

The influence of competency, leadership, and organizational culture on the performance of NTT's regional secretariat

Maria Gradiana Bili, Omega Stinlly Cecilia Amalo, Stanis Man, Gaudensius Djuang

Widya Mandira Catholic University, University, Kupang, Indonesia .

Corresponding author: Maria Gradiana Bili, maria.gbili82@gmail.com

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Abstract

This study looks into how employees' performance in the General Bureau of the Regional Secretariat of NTT is affected by competency, leadership, and organizational culture while job satisfaction plays as mediating factor in that relationship. 106 General Bureau employees participated as respondents. A questionnaire was applied to collect the data and SEM-PLS (Structural Equation Modelling - Partial Least Squares) was utilized to analyse it. The findings suggest that leadership does not significantly influence employee job satisfaction, whereas both competence and organizational culture have a significant positive impact on it. Simultaneously, competence, organizational culture, leadership, and job satisfaction all have significant positive impact on employee performance. Additionally, the findings reveal that job satisfaction serves as a positive and significant mediator between competence, organizational culture, and employee performance. However, job satisfaction does not significantly mediate the relationship between leadership and employee performance.

Keywords: *competency, leadership, organizational culture, job satisfaction, employee performance.*

Introduction

The influence of globalization and changes in communications and information technology has given rise to competition in various fields. Organizations are required to be able to implement competitive policies and strategies to survive and continue, through the appropriate use of organizational resources (people, money, materials and machines) which are considered to have a competitive advantage, so that the organization can realize its goals.

Talking about performance, Simanjuntak (2011), states that company performance is the aggregation or accumulation of the performance of all organizational units, which is the same as the sum of the performance of all people or individuals who work in the company. Additionally, Mangkunegara (2001) revealed that employee performance is the job outcome produced by an employee in terms of both quantity and quality while fulfilling their assigned duties and responsibilities.

A performance evaluation needs to be done to see whether an employee has helped the organization function better. The organization's overall growth dynamics benefit from performance appraisal. According to Kasmir (2022a), A

procedure called performance appraisal is used regularly to assess each person's performance. Kasmir (2022b) identifies several factors that affect performance, including knowledge, job design, leadership style, organizational culture, personality, motivation, loyalty, commitment, work discipline, job satisfaction, and work environment.

Based on the Governor of East Nusa Tenggara's Regulation Number 1 of 2022 concerning the Position, Organizational Structure, Duties and Functions, and Work Procedures of the Regional Secretariat East Nusa Tenggara Province, The General Bureau of the Regional Secretariat of NTT is responsible for assisting general administration assistants in developing regional policies, coordinating regional apparatus activities, and assessing and evaluating the policies implementation in the areas of administration, household and financial administration, and regional secretariat assets. The realization of professional service to the activities of Regional Heads, Deputy Regional Heads, and Regional Secretaries is the General Bureau of the Regional Secretariat of NTT's strategic target. The primary performance indicator for this target is the percentage of service provided to these leaders Region.

The performance goals of executive or staff-level personnel must therefore be derived from the strategic targets of the General Bureau of the Regional Secretariat of NTT. Employee performance targets (SKP) must be set by all civil servants at the beginning of the budgetary year, and each direct superior is accountable for evaluating the SKP's realization at the end of the year. This is following Government Regulation Number 30 of 2019 concerning Civil Servant Performance Evaluation. The General Bureau of the Regional Secretariat of NTT conducted a performance assessment of its civil servants, and the results indicate that the assessment results are consistently good and becoming better every year. This evaluation, however, does not always imply that the work performance is consistently high-quality and always developing. In actuality, there are still several shortcomings in the primary tasks and functions that can be attributed to the civil servants' subpar performance at the General Bureau of the Regional Secretariat of NTT. The General Bureau of the Regional Secretariat of NTT's Government Agency Performance Report (LKIP) over the last three years, from 2020 to 2022, shows that performance realization varies. The degree to which services were rendered to regional heads, deputy regional heads, and regional secretaries between 2020 and 2022 is the performance criterion for the Provincial Regional Government Affairs Supporting Program. With the Provincial Regional Government Affairs Supporting Program, the goal was accomplished in 2020 and 2022, but not in 2021.

Problems with the General Bureau of the Regional Secretariat of NTT's human resource organization include the placement of civil servants, which does not follow the implementation and administration of merit-based HR policies and management. Most civil servants have only completed high school, and those employed by the General Bureau of the Regional Secretariat of NTT continue to get insufficient education and training. Workload analysis, job competency standards, and job analysis results are not being followed when placing civil servants at the General Bureau of the Regional Secretariat of NTT.

The results of the competency test administered by the Assessment Center show that civil servants at the General Bureau of the Regional Secretariat of NTT

are not very competent. There is still a discrepancy between the qualifications required for a position and the qualifications of the civil servant holding it. The performance accomplishments of the General Bureau of the Regional Secretariat of NTT will be greatly impacted by the findings of the Regional Apparatus Leadership Performance Assessment conducted by the Regional Secretariat Organization Bureau of East Nusa Tenggara Province. The General Bureau of the Regional Secretariat of NTT is required to implement a number of suggestions. These include:

Have not yet completed the accurate description or cascading of the strategic targets of the General Bureau of the Regional Secretariat of NTT in performance planning from the echelon 2 level to the implementation level, causing employees to work merely in routines and without clear performance goals and targets. The leadership of the East Nusa Tenggara Province Regional Secretariat General Bureau has not fully integrated the programs, activities, and sub-activities into the workforce. A lack of communication and employee motivation has resulted in the irregular conduct of performance evaluations and dialogues for organizations and civil workers.

Finally, there is an issue with the way organizational culture is implemented at the General Bureau of the Regional Secretariat of NTT. Specifically, there is a lack of full implementation of the values that have been mutually agreed upon and recognized as the organization's core values. in the context of an organization. Aside from that, the leaders designated as coaches, change agents, and role models are only appointed formalities who have not been included in the development of organizational culture. Exemplary person, change agent, and mentor The actualization of the leaders has not directly affected the performance achievement of the General Bureau of the Regional Secretariat of NTT, nor has it fully incorporated discipline in its work, so it is not yet possible to fully use the General Bureau as an example. This runs counter to the ideals of contemporary businesses, where one of the finest work cultures is thought to be disciplined.

Competency has no discernible impact on job satisfaction. Kusumawardana et al. (2023) revealed that competence has a strong and favorable impact on job satisfaction; these findings run counter to the findings of this study. Rivaldo and Ratnasari (2020) indicate that leadership does not significantly affect job satisfaction. Putra and Sinambela (2021) discovered that job satisfaction is significantly impacted by leadership. Munandar et al. (2023) indicates that job satisfaction is negatively impacted by organizational culture. Nonetheless, corporate culture has a strong and favorable impact on job satisfaction, according to research (Yakup, 2017). The following highlights the research gaps left by earlier studies on the effects of leadership, workplace culture, and competence on performance. According to Kharisma (2021), employee performance is negatively and negligibly impacted by competency. According to research by Saputri and Andayani (2018), employee performance is negatively impacted by leadership to a minor extent. According to the findings of the Marlius and Sari study from 2023, corporate culture has no bearing on worker performance. Prasetyo et al. (2023) revealed that organizational culture positively and considerably impacts employee performance. However, the findings were different.

Research Methods

The General Bureau of the Secretariat of the East Nusa Tenggara Provincial Government hosted this study from April 1, 2023, until June 20, 2024. Based on consensus sampling, the research sample consists of all 106 employees who work in the office. Using surveys that were sent to 106 respondents, the data were gathered. A Likert scale was applied to answer each questionnaire item, with “1” denoting strong disagreement while “5” denoting strong agreement. Three independent factors—competence (X1), leadership (X2), and organizational culture (X3)—as well as one dependent variable, employee performance (Y2), and one intervening variable, job satisfaction (Y1), make up the five studied variables. Factors and indicators are displayed in Table 1. SEM-PLS, or Smart PLS 3.0, was used to analyze the data.

Table 1. Variables and Indicators

Variables	Employee Performance (Y2)	Job satisfaction (Y1)	Competence (X1)	Leadership (X2)	Organizational Culture (X3)
Indicators	Quality	Wages	Knowledge	Communication skills	Norms
	Quantity	Promotion	Skills	Decision making ability	Dominant values
	Time	Colleague	Attitude	Motivation ability	Rules
	Cost efficiency Supervision				Organizational climate

Result and Discussions

Calculating respondents' impressions was the method used for descriptive analysis (Levis, 2013: 173). Table 2 demonstrates that the respondents' opinions of competence (76.60%), work satisfaction (77.86%), and employee performance (70.66%) fall into the good category, but opinions of organizational culture and leadership (63.38%) fall into the average (52.62%) area.

Table 2. Descriptive Analysis

No	Variables	Average	Category
1	Employee Performance	70,66	Good
2	Job satisfaction	77,86	Good
3	Competence	76,60	Good
4	Leadership	63,38	Average
5	organizational culture	52,62	Average

In the context of data analysis or research, the term "testing inner model" is frequently used in path analysis or structural equation modeling. This is the phase of structural modeling where researchers test and assess models that depict the connections between theoretical variables. This is illustrated in Figure 1.

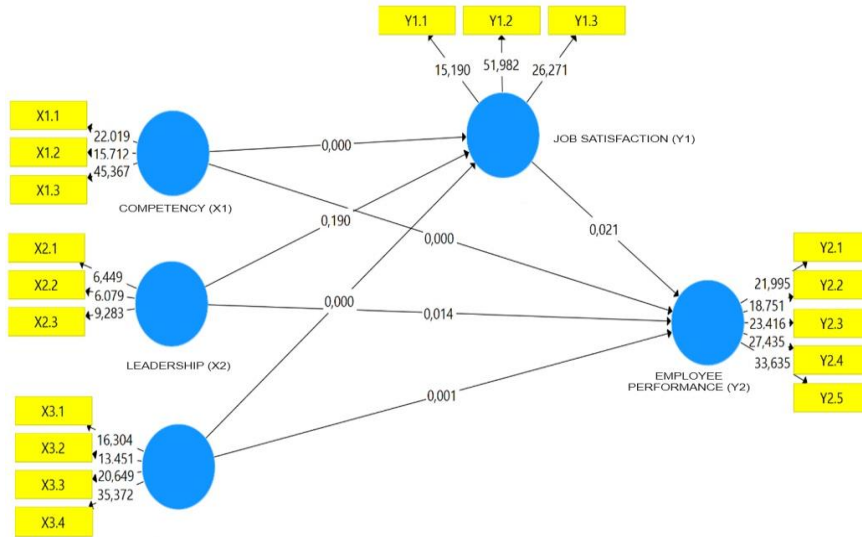


Figure 1. Structural Model (Inner Model)

Regression analysis uses R-square (R²) as a statistical metric to gauge how well the regression model fits the data. In a regression model, R-squared quantifies the percentage that the dependent variable contributes to the fluctuation of the independent variable. Regression models are often better at explaining the variances in the data the higher the R-value squared. Table 3. R-Squared.

Table 3. R-Square

	R Square	R Square Adjusted
Job Satisfaction (Y1)	0.368	0.350
Employee performance (Y2)	0.693	0.680

The research's internal model, or structural model, is depicted in Figure 1, and there are three tables. The analysis's findings indicate that work satisfaction's R² is 0.350 (35%). This implies that competence, leadership, and organizational culture only minimally contribute to the job satisfaction of the General Buerau personnel. Nevertheless, the employee performance's coefficient of determination (R²) is 0.680 (68%) which implies a significant impact on employee performance is derived from the factors of competency, leadership, organizational culture, and job happiness. Other factors not covered in this study account for the remaining 32%.

Table 4. Direct and Indirect Impact

Variable	Coefficient	T Statistics (O/STDEV)	P Values	Hypothesis
Competency (X1) → job satisfaction	0.424	5.347	0.000	Significant
Leadership (X2) → job satisfaction (Y1)	0.118	1.314	0.190	Not Significant
Organizational culture (x3) → job satisfaction (Y1)	0.293	4.640	0.000	Significant

Variable	Coefficient	T Statistics (O/STDEV)	P Values	Hypothesis
Competence (Y1) → employee performance (Y2)	0.596	10.105	0.000	Significant
Leadership (X2) → employee performance (Y2)	0.159	2.461	0.014	Significant
Organizational culture (X3) → employee performance (Y2)	0.224	3.487	0.001	Significant
Job satisfaction (y1) → employee performance (Y2)	0.161	2.310	0.021	Significant
Competence (X1) → Job Satisfaction (Y1) → Employee Performance (Y2)	0.068	2.05	0.041	Significant
Leadership (X2) → Job Satisfaction (Y1) → Employee Performance (Y2)	0.019	1.042	0.298	Not Significant
Organizational Culture (X3) → Job Satisfaction (Y1) → Employee Performance (Y2)	0.047	2.067	0.039	Significant

As proven by the hypothesis 2 testing result in Table 4, competence positively and significantly affects employee job satisfaction at General Bureau of the Regional Secretariat of NTT. A regression coefficient value of 0.424 indicates a positive influence direction, which indicates that increases in job satisfaction can increase by 42.4% for every unit gain in competency. When comparing the t-statistic value with the t table, it is $5.347 > 1.687$, indicating significance, or when the P value is $0.000 < 0.05$. Thus, it is possible to accept the second hypothesis, which claims that employee job satisfaction at the General Bureau of the Regional Secretariat of NTT is significant positive affected by competence.

The findings of the third hypothesis test, as presented in Table 4, indicate that, at the General Bureau of the Regional Secretariat of NTT, leadership has a favorable but not statistically significant impact on employee work satisfaction. This is evident from the positive influence direction and regression coefficient value of 0.118, which indicates that changes in job satisfaction can only be increased by 11.8% for every unit increase in leadership. In comparison to the t table, the t-statistic is $0.314 < 1.687$ and the P-value is $0.190 > 0.05$, indicating no significance. Consequently, the third hypothesis which asserts that leadership has a significant positive influence on employee job satisfaction at the General Bureau of the Regional Secretariat of NTT, is rejected.

Given in Table 4, the hypothesis 4 testing results revealed that work culture has a favorable and significant influence on employee job satisfaction at the General Bureau of the Regional Secretariat of NTT. The positive influence direction of the regression coefficient value of 0.293 indicates that increases in work satisfaction can increase by 29.3% for every unit increase in organizational culture. P values are $0.000 < 0.05$, or $4.640 > 1.687$ is significant when comparing the t-statistic value with the t table. Thus, it is possible to accept the fourth hypothesis, which claims that employee work satisfaction at the General Bureau of the Regional Secretariat of NTT is positively and significantly impacted by organizational culture.

Given Table 4, the hypothesis 5 testing result discovered a significant

positive relationship between Employee performance at the General Bureau of the Regional Secretariat of NTT and competency. A regression coefficient value of 0.596 indicates a positive influence direction, which indicates that changes in employee performance can increase by 59.6% for every unit increase in competency. When the P value is between 0.000 and 0.05, or when the t-statistic value is between 10.105 and 1.687 when compared to the t table, significance is indicated. Thus, it is possible to accept the fifth hypothesis, which claims that employee performance at the General Bureau of the Regional Secretariat of NTT is positively and significantly impacted by competence.

Table 4 presents the findings of the hypothesis 6 testing, which indicate that employee performance at the General Bureau of the Regional Secretariat of NTT is positively and significantly impacted by leadership. Regression coefficient value of 0.159 indicates a positive influence direction, meaning that increases in job satisfaction can increase by 15.9% for every unit gain in competency. P values of $0.014 < 0.05$ or $2.461 > 1.687$ when comparing the t-statistic value with the t table indicate significance. Thus, the sixth hypothesis, according to which employee performance at the General Bureau of the Regional Secretariat of NTT is positively and significantly impacted by leadership, can be accepted.

As demonstrated in Table 4, the findings of the seventh hypothesis test indicate that, at the General Bureau of the Regional Secretariat of NTT, organizational culture significantly and favorably affects employee performance. This is evident from the positive influence direction of the regression coefficient value of 0.224; put another way, an increase of one unit of competency can result in a 22.4% rise in work satisfaction. If the t-statistic is compared to the t table, the value of $3.487 > 1.687$ is significant, or P value $0.001 < 0.05$. It is therefore possible to accept the seventh hypothesis, which claims that organizational culture at the General Bureau of the Regional Secretariat of NTT has a favorable and considerable influence on employee performance.

As demonstrated in Table 4, the hypothesis 8 result implies that job satisfaction has a positive significant relationship with employee performance at the General Bureau of the Regional Secretariat of NTT. The positive influence direction of the regression coefficient value of 0.161 indicates that increases in job satisfaction can increase by 16.1% for every unit improvement in competency. The t-statistic and the t-table are significant when the P values are $0.021 < 0.05$ or $2.310 > 1.687$. Therefore, it is possible to accept the eighth hypothesis, which states that job satisfaction has a favorable and considerable impact on employee performance at the General Bureau of the Regional Secretariat of NTT.

The findings of the hypothesis 9a testing, which are displayed in Table 4, demonstrate that, at the General Bureau of the Regional Secretariat of NTT, work satisfaction serves as a mediator in mediating the positive and considerable influence of competence on employee performance. As evidenced by the regression coefficient value of 0.068, which shows a positive influence direction, changes in performance can increase by 6.8% for every unit of competency that is increased and is mediated by job satisfaction. P values are $0.041 < 0.05$, and the t-statistic value is $2.05 > 1.687$ significant when compared to the t table. Thus, it can be said that the theory positing that employee performance at the General Bureau of the Regional Secretariat of NTT is influenced by competence and is mediated by job satisfaction is plausible.

Table 4 presents the hypothesis 9b testing result, proving that job satisfaction contributes significantly to the mediating effect of competence on employee performance in the General Bureau of the Regional Secretariat of NTT. The regression coefficient value of 0.019 implies a positive influence direction, hence, an increase of one leadership unit mediated by job satisfaction can lead to a 1.9% increase in performance changes. P value is 0.2980.05, and there is no significance when comparing the t-statistic to the t-table, which is $0.042 < 1.687$. Consequently, it can be said that the theory that claims that leadership's effect on worker performance in the General Bureau of the Regional Secretariat of NTT is mediated by job satisfaction is false.

As demonstrated by Table 4's results of the testing for hypothesis 9c, job satisfaction plays a mediating role in mediating the positive and significant impact of organizational culture on employee performance at the General Bureau of the Regional Secretariat of NTT. As observed from the regression coefficient value of 0.047 with a positive influence direction, changes in performance can increase by 4.7% for every unit increase in organizational culture that is mediated by job satisfaction. P value is $0.039 < 0.05$, and the t-statistic value is $2.067 > 1.687$ significant when compared to the t table. Thus, it is reasonable to conclude that, at the General Bureau of the Regional Secretariat of NTT, job satisfaction moderates the impact of organizational culture on worker performance.

Employee satisfaction at the General Bureau of the Regional Secretariat of NTT is positively and significantly affected by competence aligns with the finding of (Deswarta, 2017; K.a, Wulan, & Eko Hadi Wahyono, 2018; Rafiie, Azis, & Idris, 2018). Additionally, the findings indicate that the General Bureau staff's organizational culture has a significant positive impact on job satisfaction. Organizational members' subjective views of the organization's values shape the culture of the organization. The employees of the General Bureau are expected to adhere to certain policies, procedures, and organizational ideals. Evidently, all of these have positively impacted General Buerau's personnel.

The influence of leadership on job happiness is negligible. As per the Path Goal Theory, leaders gain effectiveness due to their ability to inspire followers and enhance their job happiness, performance, and motivation. The General Bureau of the Regional Secretariat of NTT, however, exhibits diverse patterns in its leadership techniques. There is insufficient room for all staff members to express their ideas, criticisms, and opinions due to the leadership. Employees are also hardly ever involved in decision-making. Furthermore, the leadership seldom inspires the workforce to execute in accordance with performance goals. These are all possible explanations for why job satisfaction at General Bureau is not significantly impacted by leadership. The findings align with the outcomes of other studies carried out by (K.a et al., 2018; Rafiie et al., 2018).

The General Bureau of the Regional Secretariat of NTT has observed a noteworthy and favorable impact on staff performance due to competence. In order to reach the performance targets, the General Bureau staff members possess the necessary competency (knowledge, skills, etc.). This study's findings support those of earlier investigation (Fadude et al., 2019).

At the General Bureau, leadership has a favorable and noteworthy impact on worker performance. Leadership nonetheless has a big impact on employee performance despite having no discernible effect on job satisfaction because of

its militaristic nature. At the General Bureau, organizational culture has a favorable and noteworthy impact on worker performance. The General Bureau's adoption of organizational ideals had a positive effect on staff performance as a whole.

Additionally, this study demonstrates that several critical variables have positive and significant correlations with job satisfaction function as a mediator. Job satisfaction acts as a mediator in the interaction between competency, organizational culture, and employee performance. Accordingly, greater job satisfaction and better company culture practices will boost employee performance.

However, some research findings indicate that the relationship between leadership and worker performance cannot be broken down into job satisfaction and performance. The outcome differs from (Sudiyani & Sawitri, 2022). At General Bureau, poor communication between the leadership and subordinates led to a vague work distribution and punishment infractions.

Conclusion

It is possible to draw the following conclusions from the data and the previous discussion: 1) The General Bureau of the Regional Secretariat of NTT describes competence, leadership, organizational culture, work satisfaction, and employee performance as generally good. 2) At the General Bureau of the Regional Secretariat of NTT, competence and organizational culture have a large and beneficial impact on employee job satisfaction. 3) At the General Bureau of the Regional Secretariat of NTT, leadership has a favorable but not statistically significant impact on worker job satisfaction. 4) On the other hand, the General Bureau of the Regional Secretariat of NTT employees' performance is positively and significantly impacted by competency, organizational culture, leadership, and job satisfaction all at the same time. 5) The links between competence, corporate culture, and employee performance are all positively mediated by job satisfaction. Due to the unique leadership style of the General Bureau of the Regional Secretariat of NTT, work satisfaction does not, however, play a large part in mediating the linkages between leadership and employee performance.

Based on the findings, this study suggests the following few areas for improvement: 1) In order to achieve and even surpass employee performance targets, there should be more tiers of monitoring during program and activity execution. 2) The use of transparent, equitable, and performance-based remuneration practices. 3) Establishing a reward system for HR management, which includes offering job chances and promoting employees. 4) Enhance education and training initiatives while creating job competences (workshops, internships, courses, benchmarking, and so on) for General Bureau staff members of East Nusa Tenggara Province's Regional Secretariat. 5) In order to foster a sense of ownership and accountability among staff members for the long-term viability of the company, leaders create opportunities for them to offer ideas, perspectives, and accountability. 6) Socialization and application of the tenets of ASN.

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