**The Effect of Organizational Climate, Competence and Compensation to Job Satisfaction**

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***Abstract:* Job satisfaction is a positive attitude of individuals in general towards performance. In order for employees to have high satisfaction, an organization needs to pay attention to the factors that effect of job satisfaction. The purpose of this study was to examine the effect of organizational climate, competence and compensation on contract employee job satisfaction. This research was conducted at the Development Planning Agency at Sub-National Level in Bali Province. The samples is 89 employees, with a saturated sample method. Data collection is done through interviews and surveys with tools in the form of questionnaires. The data analysis technique used is multiple linear regression analysis which is processed using SPSS. Based on the results of the analysis show that the organizational climate, competence and compensation have a positive and significant effect on contract employee work satisfaction. This refer to the more conducive the organizational climate, with the competencies possessed by contract employees in the form of knowledge and the better the compensation system applied, the higher the level of job satisfaction for contract employees. Organizational climate has a positive and significant effect on contract employee job satisfaction. This refer to the existence of a good organizational climate with contract employees feels that being accepted in the organization can increase contract employee job satisfaction. Competence has a positive and significant effect on job satisfaction. This refer to the knowledge and skills of contract employees can increase contract employee job satisfaction. Compensation also has a positive and significant effect on job satisfaction. This proves that compensation systems such as salaries, incentives and benefits that are in accordance with the workload of employees can increase contract employee job satisfaction.**

***Keywords:* Organizational Climate, Competence, Compensation, Job Satisfaction.**

1. **INTRODUCTION**

The current era of globalization raises many problems and challenges in organizations or companies. These problems will greatly hinder the activities of the organization. The existence of new problems and challenges, organizations are required to be able to identify, analyze problems, make solutions, and evaluate the solutions used. One of the problems faced today is the problem of human resources within the organization. Human Resources are important factors in an organization that can determine the success or failure of an organization in achieving its goals. Ardana, et al. (2012: 3) states that human resources are the most valuable and most important assets or assets owned by an organization, because the success of the organization is largely determined by the human element. So that organizational goals can be achieved properly, then an organization must pay attention and maintain employees who have good qualifications to be comfortable and satisfied in carrying out their duties.

Job satisfaction is one of the most important factors to get optimal work results. According to Afriani (2013), job satisfaction is the main thing that must be considered by management in an organization because employees who are satisfied with their work will tend to give a positive response to the organization. The higher the level of job satisfaction the employee has, the higher the work performance achieved, while the employee who does not have satisfaction in working then the level of work performance will decrease (Antari and Suwandana, 2016). Employees who feel satisfied in their work tend to improve their performance in proportion to what the company has given him (Kurniawan, 2015). When someone feels satisfaction in work, of course, he will try as much as possible with all his abilities to complete his work assignments. Chaidar (2016) states that job satisfaction can also be influenced by organizational climate. Organizational climate as the personality of an organization that distinguishes it from other organizations that lead to the perception of each member in looking at the organization.

Organizational climate is the quality of the interaction process in an organization to achieve its intended goals. Organizational climate is influenced by almost everything that happens in an organization, if an organization wants to succeed in realizing its ideals and goals perfectly (Kustianto, 2015). Rachmawati and Supartha (2015) reveal that employees will feel that the climate in their organization is good and pleasant if they can do something useful for their organization and create a feeling of worth. Kurniasari and Halim (2013) stated that the existence of a good organizational climate will lead to job satisfaction, employees who are in a good and conducive organizational climate will be able to create employee initiatives to want to do activities and jobs that are obligatory and also not object to carrying out tasks outside of work.

Competence is another important factor that needs to be considered if the organization wants employee job satisfaction. Sutrisno (2014: 203) states that competence is a capability based on skills and knowledge supported by work attitudes and those that refer to the specified work requirements. Competence can have different values, if seen from self-assessment, external judgment or a combination of both (Leinweber, 2013). According to Mangkunegara (2009: 111) states that the human resource competencies that need to be possessed by those who want to have the most basic career in the field of human resources are those who have expertise in the field of human resource management, are able to master staff information systems, have motivations that high, creative, always innovative, mature personality, and have good emotional intelligence.

One of the factors to see employee job satisfaction is through compensation. Afrida, et al. (2014) stated that giving compensation by companies to employees is a way for companies to improve work performance, motivation, morale, and job satisfaction. With the satisfaction of the needs of employees through giving compensation can provide job satisfaction for the employees concerned (Shah, 2013). Payment of fair and appropriate compensation to employees can motivate employees to work as much as possible so that it can provide benefits for both parties, both employees and companies, compensation has a positive and significant relationship with employee job satisfaction, where employees will feel satisfied when receiving compensation comparable to the sacrifice he gave to the company (Kurniawan, 2015).

Development Planning Agency at Sub-National Level in Bali Province is a government agency in Bali that is a bridge for the Governor of Bali in carrying out its vision and mission. As stated in the Governor of Bali Regulation Number 47 of 2011 concerning the Details of the Main Task Development Planning Agency at Sub-National Level in Bali Province, it is stated that the task of the Development Planning Agency at Sub-National Level in Bali Province is to formulate and implement policies in fields of planning, controlling and evaluating development programs.

Based on the direct interview method of 10 contract employees of Bali Province R & D originating from the fields of planning, secretariat fields, economics, socio-cultural and public administration, infrastructure and research fields. Contract employees feel dissatisfied with the benefits given to them, as reflected in the many employees who are not passionate about doing their work optimally and many contract employees are rarely in their respective rooms with permission to eat and so on. One of the problems related to competence is seen from the placement of employees, where out of all contract employees there is still a discrepancy in placement, namely 10 employees whose placement is not compatible with educational background so that there is a gap between duties and responsibilities because there is no match between education level and position which he carries.

The problems related to the low job satisfaction in the Development Planning Agency at Sub-National Level in Bali Province arose due to the low support provided by members of the organization both from superiors and fellow members in providing assistance and direction in work, which resulted in some employees feeling difficult to obtain assistance in completing their own tasks so that this raises the perception of organizational members about the organizational climate not conducive.

1. **CONCEPTUAL MODEL AND HYPOTESIS DEVELOPMENT**

**The Effect of Organizational Climate To Job Satisfaction**

Organizational climate is the perception of employees regarding the quality of their internal work environment that influences their attitudes and behavior towards the organization. Organizational climate has a positive and significant effect on job satisfaction, meaning that the more conducive the organizational climate of a company, the higher the level of job satisfaction (Permadi and Mudiartha Utama, 2016). According to Mei and Goi (2014) that organizational climate has a positive and significant effect on job satisfaction. This opinion is supported by research conducted by Subawa and Surya (2017) stating that the organizational climate together incated a very strong and positive relationship to job satisfaction. The organizational climate is an important factor that determines the survival of the organization (Saridewi and Dewi Adnyani, 2018). Koti Akula et al. (2013) said that there is a positive relationship between organizational climate and job satisfaction, which means that the more pleasant the work climate of an institution, the higher the job satisfaction felt by employees and vice versa. Based on the description above, the hypothesis can be formulated as follows:

**H1: Organizational climate has a positive and significant effect to job satisfaction**

**The Effect of Competence To Job Satisfaction**

Widodo (2017) says that competence is a basic trait of a person which is itself related to the implementation of a job effectively or very successfully. Research conducted by Rebecca et al. (2013) states that competence has a direct influence on job satisfaction. (Iskandar et al., 2014) conducted a study on the effect of competencies and work environment on job satisfaction and its implications on teacher performance resulting in the result that competence has a significant positive effect on job satisfaction. Mork (2016) argues that competence has a significant effect on job satisfaction. This opinion is reinforced by research (Manik et al., 2014) which found a positive relationship between competence and job satisfaction. Based on the description above, the hypothesis can be formulated as follows:

**H2: Competence has a positive effect to job satisfaction**

**The Effect of Compensation To Job Satisfaction**

Employees as human resources which are valuable assets, it is necessary to pay attention to the provision of compensation as compensation that is appropriate and in accordance with the workload that is owned (Rahayu and Gede Riana, 2017). Ilham et al. (2017) states that the provision of compensation is one of the most important factors for the sake of work and for the benefit of the organization. Syah (2013) states that compensation is tested to have a positive effect on job satisfaction and employee motivation. Dali (2018) states that compensation has a significant positive effect on job satisfaction. Research conducted by Sitompul and Mujiati (2015) states that compensation has a significant positive effect on job satisfaction. Based on the description above, the hypothesis can be formulated as follows:

**H3: Compensation has a positive effect to job satisfaction**

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**Figure 1: Conceptual Model**

1. **RESEARCH METHODOLOGY**

This study uses a quantitative approach in the form of associative which explains the relationship between two or more variables. Relations in this case are between organizational climate, competence and compensation with employee job satisfaction. The population of this study amounted to 89 employees. The sampling technique used in this study is a saturated sample because all members of the population are used as samples. Total population of 89 employees, all will be sampled. The population in this study were all contract employees of Development Planning Agency at Sub-National Level in Bali Province. The method of determining the sample in this study is a saturated sample method, which is taking all the existing populations. Methods of data collection in this study using several methods are questionnaires, interviews, and observations. The data analysis technique used is multiple linear regression analysis which is processed using SPSS. All variables studied along with their respective symbols and indicators are summarized in Table 1

**TABLE 1: RESEARCH VARIABLE INDICATORS**

|  |  |  |
| --- | --- | --- |
| **Variable** | **Indicator** | **Reference** |
| **Organizational Climate (X1)**  | 1. Structure (X1.1)
2. Respomsibility (X1.2)
3. Standards (X1.3)
4. Recognition (X1.4)
5. Commitment (X1.5)
6. Support (X1.6)
 | Stringer (2002) |
| **Competence (X2)** | 1. Task Skills (X2.1)
2. Task Management Skills (X2.2)
3. Contingency Management Skills (X2.3)
4. Job Role Environment (X2.4)
 | Moeheriono (2014:15) |
| **Compensation (X3)** | 1. Salary (X3.1)
2. Incentive (X3.2)
3. Subsidy (X3.3)
4. Bonus (X3.4)
 | Rivai (2011:357) |
| **Job Satisfaction (Y)** | 1. Salary satisfaction
2. Own job satisfaction
3. Promotion satisfaction
4. Satisfaction of boss attitude
5. Colleague satisfaction
 | Robbins and Judge (2015:50) |

 *Source: previous research study*

1. **RESEARCH FINDING AND DISCUSSION**

This study involved 89 respondents who fit the sample criteria. The identities of respondents who took part in this study included gender, age, education and years of service which will be described as follows.

**TABLE 2: CHARACTERISTICS OF RESPONDENT DEMOGRAPHY**

|  |  |  |  |
| --- | --- | --- | --- |
| Criteria | Classification | Respondent |  % |
| Gender | Male | 54 | 61 |
|  | Female | 35 | 39 |
| Total |  | **89** | **100** |
| Age | 17-25 | 36 | 40 |
|  | 26-3536-45 | 438 | 489 |
|  | 46-55 | 2 | 2 |
| Total |  | **89** | **100** |
| Education | Senior High Scool | 32 | 36 |
|  | Diploma | 2 | 2 |
|  | Bachelor | 55 | 62 |
| Total |  | **89** | **100** |
| Years of Service | <1 year<5 years5-10 years | 35828 | 36531 |
|  |  | **89** | **100** |

*Source : Data processed, 2018*

The majority of respondents in this study were 61 percent of the total 54 people, because the Sub-National Level in Bali Province Development Planning Agency had many work programs that tended to be completed at night and on holidays. , so that the leadership policy more accepts male contract employees. In addition, female contract employees, especially in Bali, have many obligations at home as housewives, which causes many factors to be considered if they want to recruit large numbers of female contract employees. Most contract employees are 26 to 35 years old with 43 respondents or 48 percent. This refer to contract employees are of productive age so they can make a good contribution to the Development Planning Agency at Sub-National Level in Bali Province. Contract employees who have a degree of undergraduate education dominate the number of 55 respondents or 62 percent, this is because the Development Planning Agency at Sub-National Level in Bali Province prioritizes employing contract employees who have quality work, quality human resources, and skills that can support performance and most contract employees at the Development Planning Agency at Sub-National Level in Bali Province have a not too long service life.

Questionnaires are declared valid if the statement contained in the questionnaire can measure what the researcher wants to measure. The minimum requirement for a questionnaire to fulfill validity is if r is greater than 0.30. In this study all the statement indicators in the variable brand image, brand trust, perceived quality, brand loyalty have a pearson correlation that is greater than 0.3 so that it can be concluded that the statement in the questionnaire has met the data validity requirements. Questionnaires are declared reliable if the results of Cronbach Alpha produce alpha values ​​above 0.6, then the instruments used are said to be reliable. In this study all statement indicators in the brand image, brand trust, perceived quality, brand loyalty variables have Cronbach Alpha which is greater than 0.6 so it can be concluded that all variable indicators in this study are reliable, so that they can be used as research instruments.

Multiple linear regression methods were used in this study to determine the effect of Organizational Climate, Competence, Compensation, and Job Satisfaction. This method uses a system in the form of SPSS 21 For Windows, then obtained results such as Table 3

**TABLE 3: THE RESULTS OF MULTIPLE LINEAR REGRESSION ANALYSIS**

|  |  |  |  |
| --- | --- | --- | --- |
| **Variable** | **Coefficient Regression** | **t statistic** | **Sig. t** |
| **Beta** | **Std. error** |
| (constant) | 1.467 | 2663 | .551 | .583 |
| Organizational Climate | .361 | .132 | 2.746 | .007 |
| CompetenceCompensation | .349.252 | .120.074 | 2.9173.404 | .005.001 |
| Dependen variabel : Job SatisfactionAdjusted R Square : .485F Statistik : 28.659Sig F : .000R² : .503 |

Based on Table 3, the following multiple linear regression equations are obtained:

Y = 1,467 + 0,361 X1 + 0,349 X2 + 0,252 X3

Information:

Y = Job Satisfaction

X1 = Organizational Climate

X2 = Competence

X3 = Compensation

E = Error

The results of multiple linear regression tests of R² value of 0.503 or 50.03 percent, which means that the amount of Organizational Climate, Competence and Compensation can explain the fixed variables, namely Job Satisfaction of 50.03 percent while the remaining 49.97 percent is explained by variables or other factors not explained in this research.

Feasibility test model or F test is used to show the feasibility of multiple linear regression models as an analytical tool that tests the effect of independent variables together on the dependent variable. The results of the F test is F value is 28,659 with a significance value of P value 0,000 which is smaller than α = 0.05, this means that the model used in this study is feasible. These results give the meaning that the three independent variables namely organizational climate, competence, and compensation are appropriate to explain the phenomenon of job satisfaction at the Development Planning Agency at Sub-National Level in Bali Province. This means the model can be used for further analysis.

**The Effect of Organizational Climate to Job Satisfaction**

The first hypothesis in this study is that organizational climate has a positive and significant effect on job satisfaction. Based on the testing of the influence of organizational climate on job satisfaction presented in Table 3, it was found that the significance value of t was 0.007 which means it was smaller than the real level of 0.05 with a regression coefficient of 0.361. This refer to the organizational climate has a positive and significant effect on job satisfaction. Based on these results the first hypothesis is that the organizational climate has a positive and significant effect to acceptable job satisfaction.

Based on the results of these studies, it can be indicated that when the organizational climate created by the Development Planning Agency at Sub-National Level in Bali Province is getting better, the organizational climate is more conducive because contract employees feel well received in the organization which will also increase contract employee job satisfaction The Development Planning Agency at Sub-National Level in Bali Province. The results of this study are consistent with the research conducted by Permadi and Mudiartha Utama (2016), May and Goi (2014), Hanafi (2016), Akula (2013) and Subawa and Surya (2017), wherein the research stated that organizational climate has a positive effect and significant to the worker's authority.

**The Effect of Competence to Job Satisfaction**

The second hypothesis in this study is that competence has a positive and significant effect on job satisfaction. Based on the testing of the influence of competencies on job satisfaction presented in Table 3, it was found that the significant value of t was 0.005 which means that it was smaller than the real level of 0.05 with a regression coefficient of 0.349. This refer to contract employee competency has a positive and significant effect to job satisfaction. Based on this, the second hypothesis of competency has a positive and significant effect to acceptable job satisfaction.

The competencies possessed by contract employees in the form of knowledge and skills have illustrated that the level of competence possessed by contract employees of the Development Planning Agency at Sub-National Level in Bali Province is good. To maintain and improve these competencies, there needs to be an optimal implementation of efforts and guidance is provided related to the competence of contract employees. The better the level of competency of contract employees, the higher the level of job satisfaction. The results of this study are consistent with the research conducted by Rebecca et al. (2013), Iskandar et al. (2014), Anne Marie (2016), Esther et al. (2014) and Rehman et. Al (2013), where in his research said that competence has a positive and significant effect to job satisfaction.

**The Effects of Compensation to Job Satisfaction**

The third hypothesis in this study is that compensation has a positive and significant effect on job satisfaction. Based on the testing of the effect of compensation on job satisfaction presented in Table 3, it was found that the significant value t was 0.001 which means it was smaller than the real level of 0.05 with a regression coefficient of 0.252. This refer to contract employee compensation has a positive and significant effect on job satisfaction. Based on this, the third hypothesis, namely compensation has a positive and significant effect to job satisfaction is acceptable.

This means that the higher the compensation given to contract employees, the more it will increase contract employee job satisfaction. The existence of compensation for contract employees is considered worth the workload and has been able to meet the needs of contract employees so that compensation is a driving force for contract employees to be more enthusiastic in their work. The results of this study are in accordance with the research conducted by Syah (2013), Prayoga and Achmad (2017), Dali (2018), Sitompul (2015) and Adeoye dab Fields (2014), that in his research stated that compensation has a positive and significant effect to job satisfaction.

The results of this study indicate that the organizational climate, competence and compensation have a positive and significant effect on contract employee job satisfaction. This explains that what can help contract employees to improve job satisfaction is to improve the organizational climate, improve competence and increase compensation. When contract employees feel that the organizational climate is conducive, competency increases and getting compensation received is high, it can foster high job satisfaction.

The findings of this study have implications for the strategy of human resource development in the Development Planning Agency at Sub-National Level in Bali Province to pay more attention to indicators of organizational climate, competence and compensation. In the organizational climate variable that must be considered is a sense of family in a less closely intertwined organization, this means that the Development Planning Agency at Sub-National Level in Bali Province needs to foster a sense of kinship by holding events outside the office such as tirta yatra or re-event office year. In the competency variable that must be considered is the ability of each employee to be more concerned in order to increase it by means of attending seminars or trainings. In the compensation variable that must be considered is the bonus given to contract employees is less proportional to the workload, this means that the Development Planning Agency at Sub-National Level in Bali Province should provide bonuses to contract employees who are good at motivating other contract employees to work and to increase job satisfaction.

1. **CONCLUSIONS AND SUGGESTIONS**

Based on the formulation of the problem, the discussion and the results of the research described previously, conclusions can be taken as follows:

1. Organizational climate has a positive and significant effect on contract employee job satisfaction at the Development Planning Agency at Sub-National Level in Bali Province. This refer to the more conducive the organizational climate is felt by contract employees in an organization, the higher the level of contract employee job satisfaction.
2. Competence has a positive and significant effect on contract employee job satisfaction at the Development Planning Agency at Sub-National Level in Bali Province. This refer to the greater the competence of contract employees, the higher the level of job satisfaction for contract employees.
3. Compensation has a positive and significant effect on job satisfaction of contract employees at the Development Planning Agency at Sub-National Level in Bali Province. This refer to the better the level of compensation given to contract employees, the higher the level of job satisfaction for contract employees.

Suggestions that can be given based on the results of the research are:

1. In an effort to improve the organizational climate for the better, the Development Planning Agency at Sub-National Level in Bali Province should make a socialization and understanding of the strict sanctions that will be given to contract employees when not completing the work properly and on time. Besides that, Development Planning Agency at Sub-National Level in Bali Province is expected to be more evenly divided between contract employees and non-contract employees in one room to be balanced. The organizational climate in each field is not conducive, because between contract employees and civil servants (PNS) more contract employees and unequal division of labor causes many contract employees who are rarely in the room for various reasons such as eating out but not coming back to office.
2. To improve job satisfaction based on the competence of contract employees, so that the Development Planning Agency at Sub-National Level in Bali Province is more selective in the placement and acceptance of contract employees, because there are still many contract employees whose placement is not in accordance with their education level. The Development Planning Agency at Sub-National Level in Bali Province is expected to receive contract employees with good qualifications with the appropriate level of education needed by the Development Planning Agency at Sub-National Level in Bali Province, so as not to accept contract employees but with inappropriate graduates with organizational goals.
3. Increase compensation by providing incentive benefits that are in accordance with the workload, this is because contract employees who have a high workload and who have a low workload share the same incentives. This caused contract workers who rarely worked until those who had never worked received the same incentives, so there was no equal distribution of incentives in the Development Planning Agency at Sub-National Level in Bali Province. And the amount of bonus is given based on the work performance of contract employees as a reward for their performance.

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