

Factors Affecting Employee Performance at Puskesmas

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ABSTRACT

Keywords:	workload, remuneration, motivation, performance.	Puskesmas are health service facilities that organize public health efforts and first-level individual health efforts, by prioritizing promotive and preventive efforts, to achieve the highest degree of public health in their work area by the Regulation of the Minister of Health of the Republic of Indonesia Number 43 of 2019. The research design used in this study is a quantitative method with an associative approach. The results of the study were obtained 1) Workload affects employee performance at the Ngroto Health Center, where the value is determined by calculation using the SmartPLS software program version 4. obtained a value of $0.028 < 0.05$ at a significance level of 5%. This indicates that H1 is acceptable; 2) remuneration affects employee performance at the Ngroto Health Center, where the value is determined by calculation using the SmartPLS software program version 4 obtained a value of $0.045 < 0.05$ at a significance level of 5%. This indicates that H2 is acceptable; 3) Work motivation affects employee performance at the Ngroto Health Center, where the value is determined by calculation using the SmartPLS software program version 4. obtained a value of $0.012 < 0.05$ at a significance level of 5%. This indicates that H3 is acceptable. The results of the study can be concluded as follows: 1) Workload affects employee performance at the Ngroto Health Center, where the value is determined by calculation using the SmartPLS software program version 4. obtained a value of $0.028 < 0.05$ at a significance level of 5%. This indicates that H1 is acceptable. 2) Remuneration affects employee performance at the Ngroto Health Center, where the value is determined by calculation using the SmartPLS software program version 4 obtained a value of $0.045 < 0.05$ at a significance level of 5%.
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Introduction

Remuneration has the meaning of "something" that employees receive in exchange for the contribution they have made to the organization where they work. Remuneration has a broader meaning than salary because it includes all rewards, both in the form of money and goods, both given directly and indirectly, and both routine and non-routine, direct rewards consist of salary/wages, position allowances, special allowances, bonuses that are or are not linked to achievements and various types of assistance consist of facilities, health, pension funds, salaries, leave, disaster compensation. Remuneration is an important aspect for medical and non-medical workers in hospitals or health centers.

Remuneration itself is a reward given by the company to the workforce as a result of the achievements that have been given to achieve the company's goals (Sanchez-Vega et al., 2018). According to the Oxford Advanced Learner's Dictionary of Current English (AS Hornby), Remuneration is a payment or reward which means payment, reward, and reward the term reward is often also used in Indonesian as the term compensation. The remuneration program is one of the bureaucratic reform programs that has been launched by the government through the provision of additional allowances provided by institutions for the performance that has been carried out by each worker as a reward or service for the performance produced.

(Irfan, 2014) research reveals that workload refers to the number of tasks assigned to a group of workers or employees that must be performed within a certain period while making full use of the capabilities of those workers or employees. According to Impact of Quality Life Work and Workload On Employee Performance at PT. BRI Tbk Barru Branch Office (Saputro & Marhumi, 2024), workload is an employee's estimate of the number of tasks assigned to them and the time and energy they must devote to completing those tasks. Based on the description above, it can be concluded that a workload is a series of tasks assigned to workers, which must be completed within a certain period. These are the obligations of employees and their workload that are determined by their position, abilities, and use of time.

According to Wibowo's research (2017), the essence of performance lies in the implementation of tasks and the results achieved as a result. It includes the actions taken and the methods used to carry them out effectively. According to research by (Islamati & Suryandari, 2021), employee performance is work achievement or work output (output) both quality and quantity achieved by employees in carrying out their work duties according to the responsibilities given. Based on the description above, it can be concluded that performance is the quality and quantity of work done by employees, organizations, or companies to complete their tasks and goals within a period and by their obligations.

Remuneration/Compensation and workload play an important role in the performance of employees. Like previous research conducted by (Samsuddin et al., 2023), it is proven that compensation affects performance positively. The workload can affect the performance of employees. Research conducted by (Silitonga et al., 2024) proves that the negative influence of workload decreases employee performance. The object of this research is the Ngroto Health Center which is domiciled in Central Java. In addition to treating patients who come to the health center, medical and non-medical personnel also conduct socialization to the surrounding community. Therefore, this study was conducted to determine the influence of remuneration and workload on the performance of medical and non-medical personnel at the Ngroto Health Center. This may be subject to future evaluation. This research is also expected to be useful and become the basis for future research.

In addition to workload and remuneration, one of the important factors that affect employee performance is motivation. Motivation is a feeling or form of desire in oneself

to achieve a goal or aspiration. An employee needs motivation to be able to complete a job that has been given/assigned by his leader or company. The results of the research by (Wilujeng et al., 2018) explained that motivation has a positive and significant effect on the performance of employees of the Regional Secretariat Office of Gunungkidul Regency. If the motivation is lost, it will certainly have a big impact on the sustainability of the company. Therefore, it is necessary to understand how important motivation is to encourage employee morale. The following will be explained about the importance of encouraging employee morale in a company. In addition, it will also be explained how to increase employee work motivation.

Puskesmas are health service facilities that organize public health efforts and first-level individual health efforts, by prioritizing promotive and preventive efforts, to achieve the highest degree of public health in their work area by the Regulation of the Minister of Health of the Republic of Indonesia Number 43 of 2019. The Public Health Center is hereinafter called. Puskesmas has the task of implementing health policies to achieve health development goals in their work areas to support the realization of healthy sub-districts.

UPTD Puskesmas Ngroto is a regional technical implementation unit based on the Decree of the Regent of Blora Number: 440/383/2019. Ngroto Health Center is located in a lowland in Cepu District, Blora Regency, Central Java Province. The working area of UPTD Ngroto Health Center is 8.1 Km², with the working area covering 5 villages/sub-districts (3 sub-districts, 2 villages) and 25 hamlets with 116 RTs and 24 RWs. Based on a pre-research study, UPTD Ngroto Health Center has a vision of "Realizing a Health Center that can provide quality basic services towards the achievement of a healthy Cepu District". However, based on the reality that has occurred, it turns out that so far there have been several problems that have occurred, one of which is employee performance problems. To be able to realize quality service as the vision requires, optimal employee performance is needed.

Based on the pre-research survey, there are still employees who lack discipline and do not obey the discipline applied by the Ngroto Health Center UPTD, some employees feel that the work given is too heavy so the workload is overloaded. In addition to workload problems, there is also motivation and remuneration/compensation that sometimes do not match the performance that has been carried out, especially for tourism employees. In addition, some employees have low work motivation, this is known based on initial observation that employees whose domicile is close to the health center at 11 a.m. have returned home later at home time to sign. In addition, employee motivation is also low because so far the compensation provided has not been balanced with their performance.

Based on this reality, the background of the need to conduct research regarding employee performance problems that occur at the Ngroto Health Center UPTD, therefore the title "Factors Affecting Employee Performance at the Ngroto Health Center" was proposed.

Method

The research design used in this study is a quantitative method with an associative approach. Based on the opinion of (Sugiyono, 2018b), the research method used is quantitative with an associative approach. Quantitative research is research that tests a theory by measuring research variables numerically and evaluating data statistically. Quantitative research can be defined as research that is based on testing data through statistics of numbers on theoretical testing by measuring research variables.

Based on (Sugiyono, 2018b) The associative research approach seeks to investigate the influence or relationship of two or more factors. This suggests that compared to descriptive and comparative research, this research can build an operable theory to explain, predict, and regulate symptoms. In this study, the relationship between workload (X1) and remuneration (X2), and motivation (X3) to the performance (Y) of medical and non-medical personnel of the Ngroto Health Center is explained.

Based on Sugiyono's opinion (Sugiyono, 2018a) Population is the totality of all objects or individuals that have certain characteristics, clear and complete. In other words, a population is a collection of the entire measurement, object, or individual that is being studied. So based on this theory, the population in this study is all medical and non-medical employees at the Ngroto Health Center. The total population in this study is 45 people, consisting of 35 medical personnel and 10 non-medical personnel. Research conducted on populations below 100 should be carried out with a census so that all members of the population are sampled as subjects studied or as respondents who provide information. The sample in this study is 45 medical and non-medical personnel at the Ngroto Health Center.

In this study, the questionnaire is a tool for collecting data that is shared with respondents who have been determined in number through the determination of samples from the population. The type of data in this study is quantitative data because it is expressed with numbers that show the value of the magnitude of the variables it represents. Data analysis using SmartPLS software. PLS (Partial Least Square) is a soft modeling analysis because it does not assume that the data must be measured on a certain scale, which means that the number of samples can be small (below 100 samples).

Results and Discussion

Table 1
Characteristics of Respondents

It	Characteristic	Frequency	Percentage
1	Age:		
	20 – 30 years old	18	40%
	31 – 40 years old	12	26,7%
	41 – 50 years old	6	13,3%
	> 50 years	9	20%
	Total	45	100%
2	Gender:		
	Man	10	22,2%

	Woman	35	77,8%
	Total	45	100%
3	Education:		
	High school equivalent	8	17,8%
	Diploma	25	55,5%
	Bachelor	12	26,7%
	Total	45	100%

Based on the data, 40% of employees at the Ngroto Blora Health Center are 20-30 years old, which is the productive age. In addition, women are the most employees at the Ngroto Blora Health Center with 77.8% compared to men who are 22.2%, this explains that more than half of the employees at the Ngroto Blora Health Center are women. The characteristics of education show that most respondents with a Diploma education with a percentage of 55.5%, this explains that most of the employees at the Ngroto Blora Health Center have higher education.

The respondents' response to the workload variable with an average of 3.69 indicates that the respondent has a high workload. Respondents' responses regarding regulations that add too much workload and additional tasks can fail to achieve the target to be the highest indicator with an average score of 3.73 each. Then the respondents' responses regarding the assignment of tasks that are not by their abilities will result in not completing the task on time, obtaining an average score of 3.62, which is the lowest indicator in this variable. The respondents' response to the remuneration variable with an average of 3.17 indicates that the respondents have moderate remuneration. The respondents' response regarding the salary received was that the average UMR became the highest indicator with an average score of 3.20. Then the respondents' responses regarding health programs for employees are by the rules in the company, the average value of 3.09 is the lowest indicator in this variable. The respondents' response to the work motivation variable with an average of 3.13 indicates that the respondents have moderate work motivation. Respondents' response regarding feeling motivated to do work appropriately and quickly according to production targets was the highest indicator with an average score of 3.22. Then the respondents' response regarding being ready to work overtime if the work has not been completed on time with an average score of 3.00 is the lowest indicator in this variable. The respondent's response to the employee performance variable with an average of 3.33 indicates that the respondent has moderate performance. The respondents' response regarding being able to complete the work by the target by the highest indicator health center with an average score of 3.56. Then the respondents' responses regarding the quality of work have met the standards that have been set with an average score of 3.11 being the lowest indicator in this variable.

Results of SmartPLS 4 All variants in the construction described by the model are represented by R-Square. The output of the R-squares value determination is shown as follows:

Table 2
R-Square Values

Variable	<i>R-Squares</i>
Employee Performance	0,430

Table 2 above shows that the *R-Square* value is 0.430. These findings show that workload, remuneration, and work motivation affect employee performance by 43.0%.

Researchers will look at the substantial influence of endogenous conception influenced by exogenous conception through the F2 value. The magnitude of the substantial influence was clarified to 3, which was 0.02; 0,15; and 0.35 respectively included in the small, medium, and large influence categories (Setiawan et al., 2023). The F2 value data can be seen in the following table.

Table 3
F2 Values

It	Relationship	<i>F2</i>	The magnitude of the influence
1	Workload on employee performance	0,194	Medium
2	Work motivation on employee performance	0,176	Medium
3	Remuneration on employee performance	0,203	Medium

The results of the F2 test found that the substantial influence of the medium occurred on the variables of employee performance (0.194), work motivation (0.176), and remuneration (0.203) on employee performance.

Table 4
Path Coefficient on Model Testing

Hypothesis	Influence	Original Sample	<i>Statistics</i>	<i>P-values</i>	Information
H1	Workload on employee performance	0,264	-2,144	0,028	Influential
H2	Remuneration on employee performance	0,292	2,424	0,045	Influential
H3	Work motivation on employee performance	0,253	1,988	0,012	Influential

The Effect of Relative Workload on Employee Performance at the Ngroto Health Center

The first hypothesis, of this study shows that the workload hurts employee performance, where the value is determined by calculation using the SmartPLS software program version 4. The retrieved *value* is $0.028 < 0.05$ at the significance level of 5% and the statistical value of $-2.144 > 1.96$. This indicates that H1 is acceptable. Employee performance with interrelated workloads, because Organizations assign the right positions to their employees can see the workload first. This is done so that employee performance can improve and be comfortable with the work he has and the achievement of effective and efficient company goals. Workload is a set or number of activities that must be completed by an organizational unit or office holder within a certain period Sunarso (2020). Permendagri No. 12/2008 states that workload is the amount of work that must be borne by an organizational position/unit and is a product of the work volume and time norm.

If the worker's ability is higher than the demands of the job, there will be a feeling of boredom But on the other hand, if the worker's ability is lower than the demands of the job, then more fatigue will appear. Charged workloads to Employees can be categorized into three conditions, namely a workload that meets standards, a workload that is too high (over capacity), and too low a workload (under capacity). According to Lisnayetti and Hasanbasri (2016), there is a relationship between Workload and Employee Performance. A high workload will cause a lack of performance, where it can be explained that the higher workload received by an employee will affect the performance of the employee.

Kahneman in Warr (2020) Explaining that workload is a competition from a limited mental resource. One of the causes of poor performance from a workload is the need to take on two or more tasks that must be done at the same time. The more requests to carry out these tasks, the less performance at work. Employees are often faced with the need to finish two or more tasks that must be done simultaneously. These tasks certainly require time, effort, and other resources to complete. The burden of providing resources that are often limited will certainly cause employee performance to decrease. Problems that can arise include weakened employee endurance and feelings of distress.

The workload relationship to employee performance at the Ngroto Health Center based on the assumption is in the high category, meaning that the workload borne by employees so far at the Kroto Health Center is too much and not in line with the measure of ability. This condition then makes work output not optimal.

Employee performance with workload is interrelated because in an organization to give the right position to its employees can see the workload first. This is done so that employee performance can improve and be comfortable with the work he has and the achievement of effective and efficient company goals. Workload is a set or number of activities that must be completed by an organizational unit or office holder within a certain period, Sunarso (2010). Permendagri No. 12/2008 states that workload is the amount of work that must be borne by an organizational position/unit and is a product of the work volume and time norm. If the employee's ability is higher than the demands of

the job, a feeling of boredom will appear. On the other hand, if the worker's ability is lower than the demands of the job, then more fatigue will appear. The workload charged to employees can be categorized into three conditions, namely workload that meets standards, workload that is too high (over capacity), and workload that is too low (under capacity).

Workload measurement provides several advantages for organizations. Cain (2007) explained that a very basic reason for measuring workload is to strengthen the mental cost that must be incurred in doing a job to predict the performance of the system and workers. The ultimate goal of these steps is to improve working conditions, improve the design of the work environment, or produce more effective work procedures.

There is a significant negative influence between workload on employee performance, meaning that a high workload will lead to reduced performance, the higher the workload of employees at the Ngroto Health Center, the lower the employee's performance. Kahneman in Warr (2002:33) explains that workload is a competition from a limited mental resource. One of the causes of poor performance from a workload is the need to take on two or more tasks that must be done at the same time. The more requests to carry out these tasks, the less performance at work. Employees are often faced with the need to complete two or more tasks that must be done simultaneously. These tasks certainly require time, effort, and other resources to complete. The burden of providing resources that are often limited will certainly cause employee performance to decrease. Problems that can arise include weakened employee endurance and feelings of distress.

The Effect of Remuneration on Employee Performance at the Ngroto Health Center.

The second hypothesis, this study shows that remuneration affects employee performance, where the value is determined by calculation using the SmartPLS software program version 4 obtained $p\text{-value } 0.045 < 0.05$ at the significance level of 5% and the statistical value of $-2.424 > 1.96$. This indicates that H2 is acceptable. Remuneration or performance allowance is one of the factors that can encourage employees to provide good performance. Remuneration is a reward for services provided by an organization or agency to employees for the achievements that have been given by the employee in achieving the goals of the organization or agency. Remuneration includes all expenses incurred by the company to be received and enjoyed by employees, either directly or indirectly (Jusmalini, 2017).

Gustika's research results (2017) Stated that remuneration has a positive and significant effect on the performance of members of the Pasaman Police. Results of Aziz and Niswah's research (2018) Stated that remuneration has a positive and significant effect on the performance of employees of the 27 Pratama Tuban Tax Service Office. Research Results of Paligia, et al. (2017) Stated that remuneration partially had a positive and significant effect on the performance of employees at the tax office in Makassar City. The results of the test using smartPLS are the first hypothesis that proves that remuneration has a positive effect on employee performance. The results prove that the higher the remuneration used, the higher the performance of employees will also increase. This study is the same as the research conducted by (Zulkarnain, 2016), (Ferdiyono & Santoso, 2018), and (Nasution, 2019) stated that there is a positive influence of the remuneration variable on the employee performance variable.

Remuneration is something that can affect an employee. The provision of remuneration by the company is a reward for the performance carried out by an employee. The remuneration received by employees will have a positive impact on the performance of an employee and the organization. This will directly help the company to achieve organizational goals based on having good performance from an employee. The provision of remuneration based on work performance is given by the company's leaders based on Presidential Regulation Number 96 of 2017 to be able to maximize employee performance, because the higher the remuneration received, the better the employee will also be at work to achieve maximum performance achievements.

The Effect of Motivation on Employee Performance at the Ngroto Health Center

The third hypothesis, this study shows that work motivation affects performance, where the value is determined by calculation using the SmartPLS software program version 4. obtained a value of $0.012 < 0.05$ at a significance level of 5% and a statistical value of $-1.988 > 1.96$. This indicates that H3 is acceptable.

Motivation is very important for employees. Because with the motivation of employees, they are encouraged to work better, so that the company's goals can be achieved. Motivation is used as an encouragement for employees to act in meeting their needs and in achieving goals. Thus, it can be concluded that work motivation has a significant effect on employee performance. This is supported by research by Sarrah Aprilia et al. (2018), Okto Abrivianto P et al (2019), and Dewi Susita et al (2020) This proves that motivation has a significant influence on employee performance. This opinion is by research from Suryanto. (2020) "The Influence of Motivation and Job Satisfaction on Employee Performance with Compensation as an Intervening Variable shows that from the results of the study, it is concluded that work motivation directly has a positive and significant effect on the performance of Employees of the North Payakumbuh Sub-district Office, Payakumbuh City.

Work motivation is the most vital driving force in performance achievement. Without motivation, employees will not succeed in completing a job optimally because no will comes from within the employee himself, what appears to be only a routine. The work motivation factor of Gunungkidul Regency Regional Secretariat employees in carrying out state servant duties greatly determines the success of the performance of the Gunungkidul Regency Regional Secretariat. Motivation is a potential force that exists in a person, which can be developed by himself, or developed by several external forces which are essentially around monetary rewards and non-monetary rewards, which can affect the results of his performance positively or negatively, depending on the situation and conditions faced by the person concerned (Winardi, 2001:45)

According to Brantas (2009:101), this motivation is an important subject for managers because by definition managers must work with others. Managers need to understand people who behave in a way that influences them to work according to the organization's desires. Motivation is a skill in directing employees to work successfully, so as to achieve the desires of employees as well as achieve organizational goals. The motivation that exists in a person is a driver that will manifest a behavior to achieve the goal of self-satisfaction.

Conclusion

The results of the study can be concluded as follows: 1) Workload affects employee performance at the Ngroto Health Center, where the value is determined by calculation using the SmartPLS software program version 4. obtained a value of $0.028 < 0.05$ at a significance level of 5%. This indicates that H1 is acceptable. 2) Remuneration affects employee performance at the Ngroto Health Center, where the value is determined by calculation using the SmartPLS software program version 4 obtained a value of $0.045 < 0.05$ at a significance level of 5%. This indicates that H2 is acceptable. 3) Work motivation affects employee performance at the Ngroto Health Center, where the value is determined by calculation using the SmartPLS software program version 4. obtained a value of $0.012 < 0.05$ at a significance level of 5%. This indicates that H3 is acceptable.

The results of the study show that there is a positive influence between workload on the performance of Ngroto Health Center employees, therefore the head of the Ngroto Health Center must be able to maintain a balance between workload and workability and time set by the Health Center. The results of the study show that there is a positive influence between remuneration on the performance of Ngroto Health Center employees, therefore the health center must be able to continue to increase remuneration sustainably with the principle of fairness for all employees. Therefore, remuneration must be a priority program in encouraging the improvement and work activity of all employees. The results of the study show that there is a positive influence between motivation and the performance of Ngroto Health Center employees, therefore motivation is an important factor that must continue to be improved, both intrinsic and extrinsic motivation.

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