

Determinants of Job Performance

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Abstract

Human resource management (HRM) is a field of study and practice that focuses on the management and management of human resources in an organization. The aim is to ensure that the organization has a qualified, motivated and productive workforce to achieve its strategic goals. It is important for organizations to pay attention to human resources because the performance and success of the organization is very dependent on the quality and productivity of the workforce. Investments in HR development can increase employee loyalty, increase retention, reduce recruitment and retraining costs, and increase efficiency and productivity throughout the organization. The results of this research are as follows: Job satisfaction is unable to moderate organizational commitment to job performance with an original sample value of 0.004 and ap value of 0.486. Job Satisfaction is able to moderate and weaken Job Quality on Job Performance with an original sample value of -0.173 and ap value of 0.018. Job Satisfaction has a positive and significant effect on Job Performance with an original sample value of 0.495 and ap value of 0.001. Organizational Commitment has a positive and insignificant effect on Job Performance with an original sample value of 0.098 and ap value of 0.260. Work Quality has a positive and significant effect on Work Performance with an original sample value of 0.203 and ap value of 0.033.

Keywords: Organizational Commitment, Work Quality, Job Satisfaction, Job Performance

INTRODUCTION

The concept of HR covers everything related to the management, development, and utilization of the workforce in achieving organizational goals. Things included in human resources include recruitment, selection, training, employee development, performance management, compensation, conflict management, and employment policies. The goal is to ensure that the organization has a qualified, motivated, and productive workforce to achieve its strategic goals. Organizational commitment is the level of involvement, loyalty, and dedication that members of the organization have to the goals, values, and culture of the organization. Organizational commitment is important because it can have a positive impact on employee performance, retention, motivation, and job satisfaction. Organizations that are able to build and maintain a strong commitment from their employees tend to have a more stable, productive, and high-performing workforce. Improving the quality of human resources in an organization requires efforts to support the improvement of the quality of human resources of employees. One of them is by improving the level of education of these employees. Quality of work is a trait that needs to be considered in a company. The realization of a company's goals can be seen through the products produced and the quality of its employees' work. Improving the quality of employee work is very important because the success of a company does not only depend on machine technology but the human factor also plays an important role in it. (Sengkey et al., 2021) Employee performance is a very important thing in an organization to achieve its goals. In an organization, the human resource factor is the main problem in every activity in it. Because if the human resources in the organization are bad, then the organization's goals cannot be achieved as planned. Because the role of human resources in the organization is to determine the success of the organization. Job satisfaction is a manifestation of employee perception which is reflected

in attitudes and focuses on behavior towards work. According to Kreitner & Kinicki (2014), job satisfaction is a positive feeling about one's job which is the result of an evaluation of its characteristics. Job satisfaction in general concerns a person's attitude towards their job because it concerns attitudes. The definition of job satisfaction includes various things such as emotions and behavioral tendencies of a person. Job satisfaction is not visible and real but can be manifested in work results and attitudes. Job satisfaction refers to the level of satisfaction, happiness, and satisfaction felt by employees towards their work and the work environment in which they are located.

Formulation of the problem

1. Does Organizational Commitment have a positive and significant effect on Work Performance at the Bank Indonesia Representative Office in North Sumatra Province?
2. Does Employee Work Quality have a positive and significant effect on Work Performance at the Bank Indonesia Representative Office in North Sumatra Province?
3. Does Job Satisfaction have a positive and significant effect on Job Performance at the Representative Office of Bank Indonesia, North Sumatra Province?
4. Does Job Satisfaction Moderate Organizational Commitment at the Representative Office of Bank Indonesia, North Sumatra Province?
5. Does Job Satisfaction Moderate Work Quality at the Representative Office of Bank Indonesia, North Sumatra Province?

Research purposes

1. To determine and analyze the influence of organizational commitment on work performance at the Bank Indonesia Representative Office, North Sumatra Province.
2. To determine and analyze the Influence of Employee Work Quality on Work Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
3. To determine the influence of Job Satisfaction on Work Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
4. To determine and analyze the influence of job satisfaction in moderating organizational commitment to work performance at the Bank Indonesia Representative Office, North Sumatra Province.
5. To determine and analyze the influence of job satisfaction in moderating work quality on work performance at the Bank Indonesia Representative Office, North Sumatra Province.

LITERATURE REVIEW

Work performance

Definition of Work Performance

According to Tanjung (2015) work performance is the result of work that has been achieved by an employee in carrying out work activities. The work results achieved by an employee in carrying out tasks are based on skills, experience, and sincerity and time. According to Mangkunegara (2017) work performance is The term performance comes from Job Performance or Actual Performance (work performance or actual achievement achieved by someone).

Work Performance Indicators

According to Mangkunegara (2017) indicators of work performance are:

- 1) Quantity of Work The amount of work results that are in accordance with the time available, what needs to be considered is not routine results but how quickly the work can be completed.
- 2) Work Quality The quality of work results based on established standards. Usually measured through accuracy, precision, skill, and cleanliness of work results.
- 3) Collaboration The ability of an employee to participate and cooperate with other people in completing tasks.
- 4) Initiative Passionate or diligent in completing tasks, as well as the ability to make good decisions without prior guidance.

Organizational Commitment

Understanding Organizational Commitment

According to Robbins (2016) organizational commitment is defined as a condition where an employee sides with the organization and its goals and willingness to maintain membership in a particular job of an employee, while high organizational commitment means siding with the organization and recruiting the individual. According to Mardiyana et al. (2019) organizational commitment can be defined as a situation where an employee sides with a particular organization with the goal and desire to maintain membership in the organization.

Organizational Commitment Indicators

According to Robbins (2016), the indicators of organizational commitment are as follows:

1. Affective commitment, namely an emotional feeling towards the organization and belief in values.
2. Continuance commitment is the perceived value of remaining in the organization compared to leaving the organization.
3. Normative commitment, namely the obligation to remain in an organization for moral and polite reasons.

Quality of Work

Definition of Work Quality

According to Ristanti (2016), work quality is the level of satisfaction, motivation, involvement and experience of individual commitment regarding their life at work. According to Hasibuan (2019) that work quality is a physical standard that is measured because of the results of work carried out or implemented by employees towards their tasks.

Work Quality Indicators

According to Hasibuan (2019) the work quality indicators are as follows:

1. Self-Potential, related to aspects of ability, strength, both those that have not been realized and those that have been realized, which a person has, but have not yet been fully seen to their maximum potential.
2. Optimal Work Results, are the results that an employee is required to have, must be able to provide the best work results which can be seen from the productivity of the organization, quality and quantity of work.
3. Work Process, namely the most important stage where employees carry out their duties and roles through this work process.

Job satisfaction

Understanding Job Satisfaction

Job satisfaction has become an important issue regarding the development of human resources and contemporary employment. This issue is mainly related to the increasing education of employees and the increasing needs of the employees' lives themselves, (Sule & Priansa, 2018) According to Priansa, (2016) Job satisfaction is an important thing that individuals have in working. Each individual who works has different characteristics, so the level of satisfaction is also different.

Job Satisfaction Indicators

According to Priansa (2016) job satisfaction indicators are:

1. Salary This aspect measures employee satisfaction in relation to the salary they receive and the salary increase, namely the amount of salary received in accordance with the level considered appropriate. Wages and salaries do have an influence on job satisfaction. Employees view salary as a right that they must receive for the obligations they have carried out, such as:
 - a. Amount of salary.
 - b. Timeliness of salary payments.
2. Promotion This aspect measures the extent to which employees are satisfied with promotion policies and opportunities to get promotions. Promotions or opportunities to advance their careers also affect employee job satisfaction. Employees will see whether the organization provides equal opportunities for each employee to get a promotion or is only intended for some people. This promotion policy must be carried out fairly, namely that every employee who does a good job has the same opportunity for promotion, such as: opportunities to advance their careers.
3. Supervision (relationship with superiors) This aspect measures a person's job satisfaction with their superiors. Employees prefer to work with superiors who are supportive, attentive, warm and friendly, give praise for good performance from subordinates, listen to opinions from subordinates, and focus on employees (employee centered) rather than working with leaders who are indifferent, rude, and focus on work (job centered), such as:
 - a. Give praise for good performance.
 - b. Listen to opinions or input from employees.
4. Additional benefits This aspect measures the extent to which individuals are satisfied with the additional benefits they receive from the organization or company. Additional benefits are given to employees fairly and proportionally, such as:
 - a. The company fulfills the living needs of employees.
 - b. The company fulfills the living needs of each employee's family.
5. Rewards This aspect measures the extent to which individuals feel satisfied with the rewards given based on work results. Every individual wants their efforts, hard work, and dedication for the advancement of the organization to be properly appreciated, such as:
 - a. Awards for employee achievements.
 - b. Recognition of employee duties and responsibilities.
6. Work procedures and regulations This aspect measures satisfaction with workplace procedures and regulations. Matters related to workplace procedures and regulations affect an individual's job satisfaction, such as bureaucracy and workload, including:
 - a. Work in accordance with company procedures.
 - b. Comply with company work regulations.

7. Coworkers This aspect measures job satisfaction related to relationships with coworkers. Coworkers who provide support to other colleagues, as well as a comfortable working atmosphere can increase employee job satisfaction. For example, pleasant coworkers or harmonious relationships with coworkers, such as:
 - a. Satisfaction with relationships with coworkers.
 - b. Satisfaction with relationship with superiors.
8. The work itself This aspect measures job satisfaction with regard to things related to the work itself, such as opportunities for recreation and variety of tasks, opportunities to occupy oneself, increased knowledge, responsibility, autonomy, job enrichment, and job complexity, such as:
 - a. Work that suits your abilities.
 - b. Challenging work.
9. Communication This aspect measures satisfaction related to communication that occurs in the work. With smooth communication in the organization, employees can better understand their tasks and everything that happens in the organization, such as:
 - a. Communication with superiors or leaders.
 - b. Communication between employees.

Conceptual Framework

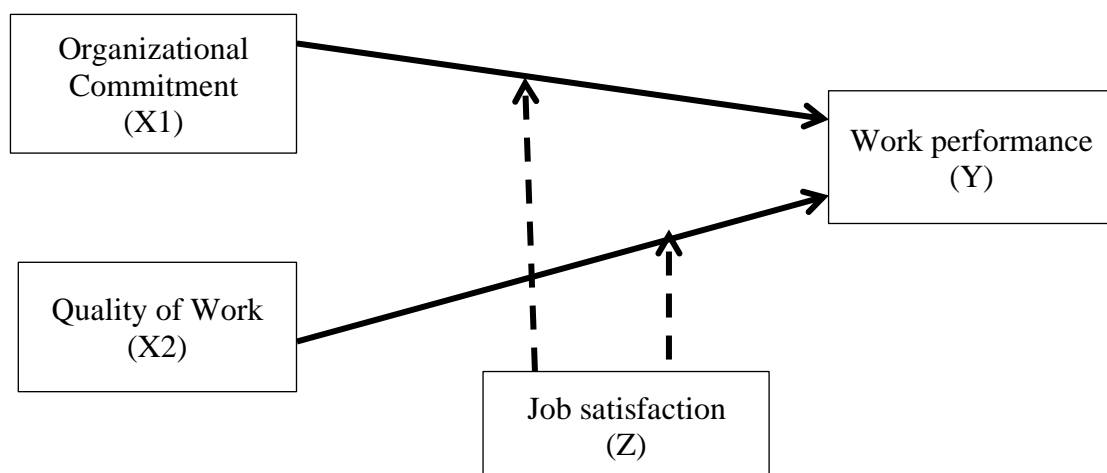


Figure 1. Conceptual Framework

Hypothesis

- H1 Organizational Commitment has a Positive and Significant Influence on Work Performance at the Bank Indonesia Representative Office in North Sumatra Province.
- H2 Work Quality has a positive and significant influence on Work Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
- H3 Job Satisfaction has a positive and significant effect on Work Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
- H4 Job Satisfaction can moderate Organizational Commitment to Work Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
- H5 Job Satisfaction can moderate Work Quality towards Work Performance at the Representative Office of Bank Indonesia, North Sumatra Province.

METHOD

Types of research

This type of research uses quantitative research. The approach and type of research used in this study are quantitative. According to Sinambela (2021) quantitative research is a type of research that uses numbers in processing data to produce structured information.

Time and Place 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, Jalan Balai Kota No. 4 Medan.

Data source

This study uses primary data sources as research support. The data sources used in writing this thesis are primary data. According to Sanusi (2017), primary data is data that is first recorded and collected by researchers.

Data collection technique

To collect data from respondents, researchers use a questionnaire technique where the questionnaire will be distributed to respondents and will be filled in by respondents. Questionnaire According to Sanusi (2017), a data questionnaire often does not require the presence of researchers, but is simply represented by a list of questions that have been carefully prepared in advance.

Research Population

The population of this study was all employees of the Bank Indonesia Representative Office of North Sumatra Province, amounting to 70 employees. According to Sanusi (2017), population is the entire collection of elements that show certain characteristics that can be used to make conclusions.

Research Sample

The research sample used by the researcher was all respondents who were made into a population of 70 employees. According to Sugiyono (2017), a sample is part of the number and characteristics possessed by the population. So it can be said that the sample is a part that can represent the entire population.

Data Analysis Techniques

Partial Least Square (PLS)

The data analysis that will be conducted to test this research is by the Partial Least Square (PLS) method. The PLS method was chosen based on previous research and it was considered that in this study there were two latent variables with formative indicators. The model used in this study is a causality model or influence relationship.

Outer Model Test (Measurement Model)

Evaluation of the outer model aims to see the form of the relationship between the indicator and its latent variables. The outer test consists of:

1. Standard Loading Factor An indicator is declared valid if it has a loading factor value above 0.5 for the intended construct. The higher the value obtained indicates the higher validity of the indicator.

2. T-Statistics The criterion point of T-Statistics is 1.96; which is the critical value in the T distribution at a significance level of 5%. The higher the T value obtained indicates the higher validity of the indicator.
3. AVE (Average Variance Extracted) AVE shows the variance value obtained from each latent variable. The minimum value required is 0.5. The higher the AVE value obtained, the better and indicates the greater information obtained and produced by the latent variable.
4. Composite Reliability and Cranbach's Alpha In addition to AVE to find the reliability of each variable can use Composite Reliability. The limit value used to assess an acceptable level of reliability is CR 0.7.
5. Cross-Loading The criteria in Cross-Loading is that each indicator that measures its construct must correlate more highly than other constructs.

Inner Model Test (Structural Model)

1. T-Statistics To test the significance of the hypothesized path, the test tool used is T-Statistics. If using an alpha level of 5%, then the critical value for T-Statistics is 1.96. If the value obtained is in the range of $-1.96 < T\text{-Stat} < 1.96$ then the test is declared insignificant. Conversely, if $T\text{-Statistics} < -1.96$ or > 1.96 then it is declared significant.
2. R-Square R-squared (R^2) testing is a way to measure the level of Goodness of Fit (GOF) of a structural model. The Rsquared (R^2) value is used to assess how much influence a particular independent latent variable has on the dependent latent variable. R^2 of 0.67 indicates that the model is categorized as good.

SEM Analysis With Moderation Effect

According to Baron & Kenny and Henseler & Fassott, in general, the moderation effect shows the interaction between exogenous variables (predictors) and moderator variables in influencing endogenous variables (Ghozali, 2021). As is known, Moderated Regression Analysis (MRA) is one method that can be used to test the moderation effect using a program, which is a common method used in multiple linear regression analysis by entering a third variable in the form of a multiplication of two independent variables as a moderating variable. This will cause a non-linear relationship so that the measurement error of the MRA estimation coefficient if using latent variables becomes inconsistent and biased. So the solution that can be done is to use a structural equation model where SEM can correct this measurement error by entering the interaction effect into the model (Ghozali, 2021).

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables, this testing includes convergent validity, discriminant validity and reliability.

Convergent Validity

Convergent validity is used to determine the validity of each indicator against its latent variable, in SmartPLS software to see the results of validity, it can be seen in the outer loading table. In the outer loading table there are numbers or values that indicate the indicator shows similarity with its construct variable. The value for the indicator is said to be valid, if the indicator explains its construct variable with a value > 0.7 . The structural model in this study is shown in the following figure:

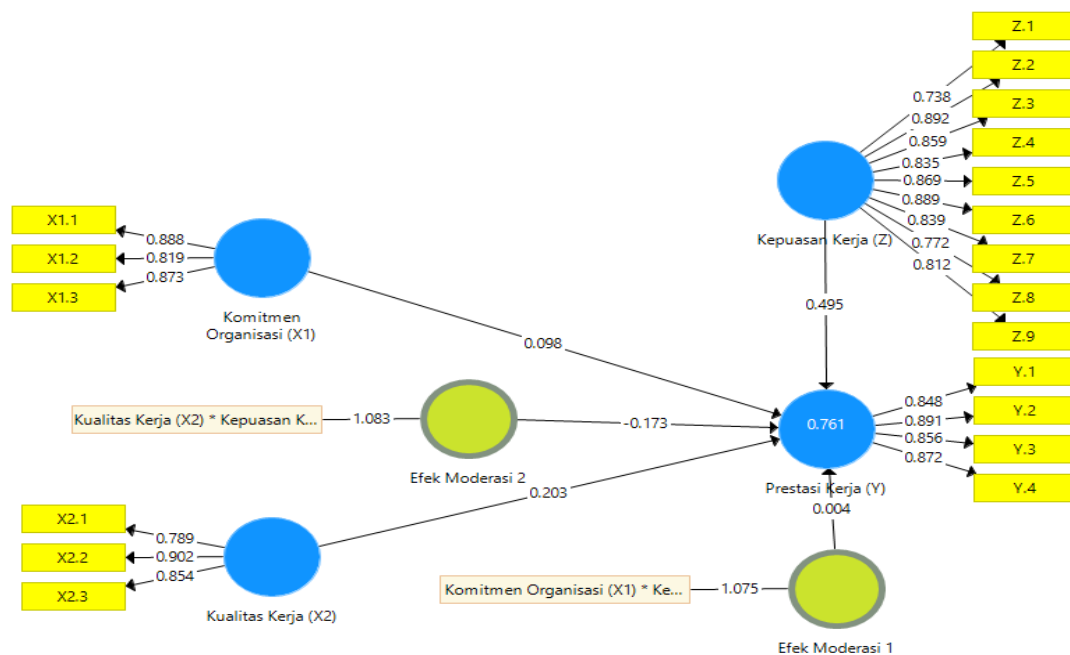


Figure 2: Outer Model
Source; Smart PLS 3.3.3

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two equations.

$$Y = b_1X_1 + b_2Z + b_3X_1Z + e_1$$

$$Y = 0.098 X_1 + 0.495Z + 0.004X_1Z + e_1$$

$$Y = b_2X_2 + b_3Z + b_4X_2Z + e_2$$

$$Y = 0.203X_2 + 0.495 Z - 0.173 X_2Z + e_2$$

Table 1. Outer Loadings

	Job Satisfaction (Z)	Organizational Commitment (X1)	Quality of Work (X2)	Work Performance (Y)
X1.1		0.888		
X1.2		0.819		
X1.3		0.873		
X2.1			0.789	
X2.2			0.902	
X2.3			0.854	
Y.1				0.848
Y.2				0.891
Y.3				0.856
Y.4				0.872
Z.1	0.738			
Z.2	0.892			
Z.3	0.859			
Z.4	0.835			

Z.5	0.869			
Z.6	0.889			
Z.7	0.839			
Z.8	0.772			
Z.9	0.812			

Source: Smart PLS 3.3.3

It can be seen in table 1 above that each variable has an outer loadings indicator whose value must be greater than 0.7, so the outer loadings results are stated as valid. Each variable gets a value greater than 0.7, which means that all outer loadings indicators are considered valid and can continue with further research.

Discriminant Validity

Discriminant Validity can be tested by looking at the cross loading table, this output is used to test discriminant validity at the indicator level with the provision that the correlation between the indicator and its latent variable is > compared to the correlation between the indicator and other latent variables (outside its block). For more details, see the table below:

Table 2. Discriminant Validity

	Job Satisfaction (Z)	Organizational Commitment (X1)	Quality of Work (X2)	Work Performance (Y)
X1.1	0.849	0.888	0.807	0.703
X1.2	0.708	0.819	0.570	0.727
X1.3	0.724	0.873	0.762	0.636
X2.1	0.673	0.777	0.789	0.566
X2.2	0.750	0.697	0.902	0.680
X2.3	0.646	0.651	0.854	0.694
Y.1	0.694	0.687	0.724	0.848
Y.2	0.712	0.671	0.651	0.891
Y.3	0.717	0.657	0.650	0.856
Y.4	0.802	0.765	0.629	0.872
Z.1	0.738	0.607	0.561	0.686
Z.2	0.892	0.761	0.759	0.656
Z.3	0.859	0.737	0.710	0.669
Z.4	0.835	0.790	0.816	0.681
Z.5	0.869	0.786	0.718	0.761
Z.6	0.889	0.785	0.686	0.795
Z.7	0.839	0.794	0.632	0.763
Z.8	0.772	0.677	0.553	0.615
Z.9	0.812	0.702	0.651	0.697

Source; Smart PLS 3.3.3

Based on table 2 above, there is a cross loading value for each variable and each indicator can be explained that the cross loading of Job Satisfaction is greater than the cross loading of other latent variables. For the cross loading of the Organizational Commitment variable, there is a value that is greater than the cross loading value of other latent variables. For the cross loading of the Work Quality variable, the value can be seen to be greater than the cross loading value of other latent variables. For the cross loading of the Work Achievement variable, the value can be seen to be greater than the cross loading value of other latent variables. So it can be concluded that the cross loading value has a value that is greater than the value of other latent variables so that it can be considered valid discriminatively.

Composite reliability

The next test determines the reliable value with the composite reliability of each construct, the construct value that is considered reliable is where the composite reliability value is above 0.6 or greater than 0.6. If the coranbasch alpha value is also greater than 0.7, then the value of each construct in the block is considered reliable in each variable construct and if the AVE value is also above 0.7, then each variable construct is considered valid. The following is a table of loading values for the research variable constructs generated from running the Smart PLS program in the following table:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Moderation Effect 1	1,000	1,000	1,000
Moderation Effect 2	1,000	1,000	1,000
Job Satisfaction (Z)	0.945	0.954	0.698
Organizational Commitment (X1)	0.825	0.895	0.741
Quality of Work (X2)	0.807	0.886	0.722
Work Performance (Y)	0.890	0.924	0.751

Source; Smart PLS 3.3.3

Based on table 3 above, there is a Cronbach alpha block where the value of each variable is greater than 0.7 so that it can be interpreted as cronbach alpha reliability data. Based on the composite reliability block, there is a value of each variable greater than 0.6 so that it can be explained that the value is considered composite reliability. Based on the AVE block, there is a value of each variable greater than 0.7, it can be explained that the AVE value greater than 0.7 can be interpreted as a valid distributed value so that it can be explained that all the blocks listed above have values greater than their basic values so that they are considered reliable and valid.

Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the structural model evaluation are seen from several indicators, namely:

Coefficient of Determination (R²)

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Work Performance (Y)	0.761	0.743

Source; Smart PLS 3.3.3

In table 4, there is an R square value for the Work Performance variable with a value of 0.761, so the influence of the Organizational Commitment and Work Quality variables on Work Performance is 0.761 if expressed as a percentage of 76.1% and the rest is in other variables.

Hypothesis Testing

After assessing the inner model, the next step is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was conducted by looking at the T-Statistics and P-Values. The hypothesis is accepted if the T-Statistics value is > 1.96 and P-Values < 0.05 . The following are the results of the Path Coefficients of direct influence:

Table 5. Hypothesis Results and Moderation Effects

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Moderation Effect 1 -> Job Performance (Y)	0.004	0.035	0.486	Rejected
Moderation Effect 2 -> Job Performance (Y)	-0.173	1,911	0.028	Accepted
Job Satisfaction (Z) -> Job Performance (Y)	0.495	3,050	0.001	Accepted
Organizational Commitment (X1) -> Work Performance (Y)	0.098	0.643	0.260	Rejected
Work Quality (X2) -> Work Performance (Y)	0.203	1,848	0.033	Accepted

Source; Smart PLS 3.3.3

In table 5 there are the results of the hypothesis and the results of moderation which will be explained as follows:

1. Job satisfaction is not able to moderate organizational commitment to work performance with an original sample value of 0.004 and p values of 0.486, meaning that job satisfaction is not a moderating variable because it is not able to influence it significantly.
2. Job Satisfaction is able to moderate and weaken Work Quality towards Work Performance with an original sample value of -0.173 and p values of 0.018, meaning that employees who are satisfied with their work will not think about improving their quality anymore because they are satisfied with their current achievements and do not think about improving their quality to achieve their work.
3. Job Satisfaction has a positive and significant effect on Job Performance with an original sample value of 0.495 and p values of 0.001. If job satisfaction increases and one seeks

other job satisfaction, then job performance will increase. If satisfaction decreases and one is only satisfied with the job that one has, then it is certain that job performance will decrease.

4. Organizational commitment has a positive and insignificant effect on work performance with an original sample value of 0.098 and p values of 0.260, meaning that organizational commitment has little effect in improving performance because it is not certain that people who are committed have good work performance and it is not certain that people who are not committed do not have performance.
5. Work quality has a positive and significant effect on work performance with an original sample value of 0.203 and p values of 0.033, meaning that if work quality increases, work performance will increase. If it decreases, work performance will decrease.

CLOSING

Conclusion

1. Job Satisfaction is unable to moderate Organizational Commitment to Job Performance with an original sample value of 0.004 and p values of 0.486.
2. Job Satisfaction is able to moderate and weaken Work Quality towards Work Performance with an original sample value of -0.173 and p values of 0.018.
3. Job Satisfaction has a positive and significant effect on Job Performance with an original sample value of 0.495 and p values of 0.001.
4. Organizational Commitment has a positive and insignificant effect on Work Performance with an original sample value of 0.098 and p values of 0.260.
5. Work Quality has a positive and significant effect on Work Performance with an original sample value of 0.203 and p values of 0.033.

Suggestion

1. This research is expected to be used as input for organizations in solving problems and improving organizational performance.
2. Organizations must seek or recruit employees who have high commitment or increase organizational commitment with existing employees.
3. To get good results, the organization must have quality employees at work. If it is difficult to find quality employees, it is better to provide training to improve the quality of employee work.
4. The organization must make an agreement for employees that if they achieve good work performance, the employees will receive appropriate compensation.
5. Organizations must ensure that their employees are not easily satisfied with their work and must continue to improve their work skills over time in order to develop the organization in the future.
6. It is hoped that this research can be used as reference material for new research and can be a means of creating new research titles and developing them.

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