

Management of Casual Worker Loyalty Mediated by Job Satisfaction on the Effect of Compensation

Darmanto

darmanto.st@gmail.com
Bunda Mulia University, Jakarta.

Chandra Wibowo Widhianto

chandra@bundamulia.ac.id
Bunda Mulia University, Jakarta

Abstract

This research will measure the loyalty of daily workers who can make a big contribution to the construction industry and is one of the studies that tries to understand the loyalty of daily workers, for example, compensation influences job satisfaction, the work environment influences job satisfaction, job satisfaction influences the loyalty of daily workers. A questionnaire was used to carry out the research, and 131 construction workers were used. Then the results of research that processed the data, Job Satisfaction Compensation Rejected, Work Environment for Job Satisfaction Accepted, Job Satisfaction Loyalty of Daily Workers Accepted, Compensation for Loyalty of Daily Workers Accepted, Compensation for Loyalty of Daily Workers Accepted, Compensation Accepted Job Satisfaction mediates against Daily Worker Loyalty Rejected, Work Environment mediates Job Satisfaction on Daily Employee Loyalty Received. Since the results of the study were based solely on questionnaires, the in-depth understanding of the workers' responses was not investigated. Practical Implications - Construction daily workers who work at the same time as well as several points of view regarding the loyalty of daily workers which in management settings are factors that will influence the company's performance in projects that have been obtained and must run according to schedule.

Keywords: Compensation, Work Environment, Job Satisfaction, Daily Worker Loyalty

Introduction

In theory, it is stated workers are one of the company's important assets because labor as humans is part of the factors used in every process of producing goods and services as well as any activities carried out by the company in carrying out work activities in the company itself. Environmental conditions and changes in the ups and downs of workers and companies in recent years have been characterized, among other things, by changes in global and national economic conditions. So in a survey conducted by BPS, it was found that construction companies continue to experience ups and downs, as can be seen from the data that will be presented, for example in DKI Jakarta in 2019 there were 10,092 while in 2020 there was a decline.¹ amounting to 9,714 and increasing again in 2021 to 14,505. Likewise with casual daily workers, it can be seen from the data released by BPS that, casual daily workers who also continue to experience quite large ups and downs in 2018 amounted to 518,957,034, in 2019 there was an increase of 580,609,858, and in 2020 there was quite a significant decrease, namely 462,640,380.²

HRM has an important role for an organization or company in planning, directing, and managing employees so that they can productively achieve organizational or company goals.³ These changes truly become part of changes in the current world of work, the company must be supported by adequate resources to be able to meet the specified amount and become a company that can provide the best service to consumers. Good performance and high worker productivity are things that companies continue to want to achieve.⁴

We know that construction companies are divided into 3 categories, namely: Small Class, Middle Class, and Large Class⁵. So according to the data that has been collected, the average construction company experiences quite the same trend even

¹ Maria Margareta Kismiati and Dan Tigor Sitorus, "Pengaruh Gaya Kepemimpinan Terhadap Niat Keluar Yang Dimediasi Oleh Kondusifitas Lingkungan Kerja," *Journal Of Business & Applied Management* 12, no. 1 (2018): 71–106.

² BPS, "Badan Pusat Statistik," 2023, <https://www.bps.go.id/>.

³ BPS.

⁴ Fanisya Rahmadina Putri and Yudi Nur Supriadi, "Pengaruh Kompensasi, Lingkungan Kerja, Dan Organizational Citizenship Behavior (OCB) Terhadap Kepuasan Kerja Karyawan PT Patra Badak Arun Solusi," *Jurnal Manajemen Motivasi* 18, no. 1 (2022): 10, <https://doi.org/10.29406/jmm.v18i1.3707>.

⁵ Roni Dwi Susanto, "LEMBAGA KEBIJAKAN PENGADAAN BARANG/JASA PEMERINTAH" 10 (2021): 6; Aes Consulting, "Kualifikasi Usaha Jasa Konstruksi," 2021, <https://sertifikasi.biz/kualifikasi-usaha-jasa-konstruksi>.

though they are in different categories in one year.⁶ Small, medium, and large classes, namely in 2019 there were 16,886 companies, in 2020 it decreased to 15,9308 and in 2021 it increased again by 20,3403.⁷

So, it can be said that increasing the number of companies will also affect the number of workers used by BPS data. Thus, it is explained that in 2020 it was 4.94 percent, in 2021 it increased by 6.26 percent, in 2022 it decreased by 5.83 percent and in 2023 the number of unemployed freelancers was expressed as the Open Unemployment Rate. (TPT) of 5.45 percent of casual workers every day in certain fields.⁸ We can see data that in general in Indonesia there are quite a lot of daily workers who will work, where the absorption of daily workers is integrated with the number of companies that are growing and developing so that This is an interesting thing to study.⁹ Meanwhile, other fields will also be a supporting factor, we can see massive employment opportunities for use in certain fields or other general fields.

In this research, it is hoped that we can see one of the factors that makes a company continue to grow, as well as having loyal employee resources followed by what causes them to be loyal to the company.

The researcher sees a phenomenon where the composition of the workforce can be said as follows: first, there will still be a permanent employee (as an office representative) who will bridge the communication between the employer's owner with the head office and others, usually there will be 1 person or more according to the contract. second, while project contract employees are permanent support employees, the maximum number of employees is 5 people or can be represented by 1 to 2 people, with a determined project budget and an agreement between the employer and the work recipient. third, the number of daily workers will be adjusted to the implementation time and project needs with the required abilities.¹⁰

⁶ Tannady, "Faktor Determinan Performa Pekerja Konstruksi Melalui Mediasi Motivasi," *Journal of Business and Applied Management* 12, no. 2 (2019): 169–201.

⁷ BPS, "Badan Pusat Statistik."

⁸ BPS.

⁹ Desseler, *Human Resource Management*; Sitti Nurbaya, "Manajemen Sumberdaya Manusia Di Era Revolusi Industri 4.0," *Nas Media Pustaka*, 2020; R. Wayne. Mondy, *Manajemen Sumber Daya Manusia*, ed. Hardani Wibi, 10th ed. (ERLANGGA, 2008); Barry Gerhat, *COMPANSATION*, 2023.

¹⁰ Darmanto, "Data Pribadi Peneliti" (DKI Jakarta, 2023).

Previous researchers stated that compensation takes the form of financial and non-financial rewards as well as benefits received by employees as a form of work.¹¹ Putri & Supriadi says Employee performance is the result of work in terms of quantity and quality that can be achieved by employees in carrying out work according to their responsibilities.¹² This can also affect the employee's performance. Satisfied employees will be more productive and creative. Factors that influence job satisfaction are work, coworkers, and the completion of the search for job satisfaction with salary and work situation so that it will improve employee performance.¹³ Loyalty shows the attitude of maintaining good relationships with co-workers and leaders, not moving because you feel comfortable being here so you can realize your life goals¹⁴. In previous research, it was said that the workplace and work environment will influence employee health and satisfaction.¹⁵

So companies adopt a low-wage strategy if the job is simple and demanding in today's competitive labor market, companies with minimal training tend to adopt a high-wage strategy as a way to attract and retain skilled employees.¹⁶ This approach has become an integral part of every company's work environment.¹⁷ It is common knowledge that employees are one of the most valuable assets of any company. As humans, they play an important role in the process of producing goods and services, as well as in carrying out various tasks within the company.¹⁸

In previous studies as well as data from BPS and employment data that have been carried out, researchers see this phenomenon as a good thing to research and has good

¹¹ Ndaru Agung Pamungkas and Nurti Widayati, "Pengaruh Rekrutmen, Pelatihan, Dan Kompensasi Terhadap Kinerja Karyawan," *E-Jurnal Manajemen TSM* 1, no. 4 (2021): 165–74.

¹² Indah Handayani and Edi Purwanto, "Pengaruh Kualitas Kehidupan Kerja Terhadap Niat Berhenti Kerja Dengan Mediasi Kepuasan Kerja Dan Kinerja Karyawan," *Journal of Business & Applied Management* 11, no. 1 (2018): 38–55, <https://doi.org/10.30813/jbam.v11i1.1073>.

¹³ Suryatiningsih Suryatiningsih and Tonny Hendratono, "Pengaruh Kepuasan Gaji, Pengembangan Karir Guru Terhadap Komitmen Organisasi Dengan Kepuasan Kerja Sebagai Pengubah Pengantara," *Journal of Business & Applied Management* 10, no. 02 (2017): 161–80, <https://doi.org/10.30813/jbam.v10i02.935>.

¹⁴ Ignatius Sigit Rinta Padmaka, Chandra Wibowo Widhianto, and Howard Sarmento Giam, "Pengaruh Komitmen Dan Kepuasan Kerja Terhadap Loyalitas Untuk Meningkatkan Kinerja Guru," *Journal of Business & Applied Management* 15, no. 1 (2022): 061, <https://doi.org/10.30813/jbam.v15i1.3325>.

¹⁵ Deepak Bangwal and Prakash Tiwari, "Workplace Environment, Employee Satisfaction and Intent to Stay," *International Journal of Contemporary Hospitality Management* 31, no. 1 (2019): 268–84, <https://doi.org/10.1108/IJCHM-04-2017-0230>.

¹⁶ Suryatiningsih and Hendratono, "Pengaruh Kepuasan Gaji, Pengembangan Karir Guru Terhadap Komitmen Organisasi Dengan Kepuasan Kerja Sebagai Pengubah Pengantara."

¹⁷ Shyam Singh, "Review of Literature on Influence of Job Satisfaction, Employee Compensation, Working Environment on Employee Retention," *Ijariie* 2, no. 1 (2016): 416–21.

¹⁸ Kismiati and Sitorus, "Pengaruh Gaya Kepemimpinan Terhadap Niat Keluar Yang Dimediasi Oleh Kondusifitas Lingkungan Kerja."

benefits. The impact on the world of work and the business world, especially the world of construction, starts from the original writings of the researchers so that hopefully this research will become good reading material for developments in Indonesia and knowledge for companies developing in Indonesia. This research investigates the level of satisfaction of daily workers¹⁹ about fluctuations in their numbers, according to the central government statistics. Therefore, it is important to know the factors that influence these fluctuations. Therefore, this research examines the influence of compensation, work environment, and job satisfaction on the job loyalty of daily workers. This research collects data from daily workers in Jakarta and surrounding areas who are engaged in the construction sector.

This research hypothesis provides a link and influence between compensation variables and job satisfaction, work environment, and job satisfaction, as well as job satisfaction variables with worker loyalty, compensation and daily worker loyalty, work environment, and daily worker loyalty, which is where this direct hypothesis is based. It is hoped that it will be influential and significant after the data has been processed. As for the indirect relationship hypothesis, which is by the research framework in Figure 2.1, it can be seen how compensation mediated by job satisfaction influences the loyalty of daily workers, and the work environment mediated by satisfaction influences the loyalty of daily workers. So it is expected in the explanation of each hypothesis studied.

Using theory confirms that the relationship between compensation, work environment, job satisfaction, and employee loyalty is also said to be that the actions of a person or organization are supported by strong reasons that encourage them to behave in a certain way. For some reason, these reasons are in the form of benefits, salaries, and better working conditions²⁰. Job satisfaction in employees is a set of employee feelings related to how enjoyable the tasks they carry out are, where employees feel satisfied and comfortable based on their respective criteria.²¹ Thus the suggested hypothesis is:

¹⁹ Nurbaya, "Manajemen Sumberdaya Manusia Di Era Revolusi Industri 4.0"; Gerhat, *COMPANSATION*.

²⁰ Attia Aman-Ullah et al., "The Role of Compensation in Shaping Employee's Behaviour: A Mediation Study through Job Satisfaction during the Covid-19 Pandemic," *Revista de Gestao*, 2022, <https://doi.org/10.1108/REG-04-2021-0068>; Attia Aman-Ullah, Azelin Aziz, and Hadziroh Ibrahim, "Anomalies of the Healthcare Sector Using Workplace Safety and Job Satisfaction: A Case Study of Pakistan," *Journal of Asian Finance, Economics and Business* 8, no. 3 (2021): 1181–91, <https://doi.org/10.13106/jafeb.2021.vol8.no3.1181>.

²¹ Jermias Meda, John E H J Foeh, and Simon Sia Niha, "Pengaruh Ketidakamanan Kerja, Iklim Organisasi Dan Pengembangan Karir Terhadap Loyalitas Karyawan Yang Dimediasi Oleh Kepuasan Kerja (Literature Review Manajemen Sumber Daya Manusia)" 1, no. 2 (2022): 392–407.

H1: compensation has a positive and significant effect on job satisfaction

In this research, job satisfaction as a mediator can balance compensation. The basis of job satisfaction is a measure of employee sentiment and attitudes regarding the work environment, type of work, and relationships with co-workers so that satisfaction will emerge after several employee desires and needs related to work are fulfilled.²² The work environment and job satisfaction are based on various contextual premises with the idea of the work environment and job satisfaction increasing over time due to the influence on wider society. These results imply that organizations can increase work productivity by improving the physical attributes of the work environment and internal climate, which may have a positive effect on the organization.²³ Thus, the suggested hypothesis is:

H2: the work environment has a positive and significant effect on job satisfaction.

Loyalty can be understood as an individual's willingness to obey, carry out, and practice something with a level of awareness in the form of employees who are loyal to their work and company. Work loyalty will arise if employees feel they have met all their needs so that they remain in an organization for a long period.²⁴ The attitude of employees who enjoy inside and outside work, as well as the internal structure of inside or outside work, is called job satisfaction, which has an impact on employee loyalty.²⁵ Thus the suggested hypothesis is:

H3: Job satisfaction has a positive and significant effect on casual worker loyalty.

Loyalty can be understood as an individual's willingness to obey, carry out, and practice something with a level of awareness in the form of employees who are loyal to their work and company. Work loyalty will arise if employees feel they have met all their needs so that they remain in an organization for a long time.²⁶

Theory confirms that the relationship between compensation, work environment, job satisfaction, and employee loyalty is also said to be that the actions of a person or

²² Aman-Ullah et al., "The Role of Compensation in Shaping Employee's Behaviour: A Mediation Study through Job Satisfaction during the Covid-19 Pandemic."

²³ Olusegun Emmanuel Akinwale and Olusoji James George, "Work Environment and Job Satisfaction among Nurses in Government Tertiary Hospitals in Nigeria," *Rajagiri Management Journal* 14, no. 1 (2020): 71–92, <https://doi.org/10.1108/ramj-01-2020-0002>.

²⁴ Meda, Foeh, and Niha, "Pengaruh Ketidakamanan Kerja, Iklim Organisasi Dan Pengembangan Karir Terhadap Loyalitas Karyawan Yang Dimediasi Oleh Kepuasan Kerja (Literature Review Manajemen Sumber Daya Manusia)."

²⁵ Meda, Foeh, and Niha.

²⁶ Meda, Foeh, and Niha.

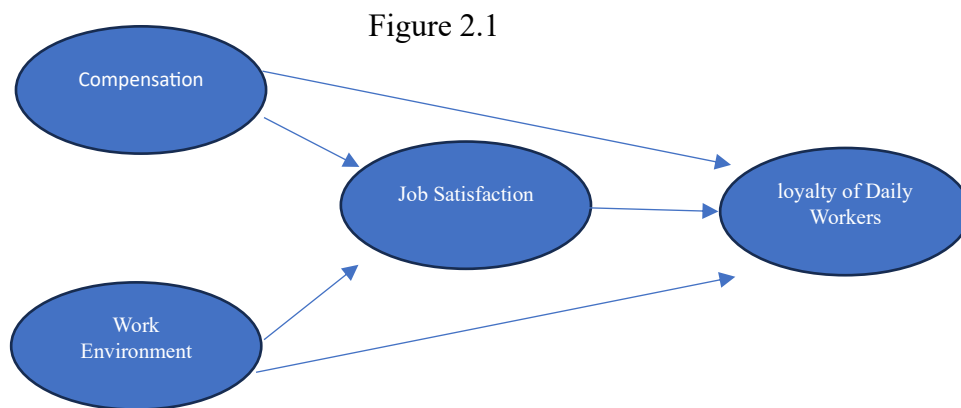
organization are supported by strong reasons that encourage them to behave in a certain way. For some reason, these reasons are in the form of benefits, salaries, and better working conditions.²⁷ Thus, the suggested hypothesis is:

H4: compensation has a positive and significant effect on Daily Job loyalty

Loyalty can be understood as an individual's willingness to obey, carry out, and practice something with a level of awareness that forms an employee who is loyal to the job and the company. Work loyalty will arise if employees feel they have met all their needs so that they remain in an organization for a long period.²⁸

The work environment and job satisfaction are based on various contextual premises with the idea of the work environment and job satisfaction increasing over time due to the influence on wider society. These results imply that organizations can increase work productivity by improving the physical attributes of the work environment and internal climate, which may have a positive effect on the organization.²⁹ Thus the suggested hypothesis is:

H5: The work environment has a positive and significant effect on the loyalty of daily workers



Method

When writing this thesis, the research method was correlational. The meaning of the word correlation is from the basic word correlation so that if changes in variables

²⁷ Aman-Ullah et al., "The Role of Compensation in Shaping Employee's Behaviour: A Mediation Study through Job Satisfaction during the Covid-19 Pandemic."

²⁸ Meda, Foeh, and Niha, "Pengaruh Ketidakamanan Kerja , Iklim Organisasi Dan Pengembangan Karir Terhadap Loyalitas Karyawan Yang Dimediasi Oleh Kepuasan Kerja (Literature Review Manajemen Sumber Daya Manusia)."

²⁹ Akinwale and George, "Work Environment and Job Satisfaction among Nurses in Government Tertiary Hospitals in Nigeria."

have a negative or positive correlation followed by changes in other variables, it is expressed in the form of a correlation coefficient.³⁰ According to Sugiyono in statistics, it is the relationship between variables or many variables that causes the variables to be related to each other, one level of relationship between existing variables, where the researcher will be able to obtain knowledge that is appropriate for the research objectives.³¹ According to Imam Ghozali and Hengky Latan research in correlational studies is research intended to determine whether there is a relationship between two or several variables.³²

Measurements use PLS-SEM as a data processing tool. In the PLS model evaluation consists of 2 stages, namely the measurement model (outer model) and the structural model (inner model). If the measurement model assesses convergent validity, discriminant validity (valid), and test consistency (Reliability) (Cronbach's; Composite Reliability). So if the structural model assesses R-square, Path coefficients, p-values, and t-statistics.³³

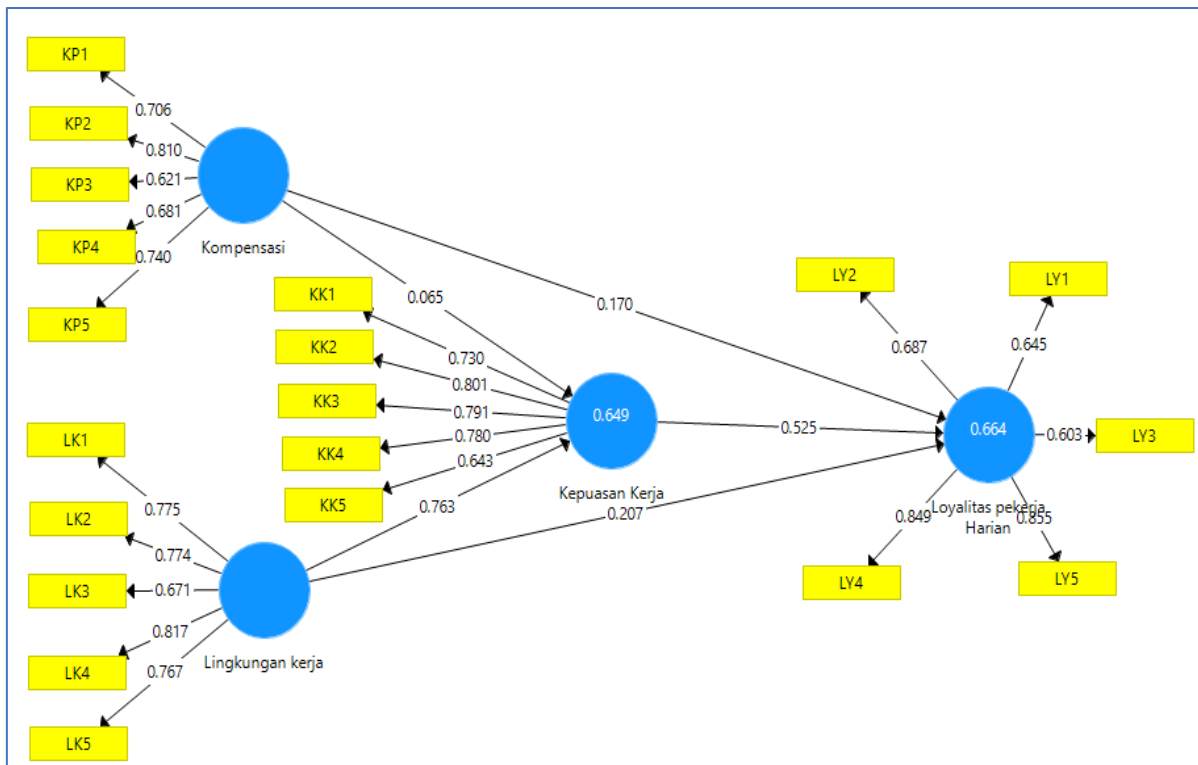
³⁰ Ratlan Pardede and Renhard Manurung, *ANALISIS JALUR ., PATH ANALISIS. TEORI DAN APLIKASI DALAM RISET BISNIS*, Edisi 1 (Jakarta: PT. RINEKA CIPTA, JAKARTA, 2014).

³¹ Sugiyono, *METODE PENELITIAN KUANTITATIF*, ed. M.Pd. Setiyawarni, SH., Cetakan ke (BANDUNG: ALFABETA Bandung, 2019).

³² Sugiyono.

³³ Imam Ghozali and Hengky Latan, *PARTIAL LEAST SQUARES., KONSEP , TEKNIK DAN APLIKASI MENGGUNAKAN PROGRAM SMARTPLS 3.0 UNTUK PENELITIAN EMPIRIS*, edisi 2 (Semarang: Badan penerbit UNDIP, 2015).

Result and Discussion



Based on these estimates with the results that the outer loading states that all items are valid and can represent variable measurements and then reliability measurements with Composite Reliability are also carried out, at this stage the variable reliability measurement model obtains acceptable values so that the composite reliability of each variable shows the results above reliable, namely with a value above 0.60³⁴. So, with the value of the composite reliability test results, it can be concluded that it can consistently be trusted to be able to measure the variables in this research.

No	Variable	Composite Reliability
1	Job Satisfaction	0,866
2	Compensation	0,838
3	Work Enviroment	0,874
4	Loyalitas pekerja Harian	0,852

Table 1.1 Composite Reliability TEST

³⁴ Sugiyono, *METODE PENELITIAN KUANTITATIF*.

So we can see in table 1.1 that the results of the Composite Reliability test obtained for each variable are more than 0.8. We can see from the table for the job satisfaction variable the composite reliability value is 0.866, the compensation variable the composite reliability value is 0.838, the work environment variable the composite reliability value is 0.874 and the daily worker loyalty variable has a composite reliability value of 0.852. with others that are important because we will find out.

Table: 1.3 Direct Variable Hypothesis Testing

Direct Hypothesis					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction -> Daily worker loyalty_H3	0,525	0,532	0,081	6,508	0,000
Compensation -> Job Satisfaction_H1	0,065	0,072	0,071	0,920	0,358
Compensation -> Daily worker loyalty_H4	0,170	0,182	0,079	2,164	0,031
Work environment -> Job Satisfaction_H2	0,763	0,759	0,062	12,325	0,000
Work environment -> Daily worker loyalty_H5	0,207	0,195	0,101	2,047	0,041

H1: Compensation on Job Satisfaction is Rejected

H2: Work environment on job satisfaction is accepted

H3: Job Satisfaction on Daily Worker Loyalty is Accepted

H4: Compensation for Daily Worker Loyalty

H5: Work Environment on Daily Worker Loyalty is Accepted

Table: 1.4 Hypothesis Testing Mediated variables

Mediated Hypothesis					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Compensation -> Job Satisfaction -> Daily worker loyalty_H6	0,034	0,039	0,039	0,874	0,382
Work environment -> Job Satisfaction -> Daily worker loyalty_H7	0,401	0,404	0,068	5,928	0,000

In testing this research analyzes hypothesis testing using p-value results, where the standard condition is $p < 0.05$ (Sugiyono, 2019). So, we can say that the direct relationship with the hypothesis is mediated as follows:

H6: Compensation is mediated by Job Satisfaction on Daily Worker Loyalty. Rejected

H7: Work Environment is mediated by Job Satisfaction on Daily Employee Loyalty Accepted

Conclusion

So, it can be said that with a direct relationship it is known that the original sample value for compensation for Daily Worker Loyalty, this value is greater than the indirect relationship, namely compensation for daily workers mediated by job satisfaction. We can conclude that these two relationships are interrelated.

For the work environment on daily worker loyalty, it was found that the original sample value was smaller compared to the indirect relationship, namely the work environment on daily worker loyalty, which was mediated by job satisfaction.

It will be better to improve the company's performance by paying attention to daily workers who are the spearheads in project implementation so that they can pay attention, starting from compensation, and the work environment so that we can get good results in the future that in implementation we get daily workers who are loyal to their field of work. and definitely, the company he belongs to.

In terms of job satisfaction, you can pay attention to the impact of which variables are very influential on job satisfaction, of these two variables, namely compensation and

work environment, but what is bigger is that the work environment has a very positive and significant influence on job satisfaction when job satisfaction mediates this, It also has a positive and significant impact on the loyalty of daily workers. This is because researchers see that the impact of this work environment has a big influence on job satisfaction.

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