

## Performance Optimization

Ibrahim Hasim Hasibuan<sup>1</sup>, Kiki Farida Ferine<sup>2</sup>

Universitas Pembangunan Panca Budi, Indonesia

\*Correspondence Email: kikifarida@dosen.pancabudi.ac.id

### Abstract

Human resources are a very strategic and fundamental factor in an organization. Compared to other factors, human resources are the most valuable asset. The role of human resources will greatly determine the success or failure of the organization in achieving the vision and mission that has been set, therefore human resources are very important for the organization. Apart from determining success, the position of human resources in organizations today is not only as a means of production but also as a driver and determinant of the ongoing activities of the organization. The results of this research are as follows: Job Satisfaction has a positive and significant effect on Performance with original sample values of 0.246 and p values 0.000. Job Satisfaction has a positive and significant effect on Role Conflict with an original sample value of 0.545 and a p value of 0.000. Teamwork has a positive and significant effect on Performance with an original sample value of 0.268 and a p value of 0.004. Teamwork has a positive and significant effect on Role Conflict with an original sample value of 0.560 and a p value of 0.002. Role Conflict has a positive and significant effect on Performance with an original sample value of 0.446 and a p value of 0.000. Role Conflict has a positive and significant effect on Performance with an original sample value of 0.446 and a p value of 0.000. Job Satisfaction has a positive and significant effect on Performance through Role Conflict indirectly with an original sample value of 0.243 and a p value of 0.002. Teamwork has a positive and significant effect on performance through role conflict indirectly with an original sample value of 0.161 and a p value of 0.007.

**Keywords:** Teamwork, Job Satisfaction, Role Conflict, Performance.

## INTRODUCTION

Good human resources will have a positive impact on the company itself. In addition, the government or organization itself is a form of organization that carries out management functions including planning, organizing, directing. Human resources are one of the most strategic and fundamental factors in an organization. Compared to other factors, human resources are the most valuable asset. Teamwork is the ability to work together towards a shared vision and mission. In other words, teamwork is a strong ability to direct and encourage individuals towards and achieve organizational goals together. Through strong teamwork, we can achieve great achievements that we may never have thought of before. That is why teamwork according to experts is something that must be built and maintained properly. Otherwise, the company's goals will be difficult to achieve together. If the company does not have strong cooperation between one division and another, the results of its work will not be satisfactory and inefficient (on time). In a company consisting of various individuals who are required to work in order to achieve organizational goals. Group work is identifying various problems, discussing how to solve these problems and taking action to improve. Job satisfaction for an employee is a very important factor because the satisfaction obtained will also determine a positive attitude towards work. Feelings of satisfaction in work can have a positive impact on behavior, such as job descriptions and job specifications that tend to increase. Creating job satisfaction is not easy because job satisfaction will be created if the variables that influence it can be accommodated well and can be accepted by all employees in the company. Employee job satisfaction can be seen not only when doing

work, but also related to other aspects such as interactions with coworkers, superiors, following regulations, and the work environment. Role conflict is conflict which occurs because there is a clash when we are playing certain roles. As a result, someone who experiences role conflict will be in a state of being adrift, trapped, and confused. Role conflict can make individual can't take decision which is better among the roles he/she plays. Role conflict is a psychological symptom experienced by a person that can cause discomfort and potentially reduce work motivation so that it can reduce overall performance. Employee performance greatly helps the company in achieving short-term and long-term goals. Employee performance as the ultimate goal and is a way for various managers to ensure that employee activities and the output produced are in accordance with organizational goals. Good performance is a step towards achieving organizational goals, therefore, performance is also a determining factor in achieving organizational goals so that efforts need to be made to improve employee performance. Every company in carrying out its activities must have goals to be achieved, to achieve or realize these goals every company must be good at choosing strategies, especially human resource planning which is essentially focused on certain steps taken by management. On the availability of permanent workers to occupy positions and the right time in order to achieve goals and various targets set. They view work as something noble so that the human resource factor in the implementation of work should not be ignored.

### Formulation of the problem

1. Does Teamwork have a positive and significant effect on Role Conflict at the Representative Office of Bank Indonesia, North Sumatra Province?
2. Does Team Work Satisfaction have a positive and significant effect on Role Conflict at the Bank Indonesia Representative Office in North Sumatra Province?
3. Does Teamwork have a positive and significant effect on Performance at the Representative Office of Bank Indonesia, North Sumatra Province?
4. Does Team Work Satisfaction have a positive and significant effect on Performance at the Representative Office of Bank Indonesia, North Sumatra Province?
5. Does Role Conflict have a positive and significant effect on Performance at the Representative Office of Bank Indonesia, North Sumatra Province?
6. Does Teamwork have a positive and significant effect on Performance through Role Conflict at the Representative Office of Bank Indonesia, North Sumatra Province?
7. Does Team Work Satisfaction Have a Positive and Significant Influence on Performance through Role Conflict at the Bank Indonesia Representative Office in North Sumatra Province?

### Research purposes

1. To determine and analyze the influence of Teamwork on Role Conflict at the Representative Office of Bank Indonesia, North Sumatra Province.
2. To determine and analyze the influence of Team Work Satisfaction on Role Conflict at the Bank Indonesia Representative Office, North Sumatra Province.
3. To determine and analyze the influence of Teamwork on Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
4. To determine and analyze the influence of Team Work Satisfaction on Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
5. To determine and analyze the influence of Job Satisfaction on Performance at the Representative Office of Bank Indonesia, North Sumatra Province.

6. To determine and analyze the influence of Teamwork on Performance through Role Conflict at the Representative Office of Bank Indonesia, North Sumatra Province.
7. To determine and analyze the influence of Job Satisfaction on Performance through Role Conflict at the Representative Office of Bank Indonesia, North Sumatra Province.

## **LITERATURE REVIEW**

### **Performance**

Harahap and Tirtayasa (2020) performance is the result of work that can be found in quality and quantity in carrying out tasks assigned to employees to achieve company goals. Employee performance is the result of work that can be achieved by a person according to their respective authorities and responsibilities in order to achieve company goals.(Prawirosentono, 2019).

### **Performance Indicators**

According to(2020)Employee performance indicators are as follows:

1. Quality of work
2. Quantity of work
3. Punctuality
4. Effectiveness to
5. Organizational Commitment

### **Teamwork**

According to West in Hatta, et. al. (2017) teamwork is a group activity to increase efficiency and effectiveness to lighten the burden of each individual. Teamwork according to (Susanti et al., 2021), Teamwork is a system of integrating the work of a group supported by various expertise with clear goals, and also supported by leadership and communication to produce higher performance than individual performance.

### **Teamwork Indicators**

Teamwork indicators according to Hatta, et al. (2017) are as follows:

1. Shared responsibility for completing work, namely by giving responsibility good cooperation can be created.
2. Contribute to each other, namely by contributing both energy and thoughts, cooperation will be created.
3. Maximizing capabilities, namely by maximizing the capabilities of each team member, cooperation will be stronger and of higher quality.

### **Job satisfaction**

According to Rahmanendra & Suhardi (2019), job satisfaction is an emotional attitude that provides a sense of pleasure and love for an employee's work. According to Robbins & Judge (2016), something that explains an employee's feelings about the work they do based on the results of an evaluation of certain characteristics.

### **Job Satisfaction Indicators**

Job satisfaction indicators according to Rahmahendra and Suhardi (2019), are as follows:

1. Working conditions, namely what is done, how hard the working conditions are, and so on.

2. Promotion opportunities, this is an opportunity for employees to get a promotion.
3. Salary, allowances and honorariums are compensation or rewards given by the company to its employees.
4. Supervisory supervision See how strict the company's supervision is of employees in the company.
5. Relationships through co-workers: This is the closeness between one employee and another.

## Role Conflict

### Understanding Role Conflict

According to Fahmi, (2016) conflict as one of the processes in which deliberate efforts are made to eliminate efforts with a form of effort to hinder, resulting in frustration in efforts to achieve their goals. (Handoko, 2016) states that role conflict is the emergence of two (or more) role communicators simultaneously that conflict with each other. Role conflict arises when there is more than one request from different sources that causes uncertainty in employees.

### Role Conflict Indicators

According to Fahmi (2016), the indicators of role conflict are:

- 1) Human resources
- 2) Putting the rules aside
- 3) Unnecessary activities
- 4) Unclear directions
- 5) Adequate authority

### Conceptual Framework

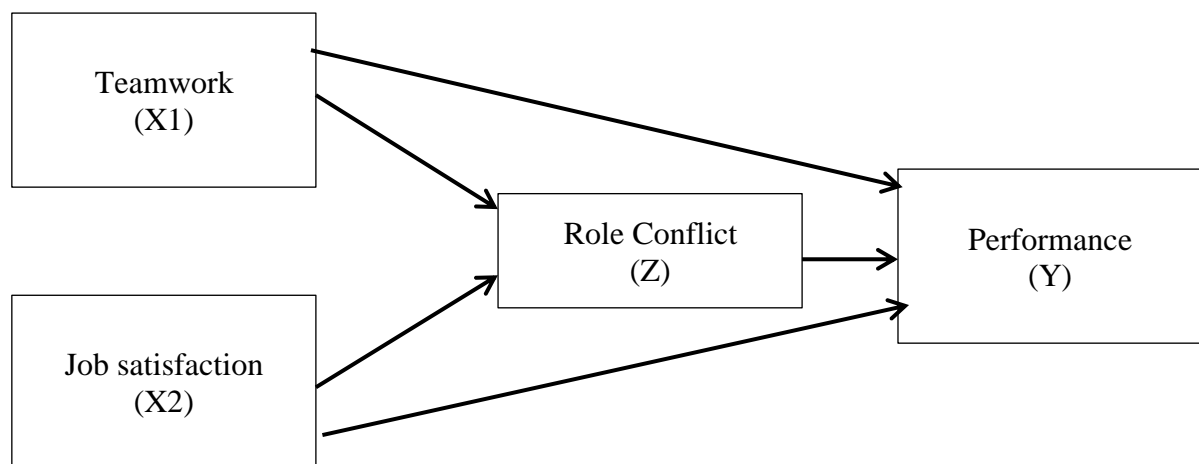


Figure 1: Conceptual Framework

## Hypothesis

- H1 Teamwork has a positive and significant effect on Role Conflict at the Representative Office of Bank Indonesia, North Sumatra Province.
- H2 Job Satisfaction has a positive and significant effect on Role Conflict at the Representative Office of Bank Indonesia, North Sumatra Province.

- H3 Teamwork has a positive and significant effect on Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
- H4 Job Satisfaction has a positive and significant effect on Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
- H5 Role Conflict has a positive and significant effect on Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
- H6 Teamwork has a positive and significant effect on Performance through Role Conflict at the Representative Office of Bank Indonesia, North Sumatra Province.
- H7 Job Satisfaction has a positive and significant effect on Performance through Role Conflict at the Representative Office of Bank Indonesia, North Sumatra Province.

## METHOD

### Types of research

The type of research used in this study is quantitative research. According to Sugiyono (2015), quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing the established hypothesis.

### Time and Location of Research

This research was conducted from September to October 2024. The location of this research was at the Representative Office of Bank Indonesia, North Sumatra Province on Jalan Balai Kota No. 4, Medan.

### Research Population

The population of this study was all employees of the Bank Indonesia Representative Office of Sumatra Province, namely 70 employees. According to Sugiyono (2015), population is a generalization area consisting of: objects/subjects that have certain qualities and characteristics determined by the research to be studied and then conclusions drawn.

### Research Sample

The sample of this study is all the population in the Representative Office of Bank Indonesia, Sumatra Province, which will be used as a sample of 70 employees. And the sampling technique used is the saturated sampling technique. According to Sugiyono (2015), a sample is part of the number and characteristics of the population.

### Research Data Sources

Primary data sources are data sources that researchers will use. Primary Data According to Sugiyono (2015), primary data is a data source that directly provides data to data collectors.

### Data Collection Techniques

The data collection technique used by researchers is a questionnaire, researchers will distribute questionnaires to be filled in and will be returned at a certain time. According to Sugiyono (2015) questionnaires are efficient data collection techniques if researchers know for sure the variables to be measured and know what can be expected from respondents, in addition questionnaires are also suitable for use if the number of respondents is quite large and spread over a wide area.

## Data Determination Techniques

Data analysis in this study uses data processing methods with the SmartPLS program or commonly called PLS-SEM. Partial Least Square (PLS) is an alternative method of Structural Equation Modeling (SEM) that can be used in conducting research. PLS is one of the SEM analyses based on components with concepts that can be measured and observed and assess a study.

## Test Measurement Model (Outer Model)

Outer model analysis is conducted to ensure that the measurements used are worthy of being valid and reliable measurements. This outer model analysis proves the relationship between latent variables and each of its indicators. There are stages carried out for instrument testing, namely Validity Test and Reliability Test.

### 1. Validity Test

According to Sugiyono (2019) Validity testing is carried out to see how far the data generated is based on the research instrument. This study used a questionnaire in data collection, so the questionnaire prepared by the researcher needs to know what will be measured. Therefore, a validity test is needed before the research instrument is carried out. According to the validity test, there are two ways of measuring in the outer model, namely:

- a. Convergent Validity In this measurement, it shows that an indicator can represent and underlie the variables in the study. Each indicator in the variable must have a high correlation, so that the measurement can be said to meet convergent validity if the indicator loading value is greater than 0.6-0.7. In addition, for the Average Variance Extracted (AVE) value greater than 0.5, it can be said that the variable is able to explain the research results of at least 50%. (Ghozali & Latan, 2015)
- b. Discriminant Validity Discriminant Validity is a measurement to determine the level of size of a variable that is different from other variables in the model. Discriminant validity is determined through the cross loading value to the measured variable which is greater than the loading factor to other variables where the value achieved must be greater than 0.6. This cross loading value is a useful factor to determine the loading value on the intended construct which is greater than the loading value of other constructs. Therefore, the construct on the discriminant can be declared feasible.

### 2. Reliability Test

Reliability testing is a test used on a research instrument to determine whether a questionnaire used in data collection in research can be declared feasible or not. This reliability test is measured to determine the accuracy and consistency of the model. In the SmartPLS 3.0 program, there are two methods that can be used to test model instruments, namely Composite Reliability and Cronbach's Alpha. In the Cronbach's Alpha method, the tested value will indicate the reliability of each research variable.

## Structural Model Test (Inner Model)

At this stage, the analysis using SEM-PLS is a structural model test (inner model) used to determine the relationship between research constructs. This model is carried out with several stages of testing, namely R-square, F-Square, Q-Square. The following are the criteria at this stage:

- a. R-Square
- b. F Square

- c.  $Q^2 > 0$  means the model has predictive relevance. If  $Q^2 < 0$  indicates the model has less predictive relevance.
- d. GoF (Goodness of fit) testing is used to test the feasibility of a structural equation model as a whole by calculating the (GoF) value. The GoF value in this model is above 0.50 (Ghozali, 2017).

### Hypothesis Testing

Hypothesis testing is a step in the research process that aims to determine whether the hypothesis is accepted or not (Zakariah & Afriani, 2021).

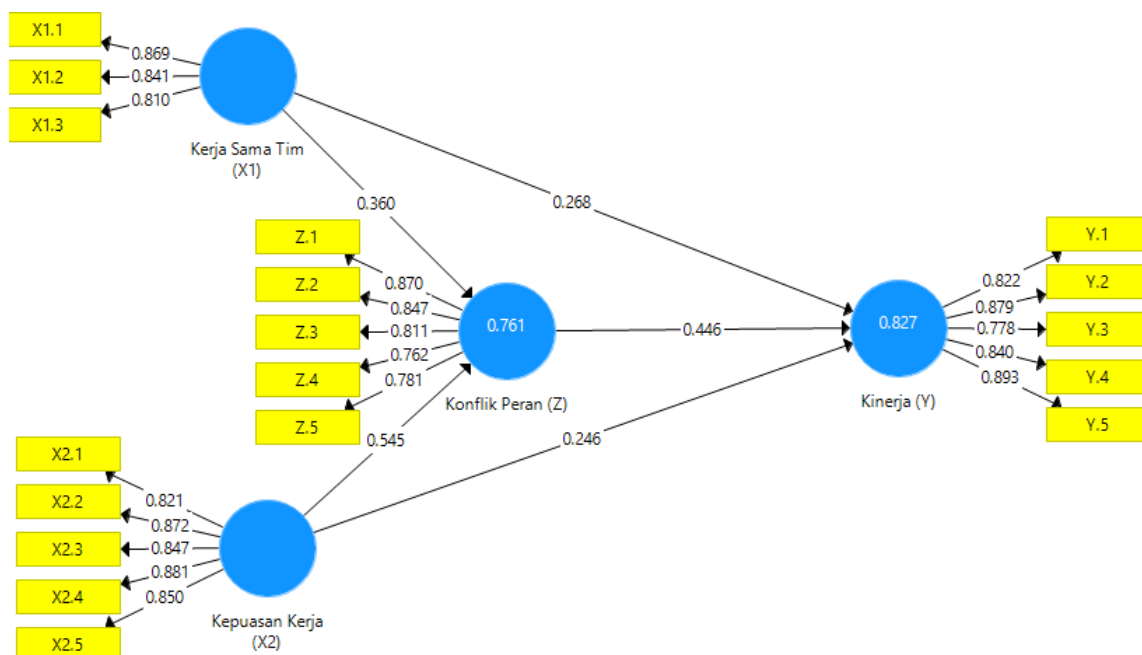
## RESULTS AND DISCUSSION

### Outer Model Analysis

The purpose of external model evaluation is to assess the validity and dependability of a particular model. This analysis will be based on the influence of loading, AVE (Average Variance Extracted), discriminant validity, and composite reliability.

### Loading factor

Factor loading is the first step in validating a model; the requirement is that it must be greater than 0.6 for the indicator to be considered valid. If it is not valid, it must be based on the model (Husein, 2015). To understand the analysis of the outer model of this study, see the following figure:



**Figure 2. Outer Model**  
Source: Smart PLS 3.3.3

If seen from the graph above, it can be seen that each variable has a loading factor of 0 for the latent variable and loads a factor of 0.7 for the manifest variable, this indicates that all indicators and loading factors are valid. The regression analysis of this study is as follows:

substructure 1  

$$Z = b_1X_1 + B_2X_2 + e_1$$

$$Z = 0.360X1 + 0.434X2 + e1$$

For substructure 2

$$Y = b2X1 + b2X2 + b5Z + e2$$

$$Y = 0.268 X1 - 0.246X2 + 0.446 Z + e2$$

**Table 1. Outer Loadings**

	Job Satisfaction (X2)	Teamwork (X1)	Performance (Y)	Role Conflict (Z)
X1.1		0.869		
X1.2		0.841		
X1.3		0.810		
X2.1	0.821			
X2.2	0.872			
X2.3	0.847			
X2.4	0.881			
X2.5	0.850			
Y.1			0.822	
Y.2			0.879	
Y.3			0.778	
Y.4			0.840	
Y.5			0.893	
Z.1				0.870
Z.2				0.847
Z.3				0.811
Z.4				0.762

Source: Smart PLS 3.3.3

Based on Table 1 above, it can be concluded that all factor loadings are above 0.50. It can be concluded that the validity indicators used in this study are valid or have successfully demonstrated convergent validity, meaning that the research instrument (questionnaire) can accurately predict the variables of interest in this study.

### *Discriminant Validity*

In addition, there is a discriminant validity test (Discriminant Validity) which is seen from the Fornell-Lacker Criterium value and the AVE value of each statement instrument on the reflective indicator in this study. Where both tables are used to ensure that the variables in this study are valid.

**Table 2. Discriminant Validity**

	Job Satisfaction (X2)	Teamwork (X1)	Performance (Y)	Role Conflict (Z)
X1.1	0.738	0.869	0.783	0.794
X1.2	0.751	0.841	0.725	0.680
X1.3	0.652	0.810	0.603	0.581



X2.1	0.821	0.705	0.673	0.657
X2.2	0.872	0.705	0.702	0.730
X2.3	0.847	0.721	0.743	0.748
X2.4	0.881	0.773	0.808	0.770
X2.5	0.850	0.732	0.714	0.728
Y.1	0.693	0.739	0.822	0.697
Y.2	0.789	0.731	0.879	0.843
Y.3	0.585	0.664	0.778	0.731
Y.4	0.694	0.683	0.840	0.630
Y.5	0.818	0.743	0.893	0.776
Z.1	0.804	0.698	0.783	0.870
Z.2	0.727	0.649	0.696	0.847
Z.3	0.685	0.710	0.664	0.811
Z.4	0.633	0.610	0.707	0.762
Z.5	0.610	0.691	0.716	0.781

Source : Smart PLS 3.3.3

It can be seen in table 2 that the cross loading value of the job satisfaction variable is greater than the cross loading on other latent variables, there is a cross loading value on the teamwork variable that is greater than the cross loading value on other latent variables, there is a cross loading value on the performance variable that is greater than the cross loading value of other latent variables, there is a cross loading value on the role conflict variable that is greater than the cross loading on other latent variables, so it can be concluded that this study is discriminantly valid.

### Composite reliability

In the composite reliability study, each variable is compared for its reliability value; if the variable value is greater than 0.60 then the study is considered reliable; if between 0.60 and 0.7, then it is not reliable; There are several blocks to determine whether the study is reliable, valid, or not. Among them are the Coranbach alpha value, Composite Reliability, and AVE which can be seen in the table below:

**Table 3. Construct Reliability and Validity**

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction (X2)	0.908	0.931	0.730
Teamwork (X1)	0.793	0.878	0.706
Performance (Y)	0.898	0.925	0.711
Role Conflict (Z)	0.873	0.908	0.664

Source: Smart PLS 3.3.3

The Cronbach alpha coefficient in table 3 above shows that each variable has a value greater than 0.7, indicating that each variable has reliable data. The composite reliability column has a value greater than 0.6, so that each variable in the reliability assumption can

be explained by data greater than 0.6. It can be seen from the AVE column that each variable produces a value greater than 0.7, indicating that the data is original in terms of AVE. All variables from Cronbach's alpha, reliability, and AVE have values greater than 0.7 and 0.6, indicating validity and reliability.

### Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the basic model created is accurate and reliable. Some examples of checks conducted in primary model evaluation are as follows:

### Coefficient of Determination (R<sup>2</sup>)

The R square test is used for dependent variables to measure how far the model's ability to explain the variation of the dependent variable. (Ghozali, 2014). The output results of the SmartPLS 3.0 software regarding R square are as follows:

**Table 4. R Square Results**

	R Square	Adjusted R Square
<b>Performance (Y)</b>	0.827	0.819
<b>Role Conflict (Z)</b>	0.761	0.754

Source: Smart PLS 3.3.3

There is an R square value in table 4, the R square value of the performance variable is 0.827 in percentage of 82.7%, meaning the influence of teamwork, job satisfaction and role conflict on performance is 0.827 or 82.7%, the rest is on other variables, the R square value of the role conflict variable is 0.761 in percentage of 76.1%, meaning the influence of teamwork and job satisfaction on role conflict is 0.761 or 76.1% and the rest is on other variables.

### Hypothesis Testing

After analyzing the inner model, the next step is to analyze the relationship between idle builds, as suspected in this review. Specific analysis in this study was conducted by looking at T-Statistics and P-Values. Speculation is used to find out whether T-Insights > 1.96 and P-Values < 0.05. The following are the results of the Direct Impact Road Coefficient:

**Table 5. Path Coefficients (Direct Influence) and Path Coefficients (Indirect Influence)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values
<b>Job Satisfaction (X2) -&gt; Performance (Y)</b>	0.246	2,353	<b>0.009</b>
<b>Job Satisfaction (X2) -&gt; Role Conflict (Z)</b>	0.545	4,444	<b>0,000</b>
<b>Teamwork (X1) -&gt; Performance (Y)</b>	0.268	2,675	<b>0.004</b>
<b>Teamwork (X1) -&gt; Role Conflict (Z)</b>	0.360	2,887	<b>0.002</b>
<b>Role Conflict (Z) -&gt; Performance (Y)</b>	0.446	4,338	<b>0,000</b>

Job Satisfaction (X2) -> Role Conflict (Z) -> Performance (Y)	0.243	2,887	0.002
Teamwork (X1) -> Role Conflict (Z) -> Performance (Y)	0.161	2,474	0.007

Source: Smart PLS 3.3.3

In table 5 there are direct and indirect influences on the hypothesis results, so the explanation of these results is as follows:

1. Job satisfaction has a positive and significant effect on performance with an original sample value of 0.246 and p values of 0.000. If job satisfaction increases, performance also increases, conversely, if job satisfaction decreases, performance also decreases.
2. Job Satisfaction has a positive and significant effect on Role Conflict with an original sample value of 0.545 and p values of 0.000, meaning that if job satisfaction increases, role conflict will increase, conversely, if job satisfaction decreases, role conflict will decrease.
3. Teamwork has a positive and significant effect on performance with an original sample value of 0.268 and p values of 0.004. If good teamwork increases, performance will also increase, conversely, if it decreases, performance will decrease.
4. Teamwork has a positive and significant effect on Role Conflict with an original sample value of 0.560 and p values of 0.002. If teamwork increases, role conflict will increase, conversely, if it decreases, role conflict will decrease.
5. Role Conflict has a positive and significant effect on Performance with an original sample value of 0.446 and p values of 0.000, meaning that if role conflict increases, performance will increase, conversely if it decreases, performance will decrease.
6. Job Satisfaction has a positive and significant effect on Performance through Role Conflict indirectly with an original sample value of 0.243 and p values of 0.002, meaning that role conflict is an intervening variable because it is able to influence indirectly and significantly. The presence of good role conflict can help employee performance.
7. Teamwork has a positive and significant effect on Performance through Role Conflict indirectly with an original sample value of 0.161 and p values of 0.007, meaning that role conflict is an intervening variable because it is able to significantly influence the presence of role conflict to make teamwork better and improve.

## CLOSING

### Conclusion

1. Job Satisfaction has a positive and significant effect on Performance with an original sample value of 0.246 and p values of 0.000.
2. Job Satisfaction has a positive and significant effect on Role Conflict with an original sample value of 0.545 and p values of 0.000.
3. Teamwork has a positive and significant effect on Performance with an original sample value of 0.268 and p values of 0.004.
4. Teamwork has a positive and significant effect on Role Conflict with an original sample value of 0.560 and p values of 0.002.
5. Role Conflict has a positive and significant effect on Performance with an original sample value of 0.446 and p values of 0.000.
5. Role Conflict has a positive and significant effect on Performance with an original sample value of 0.446 and p values of 0.000.

6. Job Satisfaction has a positive and significant effect on Performance through Role Conflict indirectly with an original sample value of 0.243 and p values of 0.002.
7. Teamwork has a positive and significant effect on Performance through Role Conflict indirectly with an original sample value of 0.161 and p values of 0.007.

### Suggestion

1. Organizations must carry out teamwork to create good employee performance and develop a better organization.
2. The organization must make employees feel very satisfied with the results of the work they do.
3. Organizations must create good role conflicts in work because they are useful for the organization or employees are trained to be able to work on more than one job.
4. Employee performance must develop with the times.
5. This research is expected to provide input for organizations to be able to overcome problems and develop.
6. This research is expected to be used as reference material for new research with new research models.

### REFERENCES

- Fahmi, Irham. (2016). *Manajemen Sumber Daya Manusia Teori dan Aplikasi*. Bandung: PT.Afabeta.
- Ghozali, Imam, Hengky Latan. (2015). *Konsep, Teknik, Aplikasi Menggunakan Smart PLS 3.0 Untuk Penelitian Empiris*. BP Undip. Semarang
- Ghozali, Imam & Latan, Hengky (2017), *Partial Least Square: Konsep, Metode, dan Aplikasi menggunakan program WarpPLS 5.0*, Edisi ke-3, Semarang: Badan Penerbit Universitas Diponegoro
- Hatta, M., & Et.al. (2017). Pengaruh Gaya Kepemimpinan, Kerjasama Tim dan Kompensasi terhadap Kepuasan Kerja serta Dampaknya pada Kinerja Karyawan PT. PLN (Persero) Wilayah Aceh, No Title. *Jurnal Magister Manajemen Fakultas Ekonomi Dan Bisnis Unsyiah*, 1(1), 72–73.
- Handoko, T Hani. (2016). *Manajemen*. Edisi 2. Yogyakarta: BPFY-Yogyakarta.
- Harahap, S. F., & Tirtayasa, S. (2020). Pengaruh Motivasi, Disiplin, Dan Kepuasan Kerja Terhadap Kinerja Karyawan Di PT. Angkasa Pura II (Persero) Kantor Cabang Kualanam. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(1), 120- 135.
- Husain (2015) *Penelitian bisnis dan manajemen menggunakan partial least squares (PLS) dengan smart PLS 3.0*, Modul ajar jurusan manajemen fakultas ekonomi dan bisnis universitas Brawijaya
- Narimawati, Umi. (2018). “Metodologi Penelitian Kualitatif Dan Kuantitatif, Teori Dan Aplikasi.” Bandung: Agung Media 9.
- Prawirosentono. (2019). *Motivasi Dan Kinerja Pegawai*. Indomedia Pustaka.. Sidoarjo
- Rahmanendra, Dwi dan Suhardi, Eka. (2019). Peningkatan Komitmen Organisasi Melalui Pengembangan Budaya Organisasi dan Kepuasan Kerja. *Jurnal Manajemen Pendidikan*. 7(2): 852. ISSN 2302-0296

- Purwanto, A., & Sudargini, Y. (2021). Partial Least Squares Structural Squation Modeling (PLS-SEM) Analysis for Social and Management Research : A Literature Review. *Journal of Industrial Engineering & Management Research*, 2(4), 114–123.
- Robbins, Stephen P. (2016). *Perilaku Organisasi*. Jakarta Selatan : Salemba Empat.
- Susanti et al. (2021). ‘Pengaruh Keterlibatan Kerja Karyawan, Loyalitas Kerja Dan Kerjasama Tim Terhadap Kinerja Karyawan CV. Sanitary Bali Pinangsia’, *Jurnal EMAS*, E-ISSN : 2774-3020.
- Sugiyono. (2015). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung : ALFABETA.
- Sugiyono. (2019). *Metodelogi Penelitian Kuantitatif dan Kualitatif Dan R&D*. Bandung: ALFABETA.