

Influence of Compensation, Working Commitment And Communication To Employee Performance At the Government Hospital in Makassar

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Abstract: The purpose of this study is to determine the effect of compensation, work commitment and communication on employee performance at the Government Hospital in Makassar consisting of compensation, work commitment and communication. Population in this research is Employee at Government Hospital in Makassar with amount of sampel counted 82 people. Methods in collecting data in this study are questionnaires, interviews, and documentation. Methods of data analysis using descriptive method and quantitative method that is by multiple linear regression analysis used to measure Influence of Compensation, Working Commitment And Communication To Employee Performance At Government Hospital in Makassar. Based on the F test of independent variables (Compensation, Commitment work and Communication) together have a positive and significant effect on the dependent variable (employee performance). Through testing the correlation coefficient (R) obtained that the level of correlation or the relationship between Compensation, Working Commitment and Communication on employee performance is a high relationship that is 90.9%. And work commitment is the most dominant factor in influencing Employee Performance at Government Hospital in Makassar.

Keywords: Compensation, Working Commitment, Communication and Performance

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I. Background

Health development should be viewed as one of the inventories to improve the quality of human resources, as measured by the Human Development Index (HDI). The development of health services in Indonesia has succeeded in improving health services more evenly. Health is an effort to fulfill one of the basic rights of the people, namely the right to obtain health services in accordance with the 1945 Constitution Article 28 paragraph (1) and Law Number 23 Year 1992 on Health.

Public hospitals are hospitals that provide health services in all areas and types of diseases. Specific hospitals are hospitals that provide primary care in one area or one particular type of disease based on discipline, age group, organ, type of disease, or other specificity.

Table 1. Hospital Development by Ownership in Indonesia Year 2013 - 2015

No.	Manager / Ownership	2013	2014	2015
1.	Public			
	Ministry of Health and Local Government	676	687	713
	TNI / Polri	159	169	167
	Other Kemeterian	3	7	8
	Private Non Profit	724	736	705
	Number of Public Hospitals	1.562	1.599	1.593
2.	Private	67	67	62
	Private	599	740	833
	Number of Private Hospitals	666	807	895
	Total RS	2.228	2.406	2.488

Source: DG of Health Services, Ministry of Health RI, 2016

From table 1 It can be seen that in public ownership consisting of Ministry of Health and Local Government seen from 2013 to 2015 shows the increase of number of hospitals throughout Indonesia, TNI / Polri from 2013 to 2015 did not show much increase in the number of hospitals. Especially in hospitals in other Ministries is very small compared with the Ministry of Health and the local government does not show the number of hospitals that increase each year. Private non-Profit hospitals have decreased from 2013 to 2015.

Private hospitals are the same as non-profit private hospitals due to a decrease in each year. And private hospitals in Indonesia show a significant increase every year from 2013 until 2015.

Human resources health (SDMK) is one sub system in the national health system that has an important role in improving the health status of the community through various efforts and health services. Health efforts and services should be undertaken by a responsible, ethical and moral professional, skilled, and competent health worker. According to Law No. 36 of 2014 on Health Personnel, health workers are everyone who devotes themselves in the field of health and has knowledge and / or skills through education in the field of health that for certain types require authority to make health efforts.

There are still many residents who have to travel long distances to get health facilities in puskesmas whose facilities are not necessarily complete. The challenges faced in efforts to improve the health status of Makassar are, among others, low public awareness of risks faced in a disease, not optimal information systems to develop health care policy, limited funding sources to cope with certain types of diseases, such as pulmonary tuberculosis, malaria, and diseases other contagious.

The number of employees who currently always crave the provision of compensation to be increased in accordance with the feasibility of giving, in order to build employee improvements to be able to work well in carrying out the main tasks and functions within an organization. According Sastrohadiwiryo (2003: 181) namely "Compensation is the reward or service or compensation provided by the company to the workers, because the workforce has contributed energy and mind for the progress of the company in order to achieve the goals that have been set".

Because in fact every employee in an agency / organization must always be fostered, guided, directed, educated and so forth in order to have the spirit of work and is expected to perform. Internal Issues of Employees At Makassar Government Hospital concerning human resource issues and causing the resulting performance to achieve less than the desired target, so in order to improve the performance of these employees and compensation must be in line with the situation inside and outside.

Commitment is very closely related to the work culture that has been built by each self-employee. Commitment is a strong sense of relationship between employees to the philosophy and work units so that employees willingly carry out the task that is consistently carried out in principle, which has been established in a joint venture to achieve certain goals based on shared values held together. Commitment can also be seen from the commitment of an employee to the vision of the mission within the organization. While the individual performance is the work of employees both in quality and quantity based on predetermined work standards. Individual performance will be achieved if supported by individual attributes such as organizational culture and commitment. Along with that also, it is interesting to observe how far it is applied Employees At Makassar Government Hospital.

The next problem is that inappropriate communication will make employees become unbearable and will result in the cessation of these employees in an agency / organization and looking for work elsewhere with a more appropriate communication considerations. Communication problems encountered by Employees at Makassar Government Hospital is the lack of discussion between the boss and subordinates, the lack of motivation in subordinates in carrying out the task, lack of greetings indicate unfamiliarity and lack of clear information from superiors are still often accepted subordinates so that the services provided by employees against customers become less and frequent complaints from customers. Communication is the process of delivering information from one party to another.

An employee must be able to communicate and show commitment to the organization, because if there is no communication and a good work commitment will affect the performance of the employee. Good communication between fellow co-workers and leaders can make relationships become harmonious and created motivation, so that automatically can improve the performance of employees. Based on the description above, the authors take the title "The Effect of Compensation, Working Commitment And Communication On Employee Performance At Makassar Government Hospital".

1. Human Resources

Management can indeed have a broader understanding than that, but the definition above gives the fact that we mainly manage human resources rather than material or financial. On the other hand, management includes planning functions (determining what will be done), organizing (designing and assigning working groups), staffing (drawing, selection, development, compensation and work productivity appraisal).

Human resource management believes that employees are the wealth (*assets*) is the main organization to be managed properly, so it is more strategic HRM for the organization in achieving the goals set. Some MSDM experts provide diverse views of HR management. Rachmawati (2008: 3) provides the definition of human resource management as follows: Human resource management is a process of planning, organizing, directing and supervising the activities of procurement, development, compensation, integration, maintenance and release of human resources in order to achieve goals of individuals, organizations and communities.

Furthermore, Yuniarsih and Suwatno (2008: 1) argue that: "Human resource management is part of management science that focuses its attention on regulating the role of human resources in the activities of an organization". The same thing was also raised by Rivai (2009: 1) that: Human resource management is one area of management that includes aspects of planning, organizing, implementation and control. As human resources are perceived as increasingly important in achieving organizational goals, experience and research in the field of human resources are systematically collected. The term management means the collection of knowledge about how human resources should be managed.

2. Human Resource Management Function

The function of Human Resource Management according to Malay SP Hasibuan (2012: 21) are: Managerial Functions:

1. Planning (*Planning*) Planning for an effective workforce and streamlined to fit the needs of companies to help realize tujuan. Perencanaan done by setting the staffing program.
2. Organizing (*organizing*) Activities to organize all employees by setting the division of labor, labor relations, delegation, integration, and coordination of the organizational chart. Organization is only a means to an end, with a good organization will help realize goals effectively.
3. Briefing (*directing*) directing activities of all employees, to cooperate and work effectively and efficiently help achieve the objectives of the company, employees and the community.
4. Control (*controlling*) control activities of all employees to comply with company regulations and work in accordance with the plan.

3. Performance

Performance (performance) is a description of the level of achievement of the implementation of an activity / policy in realizing the goals, goals, mission, and vision of the organization contained in the strategic planning of an organization. Performance terms are often used to describe the achievements or success rates of individuals and groups of individuals. Performance can be known only if the individual or group of individuals has predetermined success criteria. This success criterion of goals or targets to be achieved. Without any goals or targets, the performance of a person or organization can not be known because there is no benchmark (source: Mahsun 2006: 25).

According to Chaizi Nasucha in Sinambela (2012: 186) organizational performance is defined as the overall organizational effectiveness to meet the established needs of each group concerned through a systematic effort and continuously improve the organization's ability to reach its needs effectively. Wibowo (2011: 7) says that performance comes from the notion of performance. There is also a definition of performance as a result of work or work performance. However, the performance actually has a broader meaning, not only the work, but including how the work process takes place. Based on several definitions of organizational performance above, it can be concluded that the performance of the organization is the result of organizational work or description of whether an organization has been able to carry out activities / policy in accordance with the vision and mission that has been made by the organization.

From the above description can be concluded that the definition of performance is the work achieved by an employee on the implementation of work tasks are assessed based on certain criteria or assessment standards. Performance terms are often used to refer to individual or group success rates. While the performance can be known if the individual has a predetermined success criteria.

4. Definition of Compensation

Compensation includes direct cash payments, indirect benefits in the form of benefits and services (services), and incentives to motivate employees to a higher level of productivity is a crucial component in employment relationships. If properly managed, compensation can assist the organization in achieving its objectives, obtaining, maintaining and maintaining productive jobs. To obtain a clearer picture of compensation the following is provided by the definition of experts:

According to Effendi in his book *Old Marihot Resource Management*

Humans (2005: 244) states: "*Compensation is the overall remuneration received by the employee as a result of the implementation of the work in the organization in the form of money or other, that can be salary, wage incentive bonus, and other benefits such as holiday allowance, meal allowance, leave money and others*".

According Hasibuan in his book *Keys to Success Basics of Human Resource Management* (2003: 118) states "*Compensation is an all income in the form of money, goods, directly or indirectly received by employees as a reward or services provided by the company*."

A company's way of improving job performance, employee motivation and workability, compensation issues may be the most difficult and confusing management function. Not only is it that compensation is one of

the most complex tasks but also one of the most meaningful aspects for employees. Repayment services provided employees must have certain functions and goals.

5. Work commitment

Every employee in the organization is expected to have full commitment to the organization, and not just obedience to various employment provisions applicable within the organization but also a strong conviction to remain a member of the organization. On the other hand, the organization absolutely imparts confidence in its members that with the organization's full commitment of expectation, the aspirations and needs of the employees will be realized and fulfilled.

Organizational commitment is a situation where an employee sides with a particular organization and its goals and wants to maintain membership within the organization. Thus high employment involvement means favoring the particular job of an individual, while high organizational commitment means favoring the organization that recruits the individual (Robbins, 2008).

Experts generally provide diverse views on the notion of organizational commitment. Colquitt, Lepine and Wesson (2009) argue that organizational commitment affects whether an employee remains a member of an organization or leaves the organization to pursue another job. Employees leaving the organization may be forced or volunteered.

6. Communication

Understanding or definition of communication is diverse, as it is expressed by each person. However, what is stated is just to limit what is meant by communication. According to Amir Dkk (2006: 29), communication is "a systematic effort to formulate the principles and on the basis of the principles submitted information and established penadpat and attitude.

And effective movement requires not only data transmission, but that someone sends news and accepts it highly depends on certain skills (reading, writing, listening, speaking and others) to make a successful exchange of information. Meanwhile, according to Widjaya (2000: 1), communication is generally interpreted as a relationship or activities related to relationship problems or can be interpreted as a suggestion exchange opinion or as contact between people individually or groups.

Based on these definitions, it can be concluded that communication as a process whereby people intend to provide insights through symbolic news delivery, can connect members of different organizational units and different fields, so often called the chain of information exchange.

Communication is important for organizations and information is important for effective communication. A person who controls information will control the strength of the organization. The organizational structure is determined by the effectiveness of communication. When an organization is required to achieve its objectives, the members within its structure will work in accordance with their positions and functions to achieve the intended objectives. Each structure is complementary and affects one another (Allen, 2012).

7. Effect of Compensation on Employee Performance

Compensation has a very important influence in improving employee morale, as it is known that compensation represents all remuneration received by employees of the company in return for their work in a government or private organization in the form of financially or non-financially and become the employee's primary objective (Ardana et al., 2012).

8. Effect of Commitment on Employee Performance

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9. Effect of Communication on Employee Performance

Communication is an important part of the work life of an organization. This is understandable because poor communication has a broad impact on organizational life, such as conflicts between employees. Conversely, good communication can improve mutual understanding, cooperation and job satisfaction. Therefore, an open communication relationship must be created within the organization.

A. Characteristics of Respondents

Determining the characteristics of respondents needed in this study, because it became information about Employees at Government Hospital in Makassar which is a sample in this study. All respondents in this study amounted to 82 respondents, and considered representative and feasible in providing accurate information on the proposed statement.

Characteristics of respondents is a description of the overall population used as a sample in this study, data or information obtained related to compensation, work commitment and communication on the performance of Employees at Government Hospital in Makassar. Based on the research results obtained respondents data about the age, sex, length of work and education level, which can be used as input for several variables studied in this study. Data of this respondent were obtained from primary data which can be described as follows: Based on the primary data collected through questionnaires, the ages are summarized in the table below:

Table 2: Characteristics of Respondents Age Level

No	Age (Year)	Frequency (F)	Percentage (%)
1.	20-25	7	8.54
2.	26-30	31	37.80
3.	31-35	30	36.58
4.	> 36	14	17.08
amount		82	100

Source: Primary Data, 2017

Percentage of age between 26 - 30 at Employee at Government Hospital in Makassar, hinted that employees are at the age of high productivity level, and in terms of intellectual and emotional maturity is also good so that employees from the physical and also the aspect of thinking is fresh and productive, this will spur stability in the work environment. Based on the primary data collected through questionnaires, the respondents' profiles based on length of service are summarized in the table below:

Table 3 : Characteristics of Respondents According to Work Period

Years of service (Year)	Frequency (F)	Percentage (%)
<5	15	18.29
6 - 10	40	48.78
> 11	27	32.93
amount	82	100

Source: Primary Data, 2017

This condition shows the unit of analysis in this study dominated by 6-10 years working period of 40 respondents or 48.78 percent. Working period of 6 - 10 years is a long service period Employees At Government Hospital in Makassar, hinted that employees are relatively long and have enough experience. Based on the primary data collected through questionnaires, the genders are summarized in the table below:

Table 4: Characteristics of Respondents Sex

Gender	Frequency (F)	Percentage (%)
Man	30	36.58
Women	52	63.41
amount	82	100

Source: Primary Data, 2017

Based on the above table, it can be seen that the gender of men 30 respondents or by 42.2 percent, 52 women respondents or 57.8 percent.

Based on the primary data collected through questionnaires, the profiles of respondents according to the level of education are summarized in the table below:

Table 5: Characteristics of Resondents by Level of Education

No	Level of education	Frequency (F)	Percentage (%)
1.	SMU / SMK	7	8.53
2	D3	33	40.24
3.	S1	36	43.92
4.	S2	6	7.31
amount		82	100

Source: Primary Data, 2017

This indicates the level of education of employees at the Government Hospital in Makassar has the competence and qualifications are appropriate and able in carrying out the tasks given in accordance with its competence.

Hypothesis testing

This test aims to see the effect of compensation, work commitment and communication on the performance of Employees at Government Hospital in Makassar by looking at the value of F-hitungnya. The test results simultaneously, can be seen in the following table:

Table 6 Testing Simultaneously (F-Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12658	3	4.219	259931	.000 ^b
	Residual	1.266	78	.016		
	Total	13.924	81			
a. Dependent Variable: y						
b. Predictors: (Constant), x3, x2, x1						

Source: SPSS Outputs Processed, 2017

Significance is high because 0.000 is smaller than alpha level of 0.05. It can be concluded that simultaneously variable compensation, work commitment and communication have a significant and positive effect on the performance of Employees at Government Hospital in Makassar Test results can be seen from the value t-hitungnya. The partial test results (t-count) can be seen from the table below:

Table 7 Partial Testing (t-Test)

Independent Variables	Coefficient Regression (B)	t-count	Sig
Compensation (X1)	0.377	4.642	0,000
Work commitment (X2)	0.261	6.414	0,000
Communication (X3)	0.270	2.443	0.017
Konsatanta (b ₀)		0.389	

Source: SPSS Outputs Processed, 2017

Based on the partial test as shown in the table above shows the compensation, work commitment and communication have a significant and positive effect on the performance of Employees at Government Hospital in Makassar It can be seen from the value of t-hitung obtained greater than t-table or t-count smaller than t-table. The analysis also showed the three variables that influence, it turns variable work commitments has dominant influence in increasing kinerja Employees At the Government Hospital in Makassar this can be seen from the t value of work commitments greater than the value t of compensation and of communication.

The amount of contribution given from the variable compensation, work commitment and communication on the performance of Employees at Government Hospital in Makassar and can be seen from the coefficient of determination. Acquisition value of determination (R²) can be seen in the table below:

Table 8 Results of testing the coefficient of determination (R²)

Model	R	R Square	Adjusted R Square
1	0.953 ^a	0.909	0.906

Source: SPSS output is processed, 2017

Based on the result of determination above table, it can be explained that the magnitude of the coefficient of determination (R²) is 0909. The coefficient of determination states that the compensation variable, work commitment and communication can only explain or contribute to the variation of employee performance change by 90.9 percent. While the rest of 9.1% influenced by other variables that are not involved in this study.

II. Discussion

1. Compensation Effect Against K in Gov Employee At the Government Hospital in Makassar

Compensation includes direct cash payments, indirect benefits in the form of benefits and services (services), and incentives to motivate employees to a higher level of productivity is a crucial component in employment relationships. If properly managed, compensation can assist the organization in achieving its objectives, obtaining, maintaining and maintaining productive jobs. From the tabulation of respondents' answers It can be concluded that employees get salary every month according to their respective positions and given compensation as a reward for the work of employees able to improve better performance at the Government Hospital in Makassar. The fact is in the place of study if the employee works beyond working hours then the employee is given compensation in accordance with the type of work each. Every year employees are given an additional salary beyond basic salary so that will encourage employees teresbut improve performance, holiday allowances, monthly bonus up to promotion, is one of the spark in the work.

2. The influence of the work commitment on Employee Performance At Government Hospital Makassar
Organizational commitment of employees is the identification of the feelings, involvement and loyalty that employees reveal to the organizations they serve and serve. The organizational commitment of employees is demonstrated in the attitude of acceptance, strong belief in organizational values and goals, as well as the strong drive to maintain and be an important part of the organization's members for the achievement of organizational goals. So we can conclude that promote and be proud of each work unit to another person or society and are willing to work extra and overtime to complete the task is a manifestation of the commitment of employees towards the organization so that it will be able to improve the performance of the Government Employees Hospital in Makassar.

The fact is a form of organizational commitment undertaken by the employee is doing promotions and socializing some work units on Employees in the Government Hospital in Makassar so that people understand the duties and responsibilities, and invite the people who are in the environment of hospitals located in Makassar to provide support and work together to create a better atmosphere in order to create comfort in the socialize. Employees also adhere to the commitment by completing the job even if the employee is working with additional time or by way of overtime so that all work is given. Attitude shown by the employee shows that work commitment is needed by every employee, where the employee must always hold firmly responsibility that has been given for this. The job responsibilities provided are a form of employee loyalty to the organization. Good bad an organization can only be realized if the commitment attitude that became the main basis in organizing the organization.

3. influence Communication Against K in Gov Employees At the Government Hospital in Makassar

The creation of high employee performance is not easy because employee performance can arise if the influencing variables such as communication, and work discipline can run harmoniously, harmoniously and in balance so as to contribute positively to employees and be accepted by all employees within a government agencies (Hidayah, 2011).

From the above results can be seen that it can be concluded that any occurrence of work constraints will be immediately communicated to the leadership with good and polite so that no misunderstanding and with a good communication media will facilitate the dissemination of information.

A leader is a role model for every employee in an organization, if a leader who can bring the atmosphere to a quiet, humorous work environment creates creative ideas to give the morale of his employees, for example, the leadership at the Government Hospital in Makassar every morning to give the breafing guidance, leadership who always be a good listener if the employee convey any grievances that are felt, provide a useful solution and respond wisely to happen a good harmonization in the environment Government Hospital Makassar.

III. Conclusions And Suggestions

Conclusion

Based on the results of research and discussion it can be concluded as follows:

1. Hypothesis testing results prove that the compensation has a positive and significant impact on employee performance improvement at the Government Hospital in Makassar. Has a positive meaning indicating that compensation positive effect on the performance of employees at the Government Hospital in Makassar. Can be explained that if by an increase in compensation and other variables constant, it will improve the performance of employees at the Government Hospital in Makassar.
2. Hypothesis testing results prove that the work commitments I have a positive and significant impact on employee performance improvement at the Government Hospital in Makassar. Have a positive sign indicating that commitment to work positively affects the performance of employees at the Government Hospital in Makassar. Hal tersebut dapat dijelaskan apabila terjadi peningkatan komitmen kerja dan variabel bebas lainnya konstan, maka akan meningkatkan kinerja pegawai pada Rumah Sakit Pemerintah di Makassar .
3. Hasil pengujian hipotesis membuktikan bahwa komunikasi memiliki pengaruh positif dan signifikan terhadap peningkatan kinerja pegawai pada Rumah Sakit Pemerintah di Makassar. Memiliki tanda positif yang menunjukkan bahwa komunikasi berpengaruh positif terhadap kinerja pegawai pada Rumah Sakit Pemerintah di Makassar . Hal tersebut dapat dijelaskan apabila terjadi peningkatan komunikasinya dan variabel bebas lainnya konstan, maka akan meningkatkan kinerja pegawai pada Rumah Sakit Pemerintah di Makassar.
4. Faktor yang paling dominan mempengaruhi terhadap Kinerja pegawai pada Rumah Sakit Pemerintah di Makassar adalah komitmen kerja . Jadi seseorang yang memiliki komitmen kerja yang tinggi maka pegawai tersebut akan sangat loyal dalam bekerja pada suatu organisasi, terlihat bahwa pegawai dengan sungguh-

sebenarnya bekerja dengan penuh semangat serta loyal terhadap organisasinya. Selain itu berusaha untuk tampil dengan tingkah laku yang sesuai dengan arah dan tujuan organisasi dalam jangka waktu lama .

Suggestion

1. Disarankan kepada organisasi khususnya Rumah Sakit Pemerintah di Makassar agar pegawai mendapatkan gaji setiap bulan sesuai dengan jabatan masing-masing dan diberikan kompensasi sebagai balas jasa atas hasil kerja pegawai mampu meningkatkan kinerja yang lebih baik pada Rumah Sakit Pemerintah di Makassar.
2. Diharapkan pegawai berpegang teguh pada kesempatan yang telah disepakati bersama demi terciptanya prestasi serta kinerja yang baik pada Rumah Sakit Pemerintah di Makassar.
3. Disarankan kepada setiap pegawai apabila terjadi kendala pekerjaan akan segera dikomunikasikan kepada pimpinan dengan baik dan santun sehingga tidak terjadi kesalahfahaman serta dengan adanya media komunikasi yang baik akan mempermudah penyebaran informasi .

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