

Employee Performance Optimization

Damseria Magdalena Togatorop¹, Muhammad Isa Indrawan²

Magister Manajemen, Universitas Pembangunan Panca Budi, Indonesia

*Correspondence Email: damseriam@gmail.com

Abstract

In this study, researchers wanted to see the direct and indirect effects between work discipline variables and management information systems as independent variables and motivation as an intervening variable and employee performance as the dependent variable. This type of research uses quantitative, this research was conducted at BPJS Employment Branch Office Se-Medan Raya. The population of this study was 80 employees and the sample used was all the population using the saturated sample technique. The data source used is primary data sources and the data collection carried out is to distribute questionnaires. The research model used is path analysis with smart PLS version 3.3.3. as a research measurement tool. The results of this study are as follows: Work discipline has a positive and significant effect on employee performance with an original sample value of 1.246 and P values of 0.000. Work discipline has a positive and insignificant effect on motivation with an original sample value of 0.247 and p values of 0.074. Motivation has a positive and significant effect on employee performance with an original sample value of 0.278 and p values of 0.000. Management information system has a negative and significant effect on employee performance with an original sample value of -0.599 and p values of 0.009. Management information system has a positive and significant effect on motivation with an original sample value of 0.403 and p value of 0.012. Work Discipline has a positive and insignificant effect on employee performance through motivation indirectly with original sample results of 0.069 and p values of 0.104. Information Management System has a positive and significant effect on employee performance through motivation with an original sample value of 0.111 and p values of 0.022.

Keywords: Work discipline, Management Information System, Motivation, employee performance.

INTRODUCTION

The performance management system is integrated with several other HR systems such as compensation, motivation, development and learning systems, and improvement of management information systems. Optimizing the quality and quantity of employee work results, employee performance must be in accordance with the established quality standards.

According to Abidin & Sasongko (2022) performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics. Innovation and risk taking employees are encouraged to be innovative and dare to take measured risks. The management information system team works by building a solid team and helping each other between employees and sharing knowledge and experience about management information systems. Aggressive shows aggressiveness and competitiveness, works hard and seriously. People management information systems can complete well and on time. The emergence of motivation in a person is certainly driven by the existence of a life need, both primary and secondary needs. If these needs can be met, then a person will work hard so that performance can increase according to the wishes of the organization (Sedarmayanti, 2015).

In reality, not all employees have the criteria according to expectations and there are also workers who have high abilities and skills, but do not have high work enthusiasm, so the organization has not been able to provide motivation to employees to create good work quality that is in accordance with the company's expectations in order to create a mutually beneficial relationship between employees and the company. To improve employee performance, the company needs to provide motivation and pay attention to work discipline to all its employees. Performance is the level of achievement of results from the implementation of certain tasks. Performance can also be viewed as a process of how work takes place to achieve work results. However, the results of the work itself show performance. Performance in the organization is carried out by all human resources in the organization, both leadership elements and workers. Many factors can influence human resources in carrying out their performance.

Formulation of the problem

1. Does Work Discipline Have a Positive and Significant Influence on Motivation at PT. BPJS Ketenagakerjaan Medan Raya Branch?
2. Does the Information Management System have a positive and significant effect on Motivation at PT. BPJS Ketenagakerjaan Medan Raya Branch?
3. Does Work Discipline Have a Positive and Significant Influence on Employee Performance at PT. BPJS Ketenagakerjaan Medan Raya Branch?
4. Does the Information Management System have a positive and significant effect on Employee Performance at PT. BPJS Ketenagakerjaan Medan Raya Branch?
5. Does Motivation have a positive and significant effect on Employee Performance at PT. BPJS Ketenagakerjaan Medan Raya Branch?
6. Does Work Discipline Have a Positive and Significant Influence on Employee Performance through Motivation at PT. BPJS Ketenagakerjaan Medan Raya Branch?
7. Does the Information Management System have a positive and significant effect on Employee Performance through Motivation at PT. BPJS Ketenagakerjaan Medan Raya Branch?

Research purposes

1. To find out and analyze the influence of Work Discipline on Motivation at PT. BPJS Ketenagakerjaan Branches in Medan Raya.
2. To find out the influence of the Information Management System on Motivation at PT. BPJS Ketenagakerjaan Branches throughout Medan Raya.
3. To find out and analyze the influence of Work Discipline on Employee Performance at PT. BPJS Ketenagakerjaan Branches in Medan Raya.
4. To find out and analyze the influence of Information Management System on Employee Performance at PT. BPJS Ketenagakerjaan Medan Raya Branch.
5. To find out and analyze the influence of Motivation on Employee Performance of PT. BPJS Ketenagakerjaan Branches in Medan Raya.

6. To find out and analyze the influence of Work Discipline on Employee Performance through Motivation at PT. BPJS Ketenagakerjaan Branches in Medan Raya.
7. To find out and analyze the influence of Information Management System on Employee Performance through Motivation at PT. BPJS Ketenagakerjaan Medan Raya Branch.

Benefits of research

1. Benefits for Academics

This research is expected to be a library source for all scholastics, add information that can be implemented, and add to the writings on Work Discipline, Management Information Systems on Employee Performance and Motivation.

2. Benefits for Practitioners

To contribute ideas to experts, so that they can achieve ideal goals. It can also be used as a benchmark and assessment material in independent direction and strategy changes.

3. Benefits for the Wider Community

To provide some additional information on incentives as school data and references that can be used in the future.

LITERATURE REVIEW

PerformanceEmployee

According to Sinambela in Syahidan and Suryani (2018) performance is the implementation and improvement of the work in accordance with the responsibilities so that the results can be achieved as expected. According to Bernardin and Russel in Budiasa (2021) employee performance is the amount of effort expended by an individual in devoting a certain amount of energy to the work.

Employee Performance Indicators

According to Bernardin and Russel in Budiasa (2021) as follows.

a. Quality

This is done by looking at the quality of the work produced through a certain process.

b. Quantity

It is realized by looking at the quantity (amount) of activities produced by a person.

c. Punctuality

For certain types of work, a time limit is given to complete the work so that time can be maximized for other work activities.

d. Effectiveness

The use of company resources is maximized to obtain the highest results.

e. Supervision

Every work activity is carried out without having to ask for help or guidance from superiors.

f. Relationship between employees

This is a level that shows that employees feel confident, have good intentions and good cooperation with co-workers.

Work Discipline

According to Singodimedjo in Sutrisno (2019), discipline is a person's attitude of willingness and readiness to comply with and obey the norms that apply around him and employee discipline greatly influences the goals of the agency.

Work Discipline Indicators

According to Singodimedjo in Sutrisno (2019), indicators regarding work discipline include:

1. Rules regarding arrival times, leaving times, and break times.
2. Basic rules about dressing and behaving at work.
3. Regulations on how to do work and relate to other work units.
4. Regulations about what employees can and cannot do while in the agency and so on.

Management Information System

Definition of Management Information System (MIS) involves a deep understanding of its basic concepts. MIS can be defined as an integrated combination of information technology, business procedures, and human participation that work together to collect, store, process, and present information that supports decision making and organizational management (Laudon & Laudon, 2017).

Management Information System Indicators

According to Laudon & Laudon, 2017, the indicators of management information systems are:

1. accuracy, information must be correct,
2. Information must be timely, when needed,
3. appropriate if appropriate, the information provided must be in accordance with what is requested
4. Complete, meaning the information provided must be complete.

Work motivation

According to McClelland, in Mangkunegara (2017), that: Motivation is a mental condition that drives someone to achieve their maximum performance. According to Hasibuan (2017), that: Work motivation is the provision of driving force that creates a person's work passion so that they are willing to work together, work effectively, and integrate with all their efforts to achieve satisfaction.

Work Motivation Indicators

Herzberg in Hasibuan (2017), work motivation indicators:

1. Things that motivate employees are “challenging work that includes a sense of achievement, responsibility, progress, enjoyment of the work itself and recognition for all of this.
2. Things that disappoint employees are mainly factors that are just frills in the work, work regulations, information, breaks, job titles, rights, salary, benefits, and so on.
3. Employees are disappointed if their opportunities to excel are limited. They will become sensitive to their environment and start finding fault.

Conceptual Framework

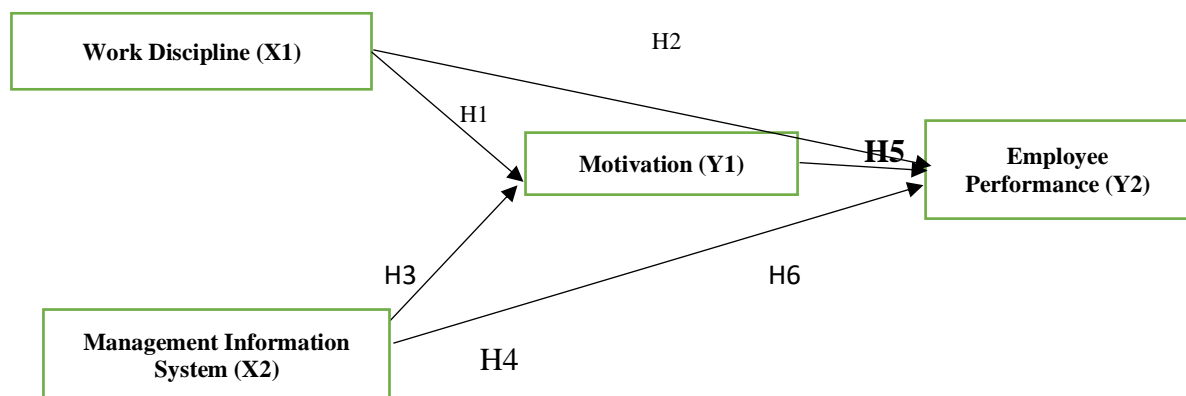


Figure 1. Conceptual Framework

Research Hypothesis:

Based on the formulation of the problem, literature review and conceptual framework that have been described and described previously, the hypothesis proposed in this study is as follows:

- H1: Work discipline has a positive and significant influence on motivation at BPJS Ketenagakerjaan Branches throughout Medan Raya.
- H2: The management information system has a positive and significant effect on motivation at BPJS Employment Branches throughout Medan Raya.
- H3: Work discipline has a positive and significant effect on employee performance at BPJS Ketenagakerjaan Branches in Medan Raya.
- H4: The Management Information System has a positive and significant effect on employee performance at BPJS Ketenagakerjaan Branches throughout Medan Raya.
- H5: Motivation has a positive and significant effect on employee performance at BPJS Ketenagakerjaan Branches throughout Medan Raya.
- H6: Work discipline has a positive and significant effect on employee performance through motivation at BPJS Ketenagakerjaan Branches in Medan Raya.

H7: The Management Information System has a positive and significant effect on employee performance through motivation at BPJS Ketenagakerjaan Branches in Medan Raya.

METHOD

Types of research

The type of research used by researchers is quantitative research. According to Sugiyono (2017) quantitative research can be interpreted as a method based on the philosophy of positivism, used to research a particular population or sample, 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.

Research Location and Research Time

The location of the research was conducted at BPJS Ketenagakerjaan Medan Raya on Jalan Medan - Tanjung Morawa Medan. The research period was carried out for 3 months (April to June 2024).

Population and Sample

According to Sugiyono (2017), population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population and sample in this study were all permanent employees at BPJS Ketenagakerjaan Branches throughout Medan Raya, totaling 80 employees (saturated sample).

Research Data Sources

The data sources used in this research are primary data.

Operational Definition of Research Variables

Table 1. Operational Definition of Variables

Variable Types	Definition	Indicator
Employee Performance (Y)	According to Afandi (2018), performance is the work results that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, without violating the law and without conflicting with morals and ethics.	According to Afandi (2018) employee performance indicators are as follows: 1. Quantity of work results 2. Quality of work results 4. Efficiency in carrying out tasks 5. Work discipline 6. Initiative 7. Accuracy 8. Leadership 9. Honesty

		10. Creativity.
Work Discipline (X1)	According to Singodimedjo in Sutrisno (2019), discipline is a person's attitude of willingness and readiness to comply with and obey applicable norms. around him and employee discipline greatly influences the goals of the agency.	According to Singodimedjo in Sutrisno (2019), work discipline indicators include: <ol style="list-style-type: none"> 1. Rules regarding arrival times, leaving times, and break times. 2. Basic rules about dressing and behaving at work. 3. Regulations on how to do work and relate to other work units. 4. Regulations about what employees can and cannot do while in the agency and so on.
Management Information System (X2)	MIS can be defined as an integrated combination of information technology, business procedures, and human participation that work together to collect, store, process, and present information that supports organizational decision making and management (Laudon & Laudon, 2017).	According to Laudon & Laudon, 2017, the indicators of management information systems are: <ul style="list-style-type: none"> • accuracy, information must be correct, • information must be timely, when needed, • appropriate when appropriate, the information provided must be in accordance with that requested • Complete, meaning the information provided must be complete
Work Motivation (Z)	According to Sutrisno (2019) motivation is a factor that drives someone to do a certain activity, therefore motivation is often interpreted as a factor that drives someone's behavior. Every activity carried out by	According to Sutrisno (2019), employee work motivation indicators are: <ol style="list-style-type: none"> 1. Job satisfaction 2. Achievements achieved 3. Opportunity to advance 4. Possibility

	someone must have a factor that drives the activity.	5. Responsibility 6. Recognition from others Responsibility
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Data Analysis Techniques

Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to (Gozali, 2014) Partial Least Square (PLS) is a fairly strong analysis method because it is not based on many assumptions.

Measurement Model (Outer Model)

The procedure in testing the measurement model consists of validity testing and reliability testing.

1. Validity Test

- a. Convergent Validity
- b. Discriminant Validity

2. Reliability Test

The Cronbach's alpha value is recommended to be greater than 0.7 and the composite reliability is also recommended to be greater than 0.7 (Sekaran, 2014).

Structural Model (Inner Model)

This test is conducted to determine the relationship between exogenous and endogenous constructs that have become hypotheses in this study (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t-test and significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R²)

In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether it has a substantive influence. The R² value is generally between 0 and 1.

2. Predictive Relevance (Q²)

This test is used to measure how well the observation value is generated by the model and also its parameter estimates. If the Q² value is greater than 0, it indicates that the model has predictive relevance, which means it has good observation value, while if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistic

At this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the study using the bootstrapping method. In the full model Structural Equation Modeling in addition to confirming the theory, it also explains whether or not there is a relationship between latent variables. The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2014) the criteria for the t table value with a value of 1.96 with a significance level of 5%.

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is stated as positive. While if the value is 0 to -1, then the direction of the relationship between variables is stated as negative.

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.

1. Convergent Validity

This test is seen from the loading factor, the value limit is 0.7, and the value limit Average Variance Extracted (AVE) is 0.5, if it is above that value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value > 0.7 . The structural model in this study is shown in the following figure.

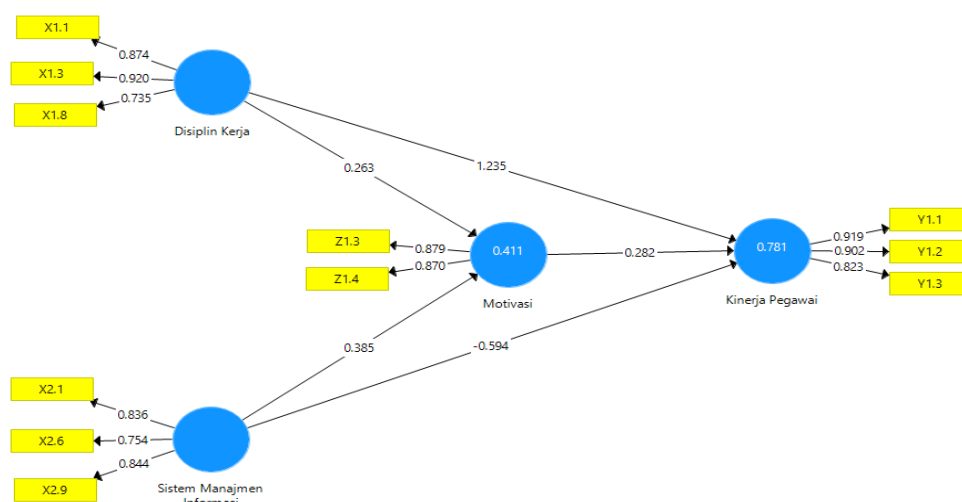


Figure 2. Outer Model
Source: Smart PLS 3.3.3

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 substructures for substructure 1.

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.263X_1 + 0.385X_2 + e_1$$

For substructure 2

$$Y = b_3X_1 + b_4X_2 + b_5Z + e_2$$

$$Y = 1.235X_1 + 0.594 X_2+ 0.282 + e_2$$

Table 2. Outer Loadings

	Work Discipline	Employee Performance	Motivation	Information Management System
X1.1	0.874			
X1.3	0.920			
X1.8	0.735			
X2.1				0.836
X2.6				0.754
X2.9				0.844
Y1.1		0.919		
Y1.2		0.902		
Y1.3		0.823		
Z1.3			0.879	
Z1.4			0.870	

Source: Smart PLS 3.3.3

In table 2 above, the value of each variable is stated that the indicator in each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue to further research.

2. Discriminant Validity

Further research to find out valid data in terms of Discriminate Validity, aims to find out whether the cross loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with their constructs. The following table shows the cross loading results from the validity test as follows:

Table 3. Discriminant Validity

	Work Discipline	Employee Performance	Motivation	Information Management System
Work Discipline	0.847			
Employee Performance	0.845	0.882		
Motivation	0.731	0.783	0.874	

Information Management System	0.956	0.766	0.736	0.812
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Source: Smart PLS 3.3.3

The results of table 3 above show a value that is greater than the other variables in each indicator and variable, so it can be concluded that the results of the discriminant validity study are validly distributed.

3. Composite reliability

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if below 0.60 and 0.7 then it is not reliable there are several blocks to determine whether the research is reliable or not and valid or not including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline	0.798	0.812	0.883	0.717
Employee Performance	0.856	0.855	0.913	0.778
Motivation	0.792	0.793	0.867	0.765
Information Management System	0.742	0.749	0.853	0.760

In table 4 above, it can be seen in the cronbach alpha column that each variable has a value greater than 0.7, which means that the reliability data for each variable. The composite reliability column has a value greater than 0.6, so it can be explained that each variable is considered reliable because the data is greater than 0.6. It can be seen from the AVE column that each variable gets a value greater than 0.7, which means that the data is valid according to AVE. All variables from the cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6, so they are considered reliable and valid.

Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the basic model created is strong and accurate. The stages of examination conducted in the primary model assessment are seen from several markers, namely:

1. Coefficient of Determination (R²)

In the next stage, namely the evaluation of the measurement model or inner model by looking at the R-Square value criteria. The R-Square results from the smartPLS 3.0 software output are as follows:

Table 5. R Square Results

	R Square	R Square Adjusted
Employee Performance	0.781	0.773
Motivation	0.711	0.740

There is an R square value of the Motivation variable with an R square value of 0.711 and if it is expressed as a percentage of 71.1%, it means that the influence of the variables Work Discipline, Management Information System and Employee Performance on organizational culture is 71.1% and the rest is on other variables. The R square value of the Employee Performance variable is 0.781 and if it is expressed as a percentage of 78.1%, it means that the influence of the variables Work Discipline, Management Information System and Motivation on Employee Performance is 78.1% and the rest is on other variables.

3. Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between idle builds as suspected in this review. Speculation testing in this review is done by looking at T-Statistics and P-Values. Speculation is announced to acknowledge whether the T-Insights value is > 1.96 and P-Values < 0.05 . The following are the consequences of the direct impact Path Coefficient:

Table 6. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Discipline -> Employee Performance	1.235	1.246	0.222	5,552	0.000
Work Discipline -> Motivation	0.263	0.247	0.146	1,793	0.074
Motivation -> Employee Performance	0.282	0.278	0.058	4,842	0.000
Information Management System -> Employee Performance	-0.594	-0.599	0.227	2.612	0.009
Information Management System -> Motivation	0.385	0.403	0.153	2,517	0.012

The results of the direct influence research are as follows:

1. Work discipline has a positive and significant effect on employee performance with an original sample value of 1.246 and P values of 0.000. This means that work discipline can create or improve employee performance, because the performance of an employee is where he is placed, not because of the discipline created by the organization.
2. Work discipline has a positive and insignificant effect on motivation with an original sample value of 0.247 and p values of 0.074. This means that work discipline formed by

- the organization and employees is not able to increase motivation in each employee, because strong motivation towards the organization is not able to create work discipline.
- Motivation has a positive and significant effect on employee performance with an original sample value of 0.278 and p values of 0.000. This means that if employee performance increases, motivation will increase, if employee performance decreases, motivation will also decrease.
 - Management Information System has a negative and significant effect on employee performance with an original sample value of -0.599 and p values of 0.009. This means that the Management Information System is unable to improve the sense of employee performance, the Management Information System still considers that employee performance is still not optimal for its employees.
 - Management Information System has a positive and significant effect on Motivation with an original sample value of 0.403 and p values of 0.012. This means that if the Management Information System increases, Motivation will increase and if the Management Information System decreases, Motivation will also decrease.

Table 7 Path Coefficients (Indirect Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Discipline -> Motivation -> Employee Performance	0.074	0.069	0.045	1,629	0.104
Information Management System -> Motivation -> Employee Performance	0.109	0.111	0.047	2.293	0.022

The results of indirect influence are as follows:

- Work Discipline has a positive and insignificant effect on employee performance through motivation indirectly with the original sample results of 0.069 and p values of 0.104. This means that motivation is not an intervening variable because it is unable to influence Work Discipline on employee performance indirectly.
- Information Management System has a positive and significant effect on employee performance through motivation with an original sample value of 0.111 and p values of 0.022. This means motivation able to be an intervening variable and have a positive influence on Information Management System and employee performance with the existence of Information Management System regarding employee performance, motivation has been fulfilled, thus building Information Management System on employee performance.

CLOSING

Conclusion

Based on the research results above, the following conclusions are drawn:

1. Work discipline has a positive and significant effect on employee performance at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya.
2. Work discipline has a positive and insignificant effect on motivation with values at BPJS Employment Branch Offices throughout Medan Raya.
3. Motivation has a positive and significant effect on employee performance with values at BPJS Employment Branch Offices throughout Medan Raya.
4. The Management Information System has a negative and significant effect on employee performance at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya.
5. The Management Information System has a positive and significant effect on Motivation at BPJS Employment Branch Offices throughout Medan Raya.
6. Work Discipline has a positive and insignificant effect on employee performance through motivation at BPJS Employment Branch Offices throughout Medan Raya.
7. Information Management System has a positive and significant effect on employee performance through motivation at BPJS Employment Branch Offices throughout Medan Raya.

Suggestion

After drawing conclusions from the results, the researcher made the following suggestions to the company:

1. Companies must be fair in treating employees, do not make exceptions between employees, even if the employees are part of the family, old friends or special relationships, they must still be fair and obey the rules.
2. Companies must sort out which work motivations are bad and which are good and gradually eliminate the bad culture that is spreading by implementing strict organizational regulations for employees.
3. Companies must make employees feel satisfied with working in the company by providing appropriate work for them and work discipline for each employee.
4. The company's job is to build employee trust in the company that the company will make the employee prosperous and become better.

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