The Impact of Compensation, Work Environment, and Commitment towards Job Satisfaction on Private High School Teachers Performance in Makassar City

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Abstract
This paper aims to determine and analyze the impact of compensation, work environment, and organizational commitment towards job satisfaction on the performance of private high school teachers in the city of Makassar. The method used in this research is Descriptive Analysis method using path analysis regression. The population in this study were private high school teachers in the city of Makassar. The sample in this study was 88 teachers. Data collection using a questionnaire, while for testing the hypothesis using a simultaneous test and partial test and Path Analysis. The results of this study indicated that first, compensation has a positive and significant impact on job satisfaction. Second, the work environment has a positive and significant impact on job satisfaction. Third, organizational commitment has a positive and significant impact on job satisfaction. Fourth, compensation has a positive and significant impact on teacher performance. Fifth, the Work Environment has a positive and significant impact on teacher performance. Sixth, Organizational Commitment has a positive and significant impact on teacher performance. Seventh, Job Satisfaction has a positive and significant impact on teacher performance. Eighth, Compensation affects the performance of teachers who are mediated by job satisfaction. Ninth, Work Environment affects teacher performances that mediated by job satisfaction. And Tenth, Organizational Commitment influences teacher performance through job satisfaction.

Keywords: compensation, work environment, organizational commitment, job satisfaction, and performance

INTRODUCTION
Nowadays, the role of human resources (HR) in every organization is very significant, because it becomes the main driving machine in an organization. Not only through machine tools or technology. Performance according to Mathis and Jackson (2002: 78) is basically what employees do or don't do. Employee performance is the things that affect how much they contribute to the organization which include output quantity, quality of output, output period, attendance at work and cooperative attitude.

The phenomenon that occurs at this time is the teacher's performance has decreased because several factors that create an impact on the performance. The declining teacher performance in carrying out the task needs to be sought for the factors that cause it. Teacher performance is not only determined by one factor but many things that influence in determining teacher performance improvement. Research on the factors that affect employee performance has been conducted by several researchers. Research conducted by Rustini, et al (2015) concluded that motivation will grow if there is good compensation, both physical and non-
physical work environments, and organizational commitment that have an impact on improving organizational performance

Furthermore, it is seen from the phenomena faced by private high school teachers in Makassar where one of the concerns is the existence of a full day school learning system/regulation, but in terms of compensation given is only adjusted to the policy taken by the foundation, so that only a few teachers receive wages according to city/district minimum wages. Then seen from the workload received by teachers that is not proportional to the salary received, besides the work environment of teachers is not yet adequate, and organizational commitment that still needs to be improved by teachers so that if reviewed without compensation in accordance with workload, the environment is not yet adequate and organizational commitment is still low, then what is feared is the existence of teachers who are unable to survive or may leave the organization and to do re-placement is difficult.

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. Someone with a high level of job satisfaction has positive feelings about their work, while someone with a low level has negative feelings. Work requires interaction with coworkers and superiors, regarding organizational rules and policies, meeting performance standards, living with less than ideal working conditions, etc.

At first, people argued that high job satisfaction can increase performance. Teacher job satisfaction also affects teacher performance. A teacher will be satisfied if the expectations he wants are met or in line with expectations. Conversely, if expectations are not met, job satisfaction will be decreased. Many factors cause low teacher job satisfaction, one of which is the lack of support facilities, the attention of the leadership that is less and the welfare provided is not in line with expectations so this causes the teacher's performance is less than optimal. One that makes someone able to be satisfied with his job is if he is able to be supported by factors that can bring up job satisfaction itself one of the factors is salary, workplace and including a good colleague relationship (Robbins and Judge, 2017: 51-52).

LITERATURE REVIEW

Human Resource Management

According to (Edison et al, 2016: 10) Human resource management is management that focuses on maximizing the ability of employees or members through various strategic steps to improve the performance of employees towards optimizing organizational goals.

Compensation

According to Mondy (2008:4) that: “Compensation is the total of all benefits received by employees instead of the services they have provided. The purpose of giving compensation is to attract, retain, and motivate employees.”

Work Environment

Robbins and Judge (2014) Work environment is an institution or coercion from outside the organization that potentially influences organizational performance. The work environment is social, psychological and physical life in an organization that influences workers in carrying out their duties. During work, each employee will interact with various conditions contained in the work environment.
Organizational Commitment
According to Robbins and Judge (2014: 100-101) organizational commitment is: As a condition where employee sides with a particular organization and the goals, employee want to maintain membership in the organization.
Organizational commitment means the relationship between the organization and employees and the effort to maintain the relationship J. P. a. N. J. A. Meyer in (Khan and Sarwar, 2018)

Job Satisfaction
Supomo and Nurhayati (2018: 143) stated that job satisfaction is the feeling of pleasant emotional attitude and love the work. This attitude is reflected by work morale, work discipline, and work performance. This satisfaction can be enjoyed both at work and outside of work.

Performance
Wirawan (2012: 5) defines that performance is the output produced by the functions or the indicators of a job or a profession at a certain time.
Performance is the result of a process that refers and is measured over a certain period based on the conditions or agreements that have been set previously (Edison et al, 2016: 190).

CONCEPTUAL FRAMEWORK

Figure 1. Conceptual Framework

RESEARCH METHODS
Location and Research Design
The research time used during the completion of the researched was estimated to be approximately two months starting from October to November 2019. The research was conducted at Private High Schools in Makassar City which were selected by cluster method so that researchers chose based on Islamic Schools in 3 Districts in Makassar city.

Method Of Collecting Data
Data collection techniques used in this study were to make observations or direct observations of the object of research, so accurate information could be obtained. Data collection techniques were carried out using a questionnaire or questionnaire by collecting answers from respondents through structured questions raised. Then the respondents who filled out the questionnaire were then identified based on their age, gender, last education, length of
work, employment status, and functional position. This identification was carried out to determine the general characteristics of the research respondents.

Data Analysis
The data analysis technique used in this research was quantitative descriptive which described the impact of compensation, work environment and organizational commitment toward job satisfaction on the performance of private high school teachers in Makassar. By describing the validity test, reliability test, descriptive qualitative analysis, and multiple linear regression analysis and path analysis.

RESULT
Characteristic of Respondents
Research data was obtained by distributing the questionnaires directly to the respondents who were willing to fill out a list of statements that have been presented in the form of questionnaires. Questionnaires were obtained directly to the respondents. By collecting data directly, this was expected to be more effective in improving respondent responses in this study. The questionnaire survey was conducted on private high school teachers in the city of Makassar. The technique used in sampling is to use a sampling technique that is purposive sampling technique. This method is a sampling procedure with certain considerations of Sangadji and Sopiah (2013: 187). The sample in the study considers that high school teachers who work in private schools in Makassar, a sample size of 88 respondents could already be said to be eligible for use in a quantitative study. The total population of the selected schools was 113 people, so the samples obtained by researchers were 88 respondents using the Slovin formula (Sugiono, 2010: 81). The respondents who had filled out the questionnaire were then identified based on their age, gender, age, sex, last education, length of work, employment status, and functional position to find out the general characteristics of the study respondents.

The Impact of Compensation, Work Environment, and Commitment towards Job Satisfaction on Private High School Teachers Performance in Makassar City
Based on the responses to the research variables, then the analysis of the answers by respondents conducted which was related to existing statements. To find out more clearly about statements derived from the compensation variable (X1), work environment (X2), organizational commitment (X3), job satisfaction (Y1) and teacher performance (Y2), the researcher will describe each statement item separately. Later it can be seen how many respondents chose certain alternative answers and the highest to lowest average values will be obtained.

| Compensation Indicators | Means | Categories |
|-------------------------|-------|------------|
| Teacher salaries are given fairly and on time. | 4.1   | High       |
| School provide benefits in the form of security protection and social security for me and my family. | 3.4   | Average    |
| The leader appreciates and gives praise for the work achieved by me and the team. | 3.9   | High       |

Source: Data Processing Results, 2019
Based on the table above, it can be seen that of the 88 respondents taken as a sample, the majority of respondents gave high ratings for 2 indicators and moderate for 1 indicator.
Based on these results, it can be concluded that compensation (X1) to respondents by private high school teachers is at a high criterion.

| Work Environment Indicators | Means | Categories |
|-----------------------------|-------|------------|
| I participate in maintaining cleanliness in the work environment. | 4.5   | Very Good  |
| The air condition in the work area gives me comfort while working. | 4.0   | Good       |
| The lighting in my work area is good so it does not prevent me from working. | 4.1   | Good       |
| The existence of a security officer so as to ensure the safety of the teacher/employee at work. | 3.8   | Good       |
| The teacher's work environment is calm and free from noise. | 4.0   | Good       |
| Relationships with leaders and fellow colleagues are harmonious. | 4.3   | Very Good  |

Source: Data Processing Results, 2019

Based on the table above, it can be seen that of the 88 respondents taken as a sample, the majority of respondents' responses have given a high assessment of the work environment variables with an average score of 4.1. So based on these results it can be concluded that the Work Environment (X2) of respondents by private high school teachers is in a high position criteria.

Table 3. Variable Frequency of Organizational Commitment (X3)

| Organizational Commitment Indicators | Means | Categories |
|-------------------------------------|-------|------------|
| I would feel happy if I could spend the rest of my career here. | 3.7   | High       |
| I feel that the problems that occur at this school are also my problem. | 3.8   | High       |
| I had a hard time leaving this work/organization for fear of not getting a job opportunity elsewhere. | 2.8   | Average    |
| I feel the organization I work for has contributed a lot to my life. | 3.7   | High       |
| The organization I work for deserves loyalty from me. | 3.7   | High       |

Source: Data Processing Results, 2019

Based on the above table, it can be seen that of the 88 respondents taken as a sample, the majority of respondents' responses have given a high assessment of organizational commitment with an average score of 3.5, so it can be concluded that the organizational commitment (X3) to respondents as private high school teachers are at high criteria.
### Table 4. Variable Frequency of Job Satisfaction (Y2)

| Job Satisfaction Indicators                                                                 | Means | Categories |
|-------------------------------------------------------------------------------------------|-------|------------|
| Every task that is given to me can be accomplished properly and created a sense of satisfaction. | 4.1   | High       |
| Status as a teacher encourages me to have progress and develop.                            | 3.7   | High       |
| My good relationship with colleague gives me a sense of satisfaction at work.              | 4.0   | High       |
| The leader gives direction so that I can improve my ability to get work done.             | 3.9   | High       |
| Compensation given to me caused satisfaction.                                               | 3.9   | High       |
| Good school organization and management arrangements provide individual satisfaction while working. | 4.1   | High       |

Source: Data Processing Results, 2019

Based on the table above, it can be seen that the 88 respondents taken as a sample, the majority of respondents' responses have given a high assessment of job satisfaction with an average score of 3.9, it can be concluded that job satisfaction (Y1) of private high school teachers as the respondents are at high criteria.

### Table 5. Variable Frequency of Teacher’s Performance (Y2)

| Performance Indicators                                                                 | Means | Categories |
|---------------------------------------------------------------------------------------|-------|------------|
| The results of my work are in line with school quality standards.                      | 3.9   | High       |
| The results of my work are always achieved per time specified.                         | 4.1   | High       |
| I complete my work according to the target/plan                                         | 3.9   | High       |
| I finished my work without waste.                                                     | 4.1   | High       |
| I completed the assignment that was assigned to me independently and with responsibility | 3.9   | High       |

Source: Data Processing Results, 2019

Based on the table above, it can be seen that of the 88 respondents taken as a sample, the majority of respondents' responses have given a high assessment of performance with an average score of 4.0, it can be concluded that the performance (Y2) of private high school teachers as the respondents is at high criteria.

**Validity and Reliability Test of Research Instruments**

The Quantitative analysis in this study will examine the effect of compensation, work environment, and organizational commitment toward job satisfaction on the performance of private high school teachers in Makassar using the path analysis regression method, then SPSS software version 26.0 is used to facilitate analysis, this can be described as follows:
1. Variable of Validity Test

Table 6 Data Processing Results of SPSS 26.0

| Variables                | Indicator Codes | Correlated item-total correlations (r-count) | Information |
|--------------------------|-----------------|---------------------------------------------|-------------|
| Compensation             | X1.1            | 0,803                                       | Valid       |
|                          | X1.2            | 0,820                                       | Valid       |
|                          | X1.3            | 0,807                                       | Valid       |
| Work Environment         | X2.1            | 0,589                                       | Valid       |
|                          | X2.2            | 0,813                                       | Valid       |
|                          | X2.3            | 0,733                                       | Valid       |
|                          | X2.4            | 0,737                                       | Valid       |
|                          | X2.5            | 0,659                                       | Valid       |
|                          | X2.6            | 0,614                                       | Valid       |
| Organizational Commitment| X3.1            | 0,725                                       | Valid       |
|                          | X3.2            | 0,540                                       | Valid       |
|                          | X3.3            | 0,648                                       | Valid       |
|                          | X3.4            | 0,580                                       | Valid       |
|                          | X3.5            | 0,646                                       | Valid       |
| Job Satisfaction        | Y1.1            | 0,471                                       | Valid       |
|                          | Y1.2            | 0,768                                       | Valid       |
|                          | Y1.3            | 0,729                                       | Valid       |
|                          | Y1.4            | 0,714                                       | Valid       |
|                          | Y1.5            | 0,642                                       | Valid       |
|                          | Y1.6            | 0,684                                       | Valid       |
| Teacher’s Performance   | Y2.1            | 0,602                                       | Valid       |
|                          | Y2.2            | 0,795                                       | Valid       |
|                          | Y2.3            | 0,826                                       | Valid       |
|                          | Y2.4            | 0,741                                       | Valid       |
|                          | Y2.5            | 0,794                                       | Valid       |

Source: Appendix 5

Based on the table above showed that the value of r-arithmetic is greater than the r-table. Then it can be concluded that the quality of the data shown from the validity test of compensation variables (X1) with statement items 3, work environment (X2) with statement items 6, organizational commitment (X3) with statement items 5, job satisfaction (Y1) with statement items 6, and finally performance (Y2) with statement item 5 are all declared valid.

2. Reliability Test

Table 7. Reliability Test Results

| Cronbach’s Alpha |
|------------------|
| Compensation     | 0,731          |
| Work Environment | 0,778          |
| Organizational Commitment | 0,603         |
| Job Satisfaction | 0,756          |
| Performance      | 0,810          |

Source: Appendix 6
Based on the table above showed in Cronbach's alpha of each research variable, all are above 0.60 means it can be concluded that all research indicators of each research variable already have good reliability.

**Hypothesis Testing Analysis**

1. **Determination Test (R²)**

Table 8. Determination Correlation Coefficient Analysis (R²) Model 1

| Model | R   | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-----|----------|-------------------|---------------------------|
| 1     | .469\(^a\) | .220     | .193              | 2.600                     |

\(^a\) Predictors: (Constant), Komitmen Organisasi, Compensation, Work Environment

Source : SPSS 26, Processed Data 2019

In the summary model above, the R-value of 0.469 showed that the strength of compensation, work environment, and organizational commitment has a fairly good or moderate relationship to job satisfaction. Then the coefficient of determination (R²) = 0.220 means that the independent variable compensation, work environment, and organizational commitment contribute to the dependent variable of job satisfaction by 22.0%, while the remaining 78.0% is influenced by other factors not taken into account in this study.

Determination Test Results of the Y2 equation can be seen in the table:

Table 9. Determination Correlation Coefficient Analysis (R²) Model 2

| Model | R   | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-----|----------|-------------------|---------------------------|
| 1     | .456\(^a\) | .208     | .170              | 2.290                     |

\(^a\) Predictors: (Constant), Job Satisfaction, Organizational Commitment, Compensation, Work Environment

Source : SPSS 26, Processed Data 2019

In the analytical model 2 that showed the value of the correlation coefficient R is equal to 0.456, it can be said that the effect of the compensation variable, work environment, organizational commitment and job satisfaction on performance has a moderate or good relationship on performance. Then as for the coefficient of determination (R²) = 0.201 means that the compensation variable, work environment, organizational commitment, and job satisfaction contribute to the performance variable of 20.1% while the remaining 79.9% is influenced by other variables not taken into account in this study.

2. **Simultaneous Test (F-Test)**

Table 10. F-Test Result (Simultaneous) Model 1

| Model  | Sum of Squares | Df | Mean Square | F     | Sig.  |
|--------|----------------|----|-------------|-------|-------|
| Regression | 160.430 | 3  | 53.477      | 7.913 | .000\(^b\) |
| Residual | 567.649 | 84 | 6.758       |       |       |
| Total   | 728.080 | 87 |             |       |       |

\(^a\) Dependent Variable: Job Satisfaction

\(^b\) Predictors: (Constant), Organizational Commitment, Compensation, Work Environment

Source : SPSS 26, Processed Data 2019
From the test table conducted on compensation variables, work environment and organizational commitment showed that the regression equation model 1 test found F value = 7.913 > F table = 3.11 with a significant level (p-value) 0.000 < 0.05, so a decision can be drawn H0 is rejected and H1 is accepted. Then the F-test in model 1 can be interpreted that compensation (X1), work environment (X2), and organizational commitment (X3) together (simultaneously) significantly give impact toward the job satisfaction of the teacher.

Table 11. F-Test Result (Simultaneous) Model 2

| Model     | Sum of Squares | df | Mean Square | F       | Sig.  |
|-----------|----------------|----|-------------|---------|-------|
| Regression| 114.330        | 4  | 28.583      | 5.450   | .000  |
| Residual  | 435.295        | 83 | 5.245       |         |       |
| Total     | 549.625        | 87 |             |         |       |

a. Dependent Variable: Performance
b. Predictors: (Constant), Job Satisfaction, Organizational Commitment, Compensation, Work Environment
Source: SPSS 26 Processed Data 2019

From the test table conducted on the compensation variables, work environment, organizational commitment, and job satisfaction showed that the regression equation model test 2 F count = 5.450 > F table = 3.11 with a significant level (p-value) 0.000 < 0.05 then it can be H0 decisions are rejected and H1 is accepted. Then the F test in model 2 can be interpreted as compensation (X1), work environment (X2), organizational commitment (X3) and job satisfaction (Y1) together (simultaneously) significantly influence teacher performance.

3. Partial Test (t-Test)

In a partial test, a test is performed to see a partial relationship between the independent and dependent variables. The test method is to compare the significant level table (p-value < 0.05) by using the formula df = n - k so that 88 - 3 = 85 then the result is t table = 1.662.

Table 11. t-Test Results in Regression Analysis Model 1

| Model   | Unstandardized Coefficients | Standardized Coefficients | T       | Sig.  |
|---------|-----------------------------|---------------------------|---------|-------|
|         | B                            | Std. Error                | Beta    |       |
| 1       | (Constant)                  | 10.393                    | 2.840   | 3.660 | .000 |
|         | Compensation                | .319                      | .103    | .246  | 2.401 | .019 |
|         | Work Environment            | .197                      | .095    | .221  | 2.072 | .041 |
|         | Organizational Commitment   | .276                      | .098    | .229  | 2.260 | .026 |

a. Dependent Variable: Job Satisfaction
Source: SPSS 26, Processed Data 2019 (Appendix 5)
a. Statistical t-test towards Y1

Based on the results of processed regression data using SPSS 26 in the table above, the regression equation is presented:

\[ Y = 10.393 + 0.319X1 + 0.197X2 + 0.276X3 + e \]

The constant value of 10.393 means that if compensation, work environment, and organizational commitment are constant, job satisfaction is at 10.393. The compensation coefficient value (X1) = 0.319, can be interpreted that every change in the compensation variable (X1) of 1% will be able to increase teacher job satisfaction (Y1) by 0.319, assuming other variables are considered constant. The coefficient of the work environment (X2) = 0.197,
it can be interpreted that every change in the work environment variable (X2) of 1% will increase teacher job satisfaction (Y1) by 0.197, assuming other variables are considered constant. Then the value of the organizational commitment coefficient (X3) = 0.276, it can be interpreted that every change in the organizational commitment variable (X3) by 1% will increase teacher job satisfaction (Y1) by 0.276, assuming other variables are considered constant.

Partial test results obtained sig = 0.019 this can be said that the value of sig = 0.019 <0.05, it can imply that compensation has a positive and significant impact on job satisfaction, then the partial test results obtained sig = 0.041, this can imply that the value of sig = 0.041 <0.05 means that it can imply that compensation has a positive and significant impact on teacher job satisfaction, and the partial test results obtained sig = 0.026, it can imply that the value of sig = 0.026 <0.05 then it can imply that organizational commitment has a positive and significant impact on job satisfaction.

b. Statistical t-test toward Y2

Table 12. t-Test Results in Regression Analysis Model 2

| Coefficients* | Unstandardized Coefficients | Standardized Coefficients |   |   |
|---------------|----------------------------|---------------------------|---|---|
| Model         | B                          | Std. Error               | Beta| t  | Sig |
| 1             | (Constant)                 | 16.179                    | 2.694| 6.006| .000 |
|               | Compensation               | .341                      | .121| .303|2.821|.006 |
|               | Work Environment           | .260                      | .086| .335|3.022|.003 |
|               | Organizational Commitment  | .253                      | .111| .242|2.284|.025 |
|               | Job Satisfaction           | .250                      | .080| .288|2.605|.011 |

a. Dependent Variable: Performance

Source : SPSS 26, Processed Data 2019 (Appendix 5)

Based on the results of processed regression data using SPSS 26, a regression equation of model 2 is presented:

\[ Y = 16.179β0 + 0.341X1 + 0.260X2 + 0.253X3 + 0.250Y1 + e \]

Constants 16.179 means that if the compensation variable (X1), work environment (X2), and organizational commitment (X3) and job satisfaction (Y1) constants (X1, X2, and X3, and Y1 = 0), the average teacher performance (Y2) are at 16.179. The value of the compensation coefficient (X1) = 0.341, can be interpreted that every change in the compensation variable (X1) by 1% will be able to improve teacher performance (Y2) by 0.341 assuming the other variables are constant, then the value of the work environment coefficient (X2) = 0.260, it can be interpreted that every change in the work environment variable (X2) by 1% will be able to improve teacher performance (Y2) by 0.260 with the assumption of variables.

Furthermore, the value of the organizational commitment coefficient (X3) = 0.253, can be interpreted that every change in the organizational commitment variable (X3) of 1% will be able to improve teacher performance (Y2) by 0.253 assuming other variables are constant, and the value of the coefficient of job satisfaction (Y1 ) = 0.250, it can be interpreted that every change in job satisfaction variable (Y1) by 1% will be able to improve teacher performance (Y2) by 0.250 with the assumption that other variables are constant.

Testing the hypothesis of this study can then be done with a partial test (t-test), as the results of processed regression data in SPSS 26. Partial test results (t-test) regarding the impact of compensation on teacher performance obtained sig = 0.006, because the value of sig 0.006 <0 it can be said that compensation has a positive and significant impact on the performance of private high school teachers in the city of Makassar. Then the partial test results (t-test) regarding the impact of the work environment on teacher performance obtained sig = 0.003 because sig value 0.003 <0.05, it can be said that the work environment has a positive and significant impact on the performance of private high school teachers in Makassar.
There are partial test results (t-test) regarding the effect of organizational commitment on teacher performance obtained sig = 0.025 because sig value 0.025 <0.05, it can be said that organizational commitment has a positive and significant impact on the performance of private high school teachers in Makassar, and finally partial test results (t-test) regarding the impact of job satisfaction on teacher performance obtained sig = 0.011 because sig value 0.011 <0.05 it can be said that job satisfaction has a positive and significant impact on the performance of private high school teachers in Makassar.

Path Analysis

The data analysis method used in this study is the path analysis method. Path analysis is an analysis technique used to analyze the inherent causal relationships between variables arranged in a temporary order using path coefficients as a value in determining the magnitude of the influence of exogenous independent variables on endogenous dependent variables (Sarwono, 2011). Path analysis aims to test whether job satisfaction can mediate the effect of compensation, work environment, and organizational commitment to the performance of private high school teachers in Makassar, so path analysis can be presented through Figure 2 as follows:

Figure 2. Substructural Combinations 1 and 2

Information:
Straight Line = Direct Effect
End of Line = Indirect Effect
\[ \Sigma 1 = \sqrt{1 - 0.220} = 0.883 \]
\[ \Sigma 2 = \sqrt{1 - 0.208} = 0.889 \]

Hypothesis test
To see the impact of each variable both directly, indirectly and the total effect of the path analysis results, it can be seen in the table as follows:

Table 13. Correlation between Variables

| Variable | Direct Impact | Indirect Impact | Total Impact | t-count | Information |
|----------|---------------|----------------|--------------|---------|-------------|
| X1 – Y1  | 0.246         | -              | 0.246        | 2.401   | Significant |
| X2 - Y1  | 0.221         | -              | 0.221        | 2.072   | Significant |
| X3 – Y1  | 0.229         | -              | 0.229        | 2.260   | Significant |
| X1 – Y2  | 0.303         | -              | 0.303        | 2.821   | Significant |
| X2 – Y2  | 0.335         | -              | 0.335        | 3.022   | Significant |
| X3 – Y2  | 0.242         | -              | 0.242        | 2.284   | Significant |


**Discussion of Research Results**

1) **The Impact of Compensation on Job Satisfaction**

Based on the results of the analysis shows that compensation (X1) has a positive and significant impact on job satisfaction of private high school teachers in Makassar in the hypothesis test described earlier. This is in line with the theory put forward by Robbins and Jugde (2017: 46) one of the factors that influence job satisfaction is the existence of compensation because compensation is also a tool that can motivate employees to work, improve work performance, and employee satisfaction. Because job satisfaction will be obtained if the compensation in the form of both financial and non-financial in accordance with the contributions made by the company/organization where they work. As according to Martoyo (2015: 216), it is stated that compensation is the regulator of all grants for employers and employees either directly in the form of money (financial) or not directly in the form of money (non-financial).

These findings also support previous research conducted by Rozzaid, et al (2015) which states that compensation has a positive and significant impact on job satisfaction of employees of PT. Nusapro Telemedia Persada Bayuwangi Branch this can be seen in the t-test results of 2.199, while the value of the table is 1.710 (2.199> 1.710).

2) **The Impact of Work Environment on Job Satisfaction**

Based on the results of this study indicate that the work environment has a positive and significant impact on job satisfaction of private high school teachers in Makassar in the hypothesis test described earlier. This is in line with the theory put forward by Colquitt et al. Cited by Wibowo (2016: 134) as saying that the category of job satisfaction is the environment (work environment), the environment shows a feeling of comfort and security. A good work environment can create the quality of work-life in the workplace so that it will foster morale and a sense of satisfaction in doing work activities. The work environment is very important in an organization, so it is not uncommon for job satisfaction to depend on how the environment in which they work so that it can also improve the performance of an employee, as said by Robbins and Judge (2014) that the work environment is an institution or coercion from outside the organization that potentially influences organizational performance. These findings also support previous research conducted by Handaru et al., Et al (2013) showing that: (1) The work environment has a significant impact on job satisfaction. This means that a conducive work environment will increase job satisfaction. (2) Work motivation has a significant impact on job satisfaction. This means that high motivation will be able to increase job satisfaction. (3) Work environment and work motivation together have a significant influence on job satisfaction; the magnitude of influence is 34.9%.

3) **The Impact of Job Satisfaction**

Based on the results of this study indicate that organizational commitment has a positive and significant impact on job satisfaction of private high school teachers in Makassar in the hypothesis test described earlier. This is in line with the theory put forward by Wibowo (2016: 142) which says that job satisfaction has a positive and strong correlation to organizational commitment. People who get higher levels of job satisfaction tend to feel more affective commitment and normative commitment higher (Asri, Ansar, & Munir, 2019). While the effect on continuance commitment is weaker. Committed workers are very valuable. It can get a commitment from subordinates by meeting the basic needs of workers, paying attention to

| Y1 – Y2 | 0.288 | - | 0.288 | 2.605 | Significant |
|---------|-------|---|-------|-------|-------------|
| X1 – Y1 – Y3 | 0.070 | 0.373 |       |       | Mediated    |
| X2 – Y1 – Y3 | 0.063 | 0.388 |       |       | Mediated    |
| X3 – Y1 – Y3 | 0.065 | 0.307 |       |       | Mediated    |

Source : Data Processing Result (2019)
people at all levels, trusting and trusting, tolerating individuality, and creating error-free "can-do culture" according to Haller in (Wibowo, 2016: 190).

These findings also support previous research conducted by Antari & Suwandana (2016) work environment has a positive and significant effect on job satisfaction. This means that if the work environment is cleaner and more comfortable the higher the level of job satisfaction. Organizational justice has a positive and significant effect on job satisfaction. This means that the more the leader is fair to employees in his organization, the higher the level of employee job satisfaction. Organizational commitment has a positive and significant effect on job satisfaction. This means that the higher the level of employee commitment to the organization, the higher the level of job satisfaction owned by employees.

4) The Impact of Compensation on Teacher’s Performance

Based on the results of this study show that compensation has a positive and significant impact on the performance of private high school teachers in Makassar in the hypothesis test described earlier. This result is supported by the theory put forward by Sulistiyani and Rosidah (2018: 315) saying that performance is an important criterion in determining salary structure. Through this employee performance, it can be seen that the actual analysis and assessment of these employees is not just based on seniority and juniors. Seniority does not necessarily determine workability.

These findings also support previous research conducted by Oktiyani & Nainggolan (2016), the results of the analysis indicate that there is a significant impact of compensation and working conditions on teacher performance with an R2 of 0.642. This shows that increasing compensation and working conditions will improve teacher performance.

The evaluation will show how much/how high the quantity and quality of contributions made by employees to the organization. Whereas compensation is an award given by employees for contributions made to the organization. This is also reinforced by the research conducted by Amrullah (2012: 109) showing that the ability, motivation, and compensation together and partially affect the performance of employees at the Administrative Bureau of Hasanuddin University.

5) The Impact of Work Environment on Teacher’s Performance

Based on the results of this study indicate that the work environment has a positive and significant impact on the performance of private high school teachers in Makassar in the hypothesis test described earlier. This result is supported by the theory of Mondy (2008: 65) which says that running a job that is full of responsibility and challenging in a bad workplace will not be pleasant for most people. The physical environment of work must also be fun.

These findings also support previous research conducted by Armani & Margunani (2017) showing that the results of this study statistically indicate that there is an impact of teacher professionalism, work discipline, and work environment on the performance of teachers of economic subjects in High Schools at Sragen Regency (37.8%). Teacher professionalism influences the performance of teachers in economic subjects in High Schools at Sragen Regency (19.6%). Work discipline affects the performance of economics teachers in High Schools at Sragen Regency (15.92%) and the work environment affects the performance of economics teachers in High Schools at Sragen Regency (11.90%).

6) The Impact of Organizational Commitment on Teacher’s Performance

Based on the results of this study indicate that organizational commitment has a positive and significant impact on the performance of private high school teachers in Makassar in the hypothesis test described earlier. This result is supported by the theory by Mathis and Jackson (2002: 78), stating that a person’s performance standards are viewed as output quality, output quantity, output period, workplace attendance, and cooperative attitude. These work standards are set based on job criteria, i.e carrying out whatever the organization has given to do by employees, therefore individual performance in job criteria must be measured, compared to
existing standards and results must be communicated to all employees, because wrong things can make employees committed to the organization if the expected performance of employees from the organization can be in line with their work while working.

These findings also support previous research conducted by Taurisa & Ratnawati (2012) this research proves and concludes that 1. Organizational culture has a positive and significant impact on job satisfaction, 2. Organizational culture has a positive and significant impact on organizational commitment, 3. Satisfaction work has a positive and significant impact on employee performance, 4. Organizational commitment has a positive and significant impact on employee performance, and 6. Job satisfaction has a positive and significant impact on employee performance.

7) The Impact of Job Satisfaction on Teacher’s Performance

Based on the results of this study indicate that job satisfaction has a positive and significant impact on the performance of private high school teachers in Makassar in the hypothesis test described earlier. This result is supported by the theory put forward by Hasibuan (2002) which states job satisfaction is a pleasant emotional attitude and loves his job. This attitude is reflected by work morale, discipline and work performance. The belief that satisfied employees are more productive than dissatisfied is the position of many managers. Lack of fulfilment of job satisfaction will cause a decrease in employee productivity so that the provision of material and non-material needs need to be given to achieve job satisfaction. In a company that is an important factor is an employee and how job satisfaction is applied in order to affect employee performance.

These findings support previous research conducted by Nur (2013). The results of the study show that: (1) Conflict, Job Stress and job satisfaction simultaneously have a significant impact on employee performance; (2) Conflict negatively affects employee performance, which means that the higher level of conflict they have will have a negative impact on performance; (3) Job Stress negatively affects employee performance, which means that the higher the level of work stress the employee will have a negative impact on improving the performance of employees of the Khairun Ternate University; (4) Job satisfaction has a positive impact on employee performance meaning that the higher the level of job satisfaction will have a positive impact in improving employee performance.

8) The Impact of Compensation Towards Job Satisfaction on Teacher’s Performance

Based on hypothesis testing in this study, it was found that the effect of compensation on performance through intervening variables of job satisfaction was positive and significant. This result is supported by the theory put forward by Rivai (2004: 357) that the provision of compensation will have an impact on one's performance because if compensation is appropriate it will give satisfaction to one's work so that it can improve the performance of an employee. According to him if compensation is managed properly, compensation will help the company to achieve its goals and obtain, maintain, and maintain employees properly, but conversely without adequate compensation employees will be very likely to leave the organization.

These findings support previous research conducted by Fatimah & Ratnasari (2018), in research showing the independent variable is compensation, the intervening variable is job satisfaction, and the dependent variable is employee performance. The results of the analysis of this study indicate that compensation has a significant impact on job satisfaction, compensation has a significant impact on employee performance, and satisfaction has a significant impact on employee performance.

9) The Impact of Work Environment Towards Job Satisfaction on Teacher’s Performance

Based on the hypothesis testing in this study it was found that the impact of the work environment on performance through intervening variables of job satisfaction is positive and
significant. This shows that private high school teachers when the work environment is good and conducive will provide satisfaction at work so that it can indirectly affect the performance results. This result is supported by the theory. According to Mondy (2008: 85), the approach is paying attention to the work environment is safety and the second approach is the design of a safety program to develop and maintain the work environment so that if the workplace environment is conducive and safe it will give satisfaction to someone when working and with that will have an impact on employee performance when working.

These findings are in line with previous studies conducted by Murti & Srimulyani (2013). The findings show that motivation has a significant impact on job satisfaction, motivation does not significantly influence employee performance and job satisfaction has a significant impact on employee performance. The findings also show that job satisfaction is a mediating variable between motivation and employee performance. Similarly, the previous findings made by Sugiarti (1945) showed that the work environment, organizational culture and compensation had a significant impact on job satisfaction in improving the performance of UNTAG Semarang Economic Faculty employees.

10) The Impact of Organizational Commitment Towards Job Satisfaction on Teacher’s Performance

Based on the results of this study indicate that organizational commitment has a positive and significant impact on the performance of private high school teachers in Makassar in the hypothesis test described earlier. This result is supported by the theory of Viswesvaran in Khan, et al (2018) saying that if employees' perceptions of CSR activities are carried out by the organization then positive changes can be observed in employee work attitudes and employees can demonstrate organizational commitment. According to dissonance theory, when employees perceive employers as more ethical and socially responsible, conflicts between employees and organizations decrease and job satisfaction increases.

In line with the previous findings made by Safriani (2015), it showed that with the good organizational commitment of employees, it will provide good performance so that it can appear a job satisfaction for an employee.

CONCLUSIONS AND SUGGESTIONS

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 results of the analysis that has been done that compensation has a positive and significant impact on job satisfaction of private high school teachers in Makassar.
2. The work environment has a positive and significant impact on job satisfaction of private high school teachers in Makassar.
3. Organizational commitment has a positive and significant impact on job satisfaction of private high school teachers in Makassar.
4. There is also a positive and significant impact of compensation on the performance of private high school teachers in Makassar.
5. There is a positive and significant impact of the work environment on the performance of private high school teachers in Makassar.
6. There is a positive and significant impact of organizational commitment on the performance of private high school teachers in Makassar.
7. There is also a positive and significant impact of job satisfaction on the performance of private high school teachers in Makassar.
8. There is an impact of compensation on performance towards job satisfaction of private high school teachers in Makassar.
9. There is an impact of the work environment on performance towards job satisfaction of private high school teachers in Makassar.
10. There is an impact of organizational commitment to performance towards job satisfaction of private high school teachers in Makassar.

The suggestions in the connection with the results of the study are as follows:

1. It is recommended that there should be the indicators in compensation that are considered in the medium category of respondent responses, namely the provision of allowances to teachers so that they can be of concern to policymakers or school leaders.

2. With indicators in the work environment from respondents' responses that are considered good, this can be a reference to the school to maintain a conducive working environment for teachers/employees.

3. It is recommended that the organizational commitment of the teachers can be further enhanced by increasing the desire for a long career in the organization. This can be done by giving assignments so that they remain involved, building good communication and doing joint activities outside of work.

4. It is recommended to create job satisfaction to improve teacher performance, the school or leadership can pay attention to other variables outside of variables such as compensation, environment and organizational commitment.

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