determination of simple regression of the independent and dependent variables. The following table shows the contribution of each independent variable to the dependent variable::
Table 13. Contribution of Independent Variables to Dependent Variables

| Variable       | Beta Value | Correlation value of X and Y | Contribution (%) |
|----------------|------------|------------------------------|------------------|
| Work environment | 0.114      | 0.813                        | 9.2              |
| Work motivation  | 0.412      | 0.823                        | 34.0             |
| Job satisfaction | 0.383      | 0.818                        | 31.3             |

Source: Data Processing Results, 2020

From Table 13 above, it can be concluded that the most dominant variable is the work motivation variable \(X_2\), which is proven by a contribution value of 34%. or it can also be seen from the \(T_{count}\) value for each variable. If \(T_{count}\) is greater than all independent variables, it can be said that the variable is the most dominant variable influencing the dependent variable. It is known that \(T_{count}\) of work motivation variable is 2.107, work environment variable is 0.472 and work satisfaction variable is 1.929. of the three independent variables that have the greatest \(T_{count}\) is work motivation \(X_2\). Then the most dominant variable influencing work performance is work motivation.

DISCUSSION OF RESEARCH RESULTS

1) The Impact of Work Environment on Performance

Based on the results of testing the first hypothesis, it is obtained that the work environment \(X_1\) has a significant positive effect on changes in work performance \(Y\). Work environment factors provide a positive relationship, which means that if the work environment is improved the work performance of employees will increase. In other words, changes in the work environment situation can affect changes in employee work performance.

The results of this study reject previous studies where that the work environment does not have a positive and significant effect on performance. The results of this study are not in accordance with previous studies conducted by Nurul (Sahlan, 2015). In research conducted shows that the work environment does not have more meaning in measuring employee performance on job satisfaction of employees of PT. Bank Sulut Branch Airmadidi.

In this study, the work environment provides a significant positive effect on the increase / increase in the work performance of dispatcher employees at PT. PLN (Persero) UP2D Makassar. The comfort of the physical and non-physical work environment has a positive impact on performance improvement. Indicators of noise, color and spatial planning are also needed by dispatchers to improve performance in this case the focus and concentration in the regulation of the electrical system so that it is not saturated with the surrounding environment. According to Nitisemo (2000) the physical environment is everything that exists around workers that can affect themselves in carrying out the tasks that are charged, for example lighting, air temperature, space for movement, security, cleanliness, music and others. In accordance with the indicators included in this study and the test results have a significant influence on performance.

2) The Impact of Work Motivation on Performance

Based on the results of the second hypothesis testing it was found that there was a significant influence of work motivation \(X_2\) on work performance \(Y\). The results of this study accept that work motivation has a positive and significant effect on work performance. It is said to have a positive effect that if there is an increase in motivation at work will improve the performance of dispatcher employees at PT. PLN (Persero) UP2D Makassar.

These results are consistent with research conducted by Sajangbati (2013) which shows that motivation, discipline and satisfaction have a significant effect on work performance.
Likewise, with research conducted by (Agung, I Gusti et al., 2013) which says that the most dominant motivation influences employee performance. This is caused, because with the motivation of existing human resources able to be encouraged to work well so that good performance can be achieved. All indicators in work motivation get a high response by dispatchers both in terms of awards given by the company including bonuses, personal and family health facilities and semester incentives and references as well as the recognition and praise of superiors who have appreciated dispatchers in doing their work.

3) The Impact of Job Satisfaction on Performance

Based on the results of testing the third hypothesis, it is found that there is a significant influence between job satisfaction (X3) on work performance (Y). The results of this study received job satisfaction as a positive and significant effect on the work performance of dispatchers at PT. PLN (Persero) UP2D Makassar. The effect caused by satisfaction at work will affect employee performance. If job satisfaction increases, employee performance will increase. Likewise the opposite, if job satisfaction decreases will reduce employee work performance.

The average dispatcher employee is satisfied with the salary and incentives provided by the company, able to establish harmonious cooperation with fellow colleagues, work according to the actual work assignments on the job and other indicators able to explain and provide a positive influence that can improve the performance of dispatcher employees PT. PLN (Persero) UP2D Makassar. However, indicators of dispatcher opportunity in career development are not felt by dispatchers measured from the results of the research provided. The results of this study are in accordance with the relationship of job satisfaction with work performance proposed by Robbind and Judge (2008) which means that job satisfaction is the result of evaluating its characteristics. someone who has a high level of job satisfaction has positive feelings about work, while someone who is dissatisfied with his job has negative feelings. The belief that employees who feel satisfaction with their work is far more productive than employees who do not have job satisfaction.

4) The Impact of Work Environment, Work Motivation and Job Satisfaction on Work Performance simultaneously

Based on the results of simultaneous testing, the sig value is 0.000 <0.05, which means that the regression model can be used to predict variables of work environment, work motivation and job satisfaction together significantly influence work performance. This regression model has a coefficient of determination that is equal to 0.745. This figure indicates that 74.5% of work environment, work motivation and job satisfaction can explain the diversity of work performance while the ratio of 25.5% is explained by other causes not included in the research model.

5) The most dominant factor on performance

The selection of the best model in this study is based on the characteristics of PT. PLN (Persero) UP2D Makassar. where the increase in dispatcher employee performance will increase and decrease according to the level of job satisfaction directly. If dispatcher job satisfaction decreases, dispatcher job performance will also decrease. Likewise for the work environment, changes to the work environment will have a direct impact on dispatcher work performance. Work performance is directly or indirectly influenced by work motivation variables. Work motivation will have an impact of increasing and decreasing job satisfaction, this change will directly also affect the work performance of dispatchers. For this reason good motivation will result in good dispatcher work performance.
Of the three variables in this study, the most dominant variable affecting work performance is work motivation, with a contribution value of 34%. Of the 74.5% diversity in the regression model formed by the three independent variables, the variable of work motivation provides an effect of 34% can explain the diversity of work performance. Changes made to work motivation can improve dispatcher employee performance at PT. PLN (Persero) UP2D Makassar. Vice versa if the work motivation of dispatcher employees decreases will reduce the work performance of dispatcher employees at PT. PLN (Persero) UP2D Makassar.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the analysis and discussion that has been described, it can be presented some conclusions from the results of the analysis are as follows:

1. The work environment has a positive and significant effect on performance at PT. PLN (Persero) UP2D Makassar.
2. Work motivation has a positive and significant influence on the performance of dispatchers at PT. PLN (Persero) UP2D Makassar.
3. Job satisfaction has a positive and significant effect on the performance of dispatchers at PT. PLN (Persero) UP2D Makassar.
4. Work environment factors, work motivation and job satisfaction together can affect the performance of dispatcher employees at PT. PLN (Persero) UP2D Makassar. As much as 74.5% can explain the diversity of work performance by work environment, work motivation and job satisfaction while the ratio of 25.5% is explained by other factors not included in the study.
5. The most dominant variable in the model is the work motivation variable, by 34% explaining the relationship to the dispatcher employee performance variables at PT. PLN (Persero) UP2D Makassar. The better work motivation, the better the performance of dispatchers.

The suggestions that can be given in connection with the results of this study are as follows:

1. Preferably Management of PT. PLN (Persero) Makassar UP2D made improvements to the work environment indicators, especially the noise level, color and spatial layout which are also very much needed by the dispatcher in improving performance in this case the focus and concentration in the electrical system regulation so that it is not saturated with the surrounding environment.
2. The management of PT. PLN (Persero) UP2D Makassar can increase work motivation and dispatcher job satisfaction, for example by making changes in the previous working period from 46 years to 56 years and providing opportunities for dispatchers to have a career in this case structural levels not just functional. With this increase in motivation and satisfaction will have a positive impact on employee performance so that the company gets maximum and optimal performance.
3. The completion of this research is expected to contribute to the treasury of knowledge, especially human resource management, and can be a reference for researchers interested in studying the work environment, work motivation and job satisfaction on employee performance. And the next researcher can further examine how much influence directly or indirectly job satisfaction on performance by making job satisfaction an intervening variable because of the partial T test results for each variable both the work environment, work motivation and job satisfaction have an influence on each other thus providing inconsistent results.
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