



PUBLIC POLICY JOURNAL

OPTIMIZING EMPLOYEE EFFECTIVENESS: A STUDY OF THE RELATIONSHIP BETWEEN JOB SATISFACTION AND DEPARTMENTAL PERFORMANCE

Margaretha H. Dalila¹, Fenti Prihatini Dance Tui², Romy Tantu³
Administrasi Publik Universitas Negeri Gorontalo^{1, 2, 3}
margarethadalila01@gmail.com¹, fenti@ung.ac.id², romy.tantu@ung.ac.id³

ABSTRACT

This study aims to find out the effect of job satisfaction on the effectiveness of employee work at the Department of Cooperatives, SMEs, Industry and Trade of Gorontalo Province. The approach in this study is quantitative with ex-post facto methods. Data collection in this study was carried out by questionnaire. The number of samples was 82 people obtained by the saturated sampling process. Data analysis in this study is a simple linear regression inferential quantitative analysis. The results showed that job satisfaction had a positive and significant effect on the effectiveness of employee work at the Gorontalo Provincial Industry and Trade SME Cooperative Office by 38.10%. The influence of other variables on employee work effectiveness amounted to 61.90%, namely employee competence variables, career management, employee capacity development, leadership, work climate, work experience, and supervision at work. Positive results show that employees at the Department of Cooperatives, SMEs, Industry and Trade of Gorontalo Province, the more satisfied they are with the work they are responsible for, the higher the achievement of the effectiveness of the employee's work.

Keywords: *Work Effectiveness, Job Satisfaction, Employee Work*

I. INTRODUCTION

Assessment of work effectiveness is a key factor in developing employee potential effectively and efficiently because of better policies or programs on human resources in an organization. Individual Work Effectiveness Assessments are very beneficial for the overall growth of the organization. According to Simamora (2006: 338) Work Effectiveness assessment is a process used by organizations to evaluate the implementation of individual employee work. The poor effectiveness of employee work has been one of the important factors that encourage the emergence of a crisis of public trust in the government. Protests, demonstrations, and even occupations of government offices by the public that occur in various regions are indicators of the magnitude of public dissatisfaction with the performance of their government.

One important factor in increasing work effectiveness is employee satisfaction, where according to Wahyudi (2018) that job satisfaction is able to encourage the achievement of more effective employee work results. Firmansyah & Darmawan (2021) that job satisfaction is an emotional attitude or feeling pleasant and loving their work. According to Mailani & Muhadi (2020) that employee performance is said to be good, if the job satisfaction felt by employees is also getting

better. Good work effectiveness can be influenced by job satisfaction in employees. Wijaya (2018) said that job satisfaction can be obtained in the form of basic salary, compensation, salary increase opportunities, job promotion opportunities, awards, travel, work relations, and other factors. Indrasari (2017), stated that in doing work if someone gets autonomy will act like providing variations to work, making important contributions to the success of the organization, and a result he does for work so that he gets good feedback, employees will feel satisfied with their quality.

Related to work effectiveness, which is influenced by job satisfaction, this research was conducted at the Gorontalo Provincial Industry and Trade SME Cooperative Office. Problems regarding effectiveness can of course also be seen from the achievement of work targets to be achieved both individually and collectively by agencies, where many jobs are not in accordance with the plan or targets set. The picture of employee work effectiveness can be presented in the data as this next:

WILAYAH	2018			2019			2020		
	MIKRO	KECIL	MENENGAH	MIKRO	KECIL	MENENGAH	MIKRO	KECIL	MENENGAH
KAB. GORONTALO	33.158	382	8	33.202	422	13	43.124	422	13
KOTA GORONTALO	8.598	2.642	400	8.770	2692	400	11.415	2,692	400
KAB. GORONTALO UTARA	3.447	213	13	3.492	213	15	5475	213	15
KAB. POHUWATO	6.390	240	107	6600	240	104	10.684	240	104
KAB. BOALEMO	5.718	142	85	6.368	103	99	10227	1499	202
KAB. BONE BOLANGO	2.776	11	5	4.689	112	5	7862	205	37
JUMLAH	60.087	3.630	618	63.121	3.782	636	88.787	5.271	771

Source: Strategic Plan of the Gorontalo Provincial Office of Industrial and Trade SME Cooperatives, 2023

In the last 3 years, the growth of MSMEs in Gorontalo Province has reached 47.40%, the development of the number of MSMEs has not been followed by Renja Diskumperindag Prov. Gorontalo In 2023, productivity increases, business competitiveness and capital, so that MSMEs in Gorontalo tend to be vulnerable to economic turmoil and pressure, especially if there is an increase in the price of basic necessities. The development of the quantity of KUMKM has not been accompanied by the development of quality that can provide great added value for business actors. This is because KUMKM Gorontalo Province has not been fully supported by adequate capital,

appropriate technology, and product promotion for effective marketing and has not been supported by partnerships in the form of core-plasma, subcontracting, franchising, distribution and agency, general trading, and other forms of partnerships, such as *joint ventures*, profit sharing.

The results of observations and observations as well as interviews found that the program has not been effective and efficient where many MSMEs are fostered are less progressive in achieving the best results because many are of the view that turnover is income. Then there was a problem in the distribution of duties and responsibilities among Service members. This vagueness can lead to overlapping or voids of responsibility, thus hampering their productivity and ability to make effective decisions. The Department of Industrial and Trade SMEs Cooperatives of Gorontalo Province lacks initiative in finding new opportunities for the development of cooperatives, SMEs, and the trade sector. Inaccuracy in identifying opportunities can hamper the growth and progress of these sectors in Gorontalo Province.

Then it was also found that the percentage of implementation of Planning, Evaluation, monitoring and reporting, with a level of achievement of target performance of 100% indicated by the achievement of the target percentage of implementation of Planning, Evaluation, monitoring and reporting of 100%. The achievement of this target performance is supported by the achievement of activity indicators, including the Number of Financial Reporting Documents, with the realization of a performance achievement level of 50% indicated by the achievement of the target number of financial reporting documents of 1 document. Then it can also be seen from the aspect of the quality of work of employees of the Gorontalo Provincial Industrial and Trade SME Cooperative Office which has not been maximized because there are still many findings on money for employees related to the allocation of MSME and Cooperative development programs that have less rapid impact.

These various things are certainly influenced by employee satisfaction, where employees tend to feel less satisfied in carrying out their work due to unbalanced workload with other employees, various successful job awards are not given by the leadership and there is a delay in the payment of additional employee income (TPP). The TPP can be disbursed later this April, so that for 3 months the delay in the TPP (<https://gorontaloprov.go.id/disetujui-kemenkeu-tpp-pemprov-gorontalo-segera-cair/>). These various things certainly make the work achievements of employees of the Gorontalo Provincial Industry and Trade SME Cooperative Office less optimal or do not reach the set targets. The theoretical and empirical background described earlier, made researchers

interested in conducting a study entitled The Effect of Job Satisfaction on Employee Work Effectiveness at the Industrial and Trade SME Cooperative Office of Gorontalo Province.

METHODS

The location of this research was conducted at the Department of Cooperatives, SMEs, Industry and Trade of Gorontalo Province. The reason for choosing this research place is because according to researchers this place is easy to reach both in terms of cost, and time, making it easier for researchers to collect data and conduct research. The study was conducted in March-July 2023. The approach in this study is quantitative with ex-post facto methods. Data collection in this study was carried out by questionnaire. The number of samples was 82 people obtained by the saturated sampling process. Data analysis in this study is a simple linear regression inferential quantitative analysis. The test is based on a simple regression equation as follows:

$$Y = a + b X$$

Description of the formula:

- Y : Employee work effectiveness
- A : constant or when price $x = 0$
- B : Regression Coefficient
- X : Job Satisfaction

RESULTS AND DISCUSSION

A. Descriptive Statistics

The results of the descriptive analysis for each variable in this study are presented as follows:

1. Variable Job satisfaction

The results of respondents' assessment on job satisfaction (variable X) are shown in the following table:

Table 2: Results of Response Assessment on Job Satisfaction

Answer	Frequency	Actual Score	Percentage (%)	Ideal Score	Statement Percentage
STS	0	0	0.00		
TS	56	112	3.41	Options x	
RG	163	489	9.94	Respondents x	84.84%
S	749	2,996	45.67	Statement	
SS	672	3,360	40.98	Mmlh = 8,200	
Total	1,640	6,957	100.00		

Source: Processed SPSS 21, 2023

From the table above, it illustrates the overall answers from respondents regarding job satisfaction in the satisfied category with a score of 84.84%.

The results of respondents' assessment on job satisfaction for each indicator can be presented as follows:

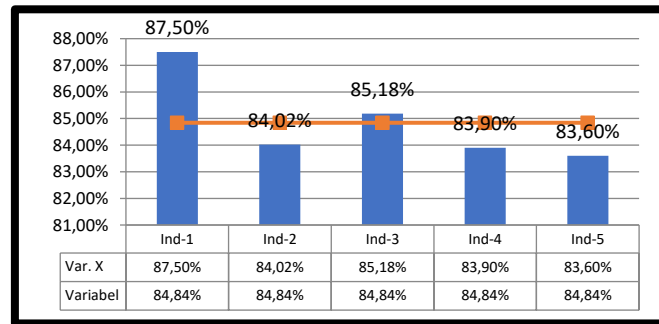


Figure 1: Job Satisfaction Indicator Score

2. Employee Work Effectiveness Variables

The results of respondents' assessment of employee work effectiveness (variable Y) are shown in the following table:

Table 3 Results of Response Assessment on employee work effectiveness

Answer	Frequency	Actual Score	Percentage (%)	Ideal Score	Statement Percentage
STS	0	0	0.00		
TS	70	140	4.27	Options x	
RG	200	600	12.20	Respondents x	84.18%
S	687	2,748	41.89	Statement	
SS	683	3,415	41.65	Mmlh = 8,200	
Total	1,640	6,903	100.00		

Source: Processed SPSS 21, 2023

From the table above, the overall answers from respondents regarding the effectiveness of employee work are in the good category with a score of 84.18%. The results of respondents' assessment of employee work effectiveness for each indicator can be presented as follows:

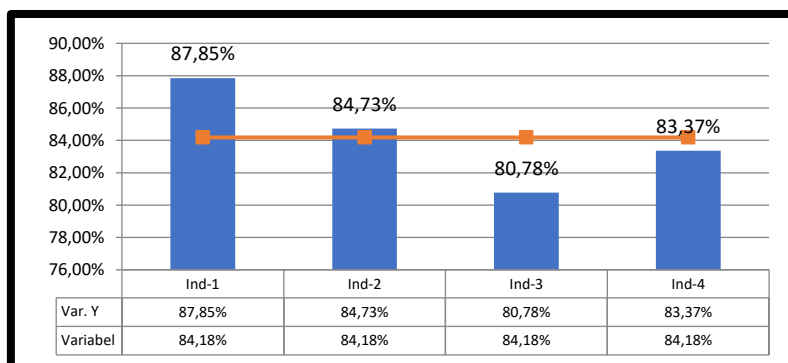


Figure 2: Employee Work Effectiveness Indicator Score

B. Results of Regression Analysis and Hypothesis Testing

The results of a simple regression analysis using the help of SPSS are as follows:

Table 4 Regression Analysis Results

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14.942	6.624		2.256	.027
1 Job Satisfaction	.731	.104	.617	7.017	.000

Source: SPSS Processed Data 21, 2023

From the results of the analysis above, the regression model between job satisfaction and employee work effectiveness is as follows:

$$\hat{Y} = 14,942 + 0,731X$$

The t-count value for the job satisfaction variable is 7.017. While the value of t-table at the level of significance is 5% and free degrees n-k-1 or 82-1-1= 80 is 1.990. If these two t-values are compared, the t_{count} value is still greater than the t_{table} value ($7.017 > 1.990$). In addition, if we compare the significant value (P value), it can be seen that the P_{value} (0.000) of this test is smaller than 0.05. So that job satisfaction has a positive and significant effect on the effectiveness of employee work at the Gorontalo Provincial Department of Industry and Trade SME Cooperatives. Positive results show that employees at the Department of Cooperatives, SMEs, Industry and Trade of Gorontalo Province, the more satisfied they are with the work they are responsible for, the higher the achievement of the effectiveness of the employee's work.

C. Interpretation of the Coefficient of Determination

The value of the coefficient of determination is a value whose magnitude ranges from 0%-100%. The magnitude of the coefficient of determination (R^2) is presented in the following table 5:

Table 5 Coefficient of Determination

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.617 ^a	.381	.373	8.15739

Source: SPSS Processed Data 21, 2023

Based on the results of the estimation of the regression equation model that has been done above, the value of the coefficient of determination R^2 is 0.381. This value means that 38.10% of the work effectiveness of employees at the Industrial and Trade SME Cooperative Office of Gorontalo Province is influenced by job satisfaction. The influence of other variables on employee work effectiveness amounted to 61.90% which as according to Indrawijaya (2010: 73) and Relly (2011: 119) consisted of employee competence variables, career management, employee capacity development, leadership, work climate, work experience and supervision at work. Then for the results of the effect per independent variable indicator (job satisfaction) on work effectiveness are presented in the following table:

Table 6 Coefficient of Determination of Each Indicator

Indicators	Value of Determination	
	Value	%
<i>Need Fulfillment</i>	0,0786	7,86%
<i>Discrepancies (Differences)</i>	0,0755	7,55%
<i>Value Attainment</i>	0,0765	7,65%
<i>Equity</i>	0,0753	7,53%
<i>Dispositional/Genetic Components</i>	0,0751	7,51%
Overall Coefficient of Determination	0,381	38,10%

Source: SPSS Processed Data 21, 2023

Based on the table above, it was obtained that the highest job satisfaction indicator affected employee work effectiveness, namely *Need Fulfillment* with a determination value of 7.86%. Meanwhile, the lowest indicator of job satisfaction affects work effectiveness, namely *Dispositional / Genetic Components* (genetic components) which is 7.51%. So that work effectiveness will be maximized, it will be more achieved by the targets set is able to maximize the results of job satisfaction achievements, especially those related to meeting the needs of these employees.

DISCUSSION

The results of the descriptive analysis found that the effectiveness of employee work was in the good category with a score of 84.18%. This means that employees at the Department of Cooperatives, SMEs, Industry and Trade of Gorontalo Province are able to achieve the work results that have been set in work targets, both in terms of work quality, quantity of work to punctuality in work. This is in accordance with the opinion of Makasisahe, et al (2023) that the ability to choose

the right goal or the right tool to achieve the set goal. So effectiveness can be seen in the achievement of an employee in carrying out the mandated duties, whether it is in accordance with the targets that have been set.

The results for each indicator of the variable work effectiveness of the Gorontalo Provincial Department of Cooperatives, SMEs, Industry and Trade found that:

1. Effectiveness and Efficiency

At the Gorontalo Provincial Department of Industry and Trade SME Cooperatives, the effectiveness and efficiency of employee work are on good criteria. This means that employees are able to achieve the desired results in a fairly efficient and adequate manner. Effectiveness refers to the ability of employees to achieve work goals with satisfactory results. Even though it is on a fairly good criteria, employees in this Service still have the potential to improve the effectiveness of employee work by focusing on achieving more optimal and more significant results. Efficiency refers to the efficient use of resources in achieving desired results. Even though it is on a fairly good criteria, employees in this Agency still have room to improve employee work efficiency by managing time, energy, and other resources more effectively.

2. Authority and Responsibility

Employees at the Department of Cooperatives, SMEs, Industry and Trade of Gorontalo Province show a good level of authority and responsibility in carrying out the duties and work of employees. Authority refers to the authority given to employees in making decisions and controlling resources relevant to the employee's work. Even though it is on a fairly good criteria, employees in this Service can still improve the granting of clearer and adequate authority to employees in order to increase the effectiveness and efficiency of employee duties. Responsibility includes employee awareness and obligation to the employee's work. Even though it is a fairly good criterion, employees in this Service can still improve employee understanding of the responsibilities attached to employee positions and carry out these duties more responsibly.

3. Discipline

The discipline of employees at the Department of Cooperatives, SMEs, Industry and Trade of Gorontalo Province is on fairly good criteria. This shows the potential to improve employee compliance with the rules, policies, and procedures set forth in carrying out employee duties and responsibilities. Good discipline is important to maintain work effectiveness and efficiency, as well as create a professional work environment. Employees in this service need

to improve employee work discipline by complying with applicable rules, managing time well, and completing tasks on time and good quality.

4. Initiative

Employees at the Department of Cooperatives, SMEs, Industry and Trade of Gorontalo Province showed a fairly good level of initiative. This indicates the potential to improve employees' ability to take independent action, come up with new ideas, and contribute to improving work processes and work results. Good initiative allows employees to be proactive in finding solutions, identifying opportunities, and facing challenges with creativity and courage. Employees in this Department need to encourage and develop employee initiative capabilities in order to make a more significant contribution in achieving work effectiveness and responding better to environmental changes. This result is in accordance with the opinion of Patra, et al (2023) that the initiative can be realized, but not yet fully optimal. This is evident from the fact that there are still those who depend on instructions from the Section Chief as their superior

One important aspect that is crucial to stimulate work effectiveness is employee job satisfaction. This is as Selvia (2021) argues that when employees are satisfied with their work, employees tend to be more motivated to do their tasks well and have a high sense of responsibility for employee work. Azhari, et al (2021) said that this motivation and commitment contribute to better work effectiveness. High job satisfaction can improve the quality and productivity of employee work. Wijaya (2018) said that job satisfaction can be obtained in the form of basic salary, compensation, salary increase opportunities, job promotion opportunities, awards, travel, work relations, and other factors.

The results of the descriptive analysis found that job satisfaction was in the satisfied category with a score of 84.84%. This means that the majority of employees in the Department of Cooperatives, SMEs, Industry and Trade of Gorontalo Province are satisfied with work, where employee needs are met, there is a balance between expectations and reality, employees achieve positive values from employee work, feel treated fairly, and have dispositional or genetic factors that support job satisfaction. Good job satisfaction can have a positive impact on employee work effectiveness, motivation, engagement, and long-term bonding with the organization. Thus, the high level of job satisfaction at the Gorontalo Provincial Department of Industry and Trade SME Cooperatives can reflect a positive work environment, effective management, and adequate career development programs. Almaulita, et al (2023) said that individual behavior is an attitude that is

able to stimulate effective performance or work achievements of an employee, where one of the behaviors is a feeling of satisfaction with various achievements or rewards given by the organization.

The results for each indicator of the job satisfaction variable of the Gorontalo Provincial Department of Industry and Trade SMEs Cooperative found that:

1. Need Fulfillment

Employees at the Department of Cooperatives, SMEs, Industry and Trade of Gorontalo Province showed a satisfied level of fulfillment of needs. This indicates that the basic and psychological needs of employees, such as adequate income, comfortable work environment, social support, and self-development opportunities, have been met within adequate limits. Even though it is in the satisfaction criteria, it is important for management to continue to pay attention to and improve the fulfillment of employee needs in order to increase overall employee job satisfaction.

2. Discrepancies are on the criteria of being quite satisfied:

Employees' perception of the difference between expectations and reality in this service is on the criteria of satisfaction. This shows that employees feel that employee expectations of work, rewards, recognition, and career development generally match what employees experience in the work environment. However, keep in mind that job satisfaction can be improved by reducing the differences that still exist between expectations and reality. Management needs to continue to monitor and strive to equate employee expectations with what employees can provide.

3. Value Attainment

Employees at the Department of Cooperatives, SMEs, Industry and Trade of Gorontalo Province showed satisfied satisfaction regarding the achievement of values that employees consider important at work. This reflects that employees feel that employees' work has significant meaning and value for themselves and society. Despite being satisfied, management can continue to reinforce the values applied in the work environment and provide opportunities for employees to be involved in projects that are in accordance with these values.

4. Equity

Employees at the Department of Cooperatives, SMEs, Industry and Trade of Gorontalo Province showed a fairly satisfied level of satisfaction regarding fairness in the work environment. This indicates an employee perception that there is an unfair distribution of

resources, recognition, rewards, or opportunities in the workplace. Management needs to pay attention to and address these issues of fairness by ensuring transparency, fairness, and equality in policies, procedures, and decision-making. Corrective steps should be taken to reduce gaps and ensure that employees feel treated fairly.

5. Dispositional/Genetic Components

The dispositional/genetic component refers to an individual's innate factors that affect job satisfaction, such as personality, temperament, and genetic factors. In this context, employees at the Department of Cooperatives, SMEs, Industry and Trade of Gorontalo Province showed a fairly satisfied level of satisfaction regarding these factors. Although genetic and dispositional factors are difficult to change, management can provide support and facilities that can help employees overcome obstacles arising from these factors. In addition, it is also important to focus on other aspects that can increase employee job satisfaction, such as recognition, rewards, and self-development opportunities. The dispositional/genetic component refers to an individual's innate factors that affect job satisfaction, such as personality, temperament, and genetic factors. In this context, employees at the Department of Cooperatives, SMEs, Industry and Trade of Gorontalo Province showed a fairly satisfied level of satisfaction regarding these factors. Although genetic and dispositional factors are difficult to change, management can provide support and facilities that can help employees overcome obstacles arising from these factors. In addition, it is also important to focus on other aspects that can increase employee job satisfaction, such as recognition, rewards, and self-development opportunities.

Meanwhile, the results of simple regression testing found that job satisfaction had a positive and significant effect on the work effectiveness of employees at the Gorontalo Provincial Industrial and Trade SME Cooperative Office by 38.10%. The influence of other variables on employee work effectiveness amounted to 61.90%, namely employee competence variables, career management, employee capacity development, leadership, work climate, work experience and supervision at work. Positive results show that employees at the Department of Cooperatives, SMEs, Industry and Trade of Gorontalo Province, the more satisfied they are with the work they are responsible for, the higher the achievement of the effectiveness of the employee's work. This is in accordance with the opinion of Samad, et al (2023) that HR development can trigger satisfaction which ultimately on the effectiveness of the performance of an employee in the organization.

High job satisfaction increases employee motivation to work more vigorously and dedicatedly. Paparang, et al (2021) said that employees who are satisfied with their work tend to

be more enthusiastic and have a high level of involvement in the tasks they perform. Gomathy, et al (2022) argue that high job satisfaction is associated with increased employee productivity and performance. When employees are satisfied with their work, employees tend to work more efficiently and effectively. This result is in accordance with the opinion of Egenius, et al (2020) that job satisfaction has a significant effect on loyalty. In addition, loyalty has a significant effect on employee performance. Utami, et al (2020) and Arifin, et al (2019) said that management that cares and strives to increase job satisfaction can result in a more productive work environment, high motivation, and improved performance and achievement of overall organizational goals.

The results of this study found that there is a positive and significant influence of job satisfaction on the effectiveness of employee work at the Gorontalo Provincial Industry and Trade SME Cooperative Office, which is in line with the statement from Mailani & Muhadi (2020) that employee performance is said to be good, if the job satisfaction felt by employees is also getting better. Good work effectiveness can be influenced by job satisfaction in employees. Thus, job satisfaction in an agency is needed to boost the achievement of employee work effectiveness. This is supported by the results of the study (Djibran et al., 2021): Isa (2009); Aneta (2015) that job satisfaction can have an impact on employee work effectiveness.

CONCLUSION

Based on the results of research and discussion, it can be concluded that job satisfaction has a positive and significant effect on the effectiveness of employee work at the Gorontalo Provincial Industry and Trade SME Cooperative Office by 38.10%. The influence of other variables on employee work effectiveness amounted to 61.90%, namely employee competence variables, career management, employee capacity development, leadership, work climate, work experience and supervision at work. Employees at the Department of Cooperatives, SMEs, Industry and Trade of Gorontalo Province, the more satisfied they are with the work they are responsible for, the higher the achievement of the effectiveness of the employee's work.

Based on the conclusions described above, the researcher provides the following suggestions; We recommend that the Head of the Industrial and Trade SME Cooperative Office of Gorontalo Province improve leadership quality by providing training and development to section heads or superiors in the Office to improve their leadership quality. Effective leadership is the key to increasing employee satisfaction and effectiveness. We recommend that the Head of the Gorontalo Provincial Industry and Trade SME Cooperative Office increase employee job satisfaction and effectiveness by building an inclusive work culture and ensuring that all employees

feel valued, heard, and have a fair opportunity to participate in decision-making. 3. We recommend that employees of the Gorontalo Provincial Industry and Trade SME Cooperative Office take the initiative in self-development by looking for relevant training opportunities, online courses, or certifications. By improving skills and knowledge, it will increase job satisfaction and overall job effectiveness. 2. We recommend that the Head of the Gorontalo Provincial Industry and Trade SME Cooperative Office increase employee job satisfaction and effectiveness by building an inclusive work culture and ensuring that all employees feel valued, heard, and have a fair opportunity to participate in decision making.

We recommend that employees of the Gorontalo Provincial Industry and Trade SME Cooperative Office take the initiative in self-development by looking for relevant training opportunities, online courses, or certifications. By improving skills and knowledge, it will increase job satisfaction and overall job effectiveness. We recommend that employees of the Gorontalo Provincial Industry and Trade SME Cooperative Office build positive working relationships by interacting with colleagues and superiors with a positive attitude and mutual support. Actively engage in team work, share knowledge, and create a cooperative work environment. Good relationships with fellow employees can increase job satisfaction and facilitate effective teamwork, which in turn increases overall work effectiveness. It is important for further researchers to develop this research by adding other variables that have the potential to affect the effectiveness of employee work. Then it can also develop data analysis used such as the use of multiple regression, SEM or moderation analysis even researchers can then conduct a comparative analysis of effectiveness between agencies based on leadership aspects of the leadership of the agency.

REFERENCE

- Adha, S., Wandu, D., & Susanto, Y. (2019). Pengaruh Kepuasan Kerja terhadap Kinerja Pegawai pada Dinas Perindustrian, Perdagangan dan ESDM Kabupaten Pandeglang. *Jurnal Ekonomi Vokasi*, 2(1), 61-72.
- Ahmad, A. (2014). Pengaruh penempatan Pegawai Terhadap Motivasi Pegawai di Bidang Pendidikan Menengah dan Tinggi Pendidikan Provinsi Jawa Barat. *Jurnal Manajemen Bisnis Universitas Pendidikan Indonesia*
- Al Rasyid, H. (2013). *Dasar-dasar statistika terapan*. Bandung: program pascasarjana UNPAD.
- Almaulita, D. S., Abdussamad, J., & Tui, F. P. (2023). Pengaruh Perilaku Individu dan Budaya Kerja Terhadap Kinerja Pegawai di Bappeda Litbang Kabupaten Bone Bolango. *ULIL ALBAB: Jurnal Ilmiah Multidisiplin*, 2(8), 3348-3361.

- Aneta, Y. (2015). Restrukturisasi Organisasi dalam Meningkatkan Pelayanan Publik di PT. In *Jurnal Penelitian Kolaboratif* (Vol. 1, Issue 1361).
<https://repository.ung.ac.id/riset/show/1/1361/rest>
- Arifin, Z., Nirwanto, N., & Manan, A. (2019). Improving the effect of work satisfaction on job performance through employee engagement. *International Journal of Multi-Discipline Science (IJ-MDS)*, 2(1), 1-9.
- Arikunto, S. (2013). *Prosedur Penelitian: Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.
- Azhari, Z., Resmawan, E., & Ikhsan, M. I. M. (2021, June). Pengaruh kepuasan kerja terhadap kinerja karyawan pada dinas tenaga kerja dan transmigrasi kabupaten berau. In *Forum Ekonomi* (Vol. 23, No. 2, pp. 187-193).
- Damayanti, R., Hanafi, A., & Cahyadi, A. (2018). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan (Studi Kasus Karyawan Non Medis Rs Islam Siti Khadijah Palembang). *Jembatan*, 15 (2), 75–86.
- Djibran, N., Ilato, R., & Aneta, Y. (2021). The Effect Of Work Motivation And Work Discipline On State Civil Apparatus (ASN) Performances In The Regional Civil Service Agency In Gorontalo Province. *Public Policy Journal*, 2(1), 34–40.
<https://ejurnal.pps.ung.ac.id/index.php/PPJ/article/view/611>
- Egenius, S., Triatmanto, B., & Natsir, M. (2020). The effect of job satisfaction on employee performance through loyalty at Credit Union (CU) Corporation of East Kutai District, East Kalimantan. *International Journal of Multicultural and Multireligious Understanding*, 7(10), 480-489.
- Firmansyah, A., & Darmawan, E. D. (2021). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan Pada PT. Kretiva Surya Pratama Bandung. *Ekonomis: Journal of Economics and Business*, 5(2), 507-511.
- Gomathy, C. K., Sree, V. T., Prasanna, T. L., Swathi, U. (2022). The Impact of Job Satisfaction on Workers' Productivity. *International Journal of Scientific Research in Engineering and Management (IJSREM)* Volume: 06 Issue: 02
- Hasibuan, S.P. M. (2017). *Manajemen Sumber Daya Manusia, Edisi Revisi*. Jakarta : Bumi Aksara
- Indrawijaya, A. (2010). *Perilaku Organisasi Sinar Baru*. Algasindo. Bandung
- Isa, R. (2009). Efektivitas Organisasi Kecamatan Dalam Pelayanan Publik Setelah Menjadi Perangkat Daerah. *Inovasi*, 6 Nomor 4.
- Iskandar, M. & Indarto, S. L. (2015). Interaksi Independensi, Pengalaman, Pengetahuan, Due Professional Care, Akuntabilitas Dan Kepuasan Kerja Terhadap Kualitas Audit. *Jurnal Ekonomi dan Bisnis* Volume XVIII No. 2 ISSN 1979 – 6471

- Keban, Y. T. (2014). *Enam Dimensi Strategis Administrasi. Publik, Konsep, Teori dan Isu (Edisi Ketiga)*. Yogyakarta: Gava Media.
- Luthans, F. (2014). *Organization Behavior*. New York: McGraw Hill International
- Mailani, R., & Muhadi, M. (2016). Analisis Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan Bagian Manajemen Di Rsud Bhakti Dharma Husada Surabaya. *Jurnal Manajemen Kesehatan Yayasan RS. Dr. Soetomo*, 2(2), 183-194.
- Makasisahe, A., Abdussamad, J., & Tui, F. P. (2022). Efektivitas Kinerja Aparatur Inspektorat Daerah Kabupaten Pohuwato Provinsi Gorontalo. *Jambura Journal of Administration and Public Service*, 2(2), 72-82.
- Narulita, R. P., & Charina, A. (2020). Pengaruh Kepuasan Kerja dan Motivasi Kerja terhadap Kinerja Karyawan di Perusahaan Bumi Saba Indonesia. *Jurnal Ekonomi Pertanian dan Agribisnis*, 4(2), 268-276.
- Paparang, N. C., Areros, W. A., & Tatimu, V. (2021). Pengaruh Kepuasan Kerja Terhadap Kinerja Pegawai Kantor PT. Post Indonesia di Manado. *Productivity*, 2(2), 119-123.
- Pasolong, H. (2016). *Kebijakan Publik*. Bandung. Alfabeta.
- Patra, I., Abdussamad, J., & Tui, F. P. (2023). Kinerja Pegawai Dalam Pelayanan Administrasi Kependudukan di Kantor Catatan Sipil Kabupaten Bolaang Mongondow Timur. *ULIL ALBAB: Jurnal Ilmiah Multidisiplin*, 2(6), 2376-2395.
- Relly. (2011). *Theoretical Framework and Explanation of Organizational Effectiveness of School Administration Quarterly*, Volume XXI, No. 2 Spring.
- Samad, A., Tahir, A., & Igirisa, I. (2023). Performance Effectiveness of Apparatus in Improving Services in the Field of HR Development at BKPSDM Bulol District. *Central Asian Journal Of Social Sciences And History*, 4(1), 14-31.
- Santoso, S. (2012). *Statistik Parametrik*. Jakarta: PT Gramedia Pustaka.
- Schermerhon. (2010). *Organizational Behaviour*. John Willey and Son Inc.
- Selvia, N. N. A. (2021). Pengaruh Kepuasan Kerja terhadap Peningkatan Efektivitas Kerja Pegawai pada SMP Negeri 1 Belitung Mulya Oku Timur. *Jurnal Trisna Riset*, 2(2).
- Siagian, S. P. (2011). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi. Aksara
- Sugiyono. 2014. *Metode Penelitian Kuantitatif Kualitatif dan R&D*. Bandung : Alfabeta
- Susanto, A. (2013). *Sistem Informasi Manajemen*. Bandung: Lingga Jaya.
- Sutrisno, E. (2013). *Manajemen Sumber Daya Manusia*. Edisi Pertama. Cetakan Pertama. Jakarta : Penerbit Kencana

- Utami, P. P., Widiatna, A. D., & Karyati, F. (2020). Job Satisfaction And Work Productivity: An Empirical Approach. *Systematic Reviews in Pharmacy*, 11(12).
- Wahyudi, W. (2018). The influence of job satisfaction and work experience on lecturer performance of Pamulang University. *Scientific Journal of Reflection: Economic, Accounting, Management and Business*, 1(2), 221-230.
- Wibowo. (2017). *Manajemen Kinerja*. Jakarta: PT. Raja Grafindo Parsada.
- Wijaya, I. K. (2018). Pengaruh kepuasan kerja terhadap kinerja karyawan cv bukit sanomas. *Agora*, 6(2).