

THE INFLUENCE OF LEADERSHIP AND COMPETENCE AND COMMITMENT ON JOB SATISFACTION AND WORK PERFORMANCE OF FOOD SERVICES OF KALTIM PROVINCE

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Abstract : This study aims to analyze and explain the Influence of Leadership and Competence and Commitment to Job Satisfaction and Work Performance of the Food Service of East Kalimantan Province. The sample selection technique used the Total Sampling Approach with a total sample of 76 people. Data collection techniques using questionnaires. The analysis was carried out using Partial Least Square (PLS) with the SmartPLS application version 3.8.9 and using SPSS Version 25 to test the validity and reliability of the respondents. The results showed that, leadership has a positive and significant effect on job satisfaction, the influence of competence has a positive and insignificant effect on job satisfaction

Keyword : *Leadership, Competence, Commitment, Job Satisfaction and Job Performance*

1. Introduction

State Civil Apparatus consisting of Civil Servants and Government Employees with Work Agreements who work to advance the government system in accordance with state regulations. The advancement of human resources is not only intended for private employees but as Civil Servants, they must have abilities such as optimal competencies. Leaders in the Civil Service environment certainly have a role to play in realizing the level of satisfaction of employees under their leadership and ultimately are expected to improve performance in carrying out the work given. Government employees must have optimal commitment to the work they have chosen for their future life.

Competence is what a person brings to work in the form of different types and levels of behavior (Budiman et al., 2016). Competencies here include: motives, traits, self-concept, knowledge, and skills. Thus, everything that includes the competencies possessed by an employee will determine the employee's performance at work the higher it is. Another factor that affects the performance of an employee is job satisfaction. According to Wibowo and Sutanto (2013) job satisfaction is a positive feeling about one's work which is the result of evaluating its characteristics. Job satisfaction usually arises if the desire or need is met, such as being able to complete a job well.

According to Robbins and Judge (2011) leadership is the ability to influence a group and direct it to a common goal. Leadership has an important role in the work environment, so that

organizational goals can be achieved properly and directed. Managing and controlling various systems within the organization in order to be consistent with organizational goals, it takes leadership factors, leaders are important factors determining the effectiveness of organizations and workers (Bass, 2007). According to Donnely, et.al (2007), leaders must create modern leadership capable of processing human resources.

The District I Department of Agriculture and Food Crops, Samarinda, was established in 1946, which at that time was still called the Department of Food Crops and Horticulture. Along with the development of the Republic of Indonesia, the existing government agencies gradually began to be addressed and perfected. The role of employees at the Department of Agriculture and Food Crops of the Province of East Kalimantan who can cooperate with the leadership is certainly highly expected.

The competence of each employee at the East Kalimantan Provincial Food Crops Service needs to receive direction on the suitability of the work and abilities of each employee. Achieving an optimal level of employee performance is obtained through employee satisfaction through employee commitment as well. Therefore, it is deemed necessary to conduct a research entitled The Influence of Leadership and Competence and Commitment to Satisfaction and Work Performance of Employees of the Department of Agriculture, Food Crops and Horticulture, East Kalimantan Province.

2. Literature review

LEADERSHIP

Leadership is the process of a person to move others by guiding and influencing to do something to receive certain results and goals. (Shahab & Nisa, 2014). Leadership is one of the managerial aspects in organizational life and is a key position.(Mahendra & Brahmasari, 2014). As a process, leadership is focused on what leaders do, namely the process where leaders use their influence to clarify organizational goals for employees, subordinates, or those they lead, motivate them to achieve these goals, and help create a productive culture within the organization.(Potu, 2013). The indicators of leadership, among others:

- 1.leader relationship,
- 2.task structure,
- 3.the power of the leadership position,

Competence

Literally, competence comes from the word competence which means skill, ability, and authority. Etymologically, competence is defined as the behavioral dimension of expertise or excellence of a leader or staff having good skills, knowledge, and behavior. According to Spencer and Spencer, competence is something that underlies the characteristics of an individual associated with the results obtained in a job.(Sutrisno, 2015).

Competence or ability means the capacity of each individual to perform various tasks in his work. Ability is the latest assessment of what a person can do.(Rahardja et al., 2017). Competency indicators(Wibowo, 2018) :

- 1 characteristics of individual knowledge,
- 2 characteristics of individual expertise,
- 3 do the task effectively,

- 4 Individuals are responsible for their effectiveness,
- 5 improvement of the quality of professional workers,

Commitment

Organizational commitment is a psychological state that characterizes the relationship between members and the organization in which individual processes occur to identify themselves with the values, rules, and goals of the organization and make individuals have a desire to maintain their membership and have implications for decisions to continue their membership in the organization. (Dong et.al 2019).

Organizational commitment affects whether workers remain as members of the organization or leave the organization in search of a new job. In this case, turnover occurs. Turnover can be voluntary or involuntary. Voluntary turnover occurs when workers themselves decide to leave, whereas involuntary turnover occurs when workers are fired by the organization for various reasons.(Wibowo, 2016). Organizational commitment may be a reflection of the fact that non-committed employees leave the company while highly committed employees stay with the company.(Babalola, 2016). Organizational Commitment Indicators(Dong et al., 2019) :

- 1 Affective Commitment,
- 2 Normative Commitments,
- 3 Continuous Commitment,
- 4 Common Values.

Job satisfaction

Job satisfaction is actually an individual's satisfaction with his own work. Job satisfaction can be reduced by the influence of various factors such as: organizational policy, control, administration, salary and quality of life. Research shows that job satisfaction represents the difference between what people expect from their jobs and what they have in reality.(Urosevic, et.al., 2016). Job satisfaction is a collection of unpleasant feelings and emotions with which employees view their work. Job satisfaction is an affective attitude of feeling joy or dislike relative to something.(Hr. & Wibowo, 2018). Job satisfaction can be achieved when someone has a positive attitude in carrying out their work.(Shahab & Nisa, 2014).

A person's satisfaction or dissatisfaction with his job is something that depends on how they understand the conflict between their desires and the results. (Shurbagi & Zahari, 2014). Job satisfaction is a feeling that supports or does not support employees who are related to their work or their condition.(Yuliana & Tannady, 2019). Someone who has a high level of job satisfaction will have a low level of absenteeism. Conversely, employees with low levels of satisfaction will tend to have high levels of absenteeism.(Sunnyoto, 2012). A person will achieve their satisfaction if they can meet their minimum limit and there is no gap between desire and reality. Job satisfaction is a set of employee feelings about things that are pleasant or unpleasant about a job they are facing(Edison et al., 2016). There are several indicators of job satisfaction, including:(Wibowo, 2018):

- 1.the work itself,
- 2.supervisor quality,

3. Opportunity to get promotion
4. Salary.

3. Research Hypothesis And Theoretical Framework

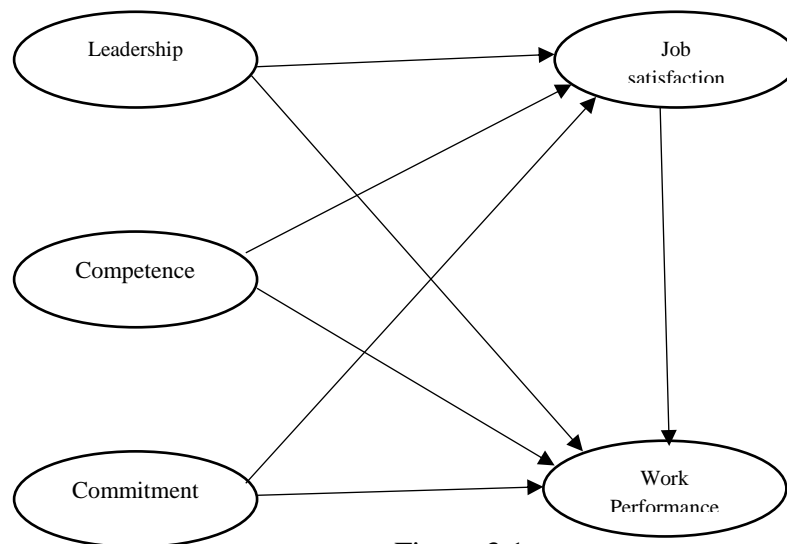


Figure 3.1
conceptual framework

Based on Figure 1, Brand Identification variable, Brand image as independent variable and dependent variable Brand Love and Brand Loyalty.

1. Leadership has a positive and significant effect on job satisfaction at the Department of Agriculture, Food Crops and Horticulture, East Kalimantan Province.
2. Competence has a positive and significant effect on job satisfaction at the Department of Agriculture, Food Crops and Horticulture, East Kalimantan Province.
3. Commitment has a positive and significant effect on job satisfaction at the Department of Agriculture, Food Crops and Horticulture, East Kalimantan Province.
4. Leadership has a positive and significant effect on the work performance of the Department of Agriculture, Food Crops and Horticulture, East Kalimantan Province.
5. Competence has a positive and significant effect on the work performance of the Department of Agriculture, Food Crops and Horticulture, East Kalimantan Province.
6. Commitment has a positive and significant effect on the work performance of the Department of Agriculture, Food Crops and Horticulture, East Kalimantan Province.
7. Job satisfaction has a positive and significant effect on the work performance of the Department of Agriculture, Food Crops and Horticulture, East Kalimantan Province.

4. Research methodology

This research is a type of explanatory research, namely research to find out and explain the influence between existing variables, and is continued with hypothesis testing that has been formulated previously and continued with hypothesis testing that has been formulated previously in order to explain the relationship between variables. In this study, the data analysis used the Partial Least Square (PLS) approach. PLS (Partial Least Square) is used to estimate the partial least squares of regression models, otherwise known as projections on the latent structure. PLS is a predictive technique that is an alternative to Ordinary Least Square (OLS) regression, or Structural Equating Modeling (SEM).

5. RESULTS AND DISCUSSION

5.1 Results

There are two characteristics of respondents included in this study, namely: age, gender,. To get an overview of the respondents, the following are the characteristics of respondents from the study:

Table 5.1 Characteristics of Respondents

No		Information	Frequency	Percentage
1	Age	22-30 Years	11	14.5%
2		31-39 Years	45	59.2%
3		>40 Years	20	26.3%
4	Gender	Man	58	76.4%
5		girl	18	23.6%

(source: data obtained, 2021)

The table shows that the average respondents who filled out the questionnaire were male. of the respondents are men around 76.4% aged between 31-39 or 59.2%.

The test criteria in the validity test are by looking at each value in the column compared to 0.05 in table r with degrees of freedom N-2. Where N is the number of respondents. From this study the number of respondents 30, then $30-2 = 28$. Obtained r table of 0.3061. The questionnaire is said to be valid if r count > r table, the following is the description.

Table 5.2 Validity

Indicator	Outer Loading
X1.1	0.672
X1.2	0.831
X1.3	0.829
X2.1	0.805
X2.2	0.393
X2.3	0.808
X2.4	0.798
X2.5	0.738
X3.1	0.781
X3.2	0.827
X3.3	0.824
X3.4	0.867
Y1.1	0.826
Y1.2	0.805
Y1.3	0.738
Y1.4	0.781
Y1.5	0.705
Y2.1	0.696
Y2.2	0.764
Y2.3	0.786
Y2.4	0.653
Y2.5	0.627
Y2.6	0.762
Y2.7	0.744
Y2.8	0.792

(Source: Primary data processed using SPSS 25, 2021)

5.2 Convergent Validity

In table 4.2 there are no indicators that are omitted or eliminated from the structural model because all indicators are valid after going through a convergent validity test. the value of each variable is measured by knowing the AVE (Average Variance Extracted). AVE must be at least 0.5. If it is below, the indicator is not yet valid, and it is necessary to re-check the indicator value on the loading factor (Hair et al., 2014: 618).

Table 5.3 TestAverage Variance Extracted (AVE)

Variable	AVE	Information
Leadership(X1)	0.610	Valid
Competence (X2)	0.622	Valid
Commitment (X3)	0.681	Valid
Job satisfaction(Y1)	0.609	Valid
Work Performance(Y2)	0.533	Valid

(Source: Data held with SmartPLS3, 2021)

5.3 Reliability Test

Reliability test is used to determine the consistency of a measuring instrument in its use, or it can be said that the measuring instrument has consistent results when used many times at different times. Cronbach alpha is used to measure reliability, where an instrument is said to be reliable if it has a Cronbach alpha value equal to or more than 0.60 (Sugiyono, 2015). The following are the results of the reliability test in this study.

Table 5.4 Reliability

Variable	Cronbach's Alpha	Composite Reliability	Information
Leadership(X1)	0.681	0.823	Reliable
Competence (X2)	0.848	0.892	Reliable
Commitment (X3)	0.844	0.895	Reliable
Job satisfaction(Y1)	0.839	0.886	Reliable
Work Performance(Y2)	0.873	0.901	Reliable

(Source: Data held with SmartPLS3, 2021)

5.4 Evaluation of the Inner Model

In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. Table 5.15 is the result of R-Square estimation using SmartPLS.

Table 5.5 R-Square

Variable	R Square	R Square Adjusted
Job satisfaction(Y1)	0.601	0.584
Work Performance(Y2)	0.935	0.931

(Source: Data held with SmartPLS3, 2021)

This study uses 2 (two) exogenous variables that affect 2 (two) endogenous variables, namely brand identification and brand image. Table 4.13 shows the R-square value for the brand love variable of 0,592 and for brand loyalty of 0.646 This means that this model explains the phenomenon of brand love which is influenced by brand identification and brand image by 59.2% (0,592 x 100%) and brand loyalty which is influenced by brand identification and brand image 64.6% (0,646x 100%).

To assess the significance of the prediction model in testing the structural model, it can be seen from the t-statistic value between exogenous and endogenous variables in the path coefficient table at the SmartPLS output below:

Table 5.6 path coefficient

Variable Influence	Original	Sample	Standard	T-	P
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Exogenous Variable	Endogenous Variable	Sample	Mean	Deviation	Statistics	Values
Leadership	Job satisfaction	0.247	0.255	0.117	2.119	0.035
Competence	Job satisfaction	0.200	0.197	0.148	1.351	0.177
Commitment	Job satisfaction	0.453	0.454	0.076	5,930	0.000
Leadership	Work Performance	0.345	0.350	0.057	6.047	0.000
Competence	Work Performance	0.220	0.214	0.059	3,741	0.000
Commitment	Work Performance	0.097	0.096	0.049	1990	0.047
Job satisfaction	Work Performance	0.453	0.451	0.064	7.053	0.000

(Source: Data held with SmartPLS3, 2021)

The results of the estimation of the structural model with all PLS Algorithm estimation methods show the path coefficient value through the T-statistical test (> 1.96) and the P value (< 0.05) between the construct variables, can be seen in Figure 5.4 below:

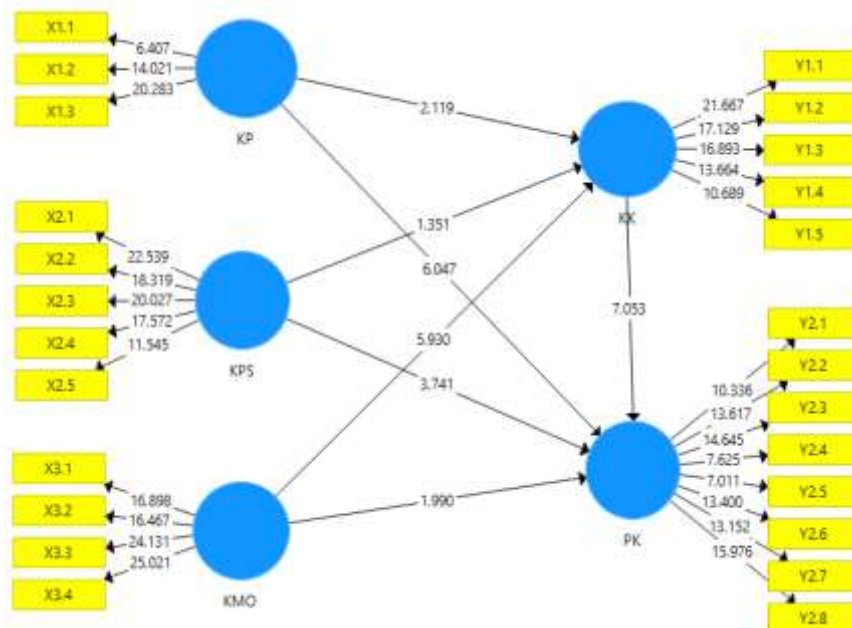


Figure 5.1
Bootstrapping Results

5.5 Hypothesis Test Results

If we look at the Path Coefficients, T Statistics, and P Value tables and the PLS Bootstrap Structural Model Path Diagram, the results of the hypothesis can be summarized as follows:

- H1: The relationship between leadership and job satisfaction is significant with a T-statistic of 2.119 (>1.96) and a P value of 0.035 (<0.05). The original sample estimate value (path coefficient) is positive, which is 0.247 which indicates that the direction of the relationship between Leadership and Job Satisfaction is positive. Thus it can be concluded that leadership has a significant positive effect on job satisfaction.
- H2: The relationship between Competence and Job Satisfaction is significant with a T-statistic of 1.351 (>1.96) and a P value of 0.177 (<0.05). The original sample estimate value (path coefficient) is positive, which is 0.200 which indicates that the direction of the relationship between Competence and Job Satisfaction is positive. Thus it can be concluded that competence has a significant positive effect on job satisfaction.
- H3: The relationship between Competence and Job Satisfaction is significant with a T-statistic of 5.930 (>1.96) and a P value of 0.000 (<0.05). The original sample estimate value (path coefficient) is positive, namely 0.453 which indicates that the direction of the relationship between Competence and Job Satisfaction is positive. Thus it can be concluded that competence has a significant positive effect on job satisfaction.
- H4: The relationship between leadership and work performance is significant with a T-statistic of 6.047 (>1.96) and a P value of 0.000 (<0.05). The original sample estimate value (path coefficient) is positive, which is 0.345 which indicates that the direction of the relationship between Leadership and Work Performance is positive. Thus it can be concluded that leadership has a significant positive effect on work performance.
- H5: The relationship between Competence and Work Performance is significant with a T-statistic of 3.741 (>1.96) and a P value of 0.000 (<0.05). The original sample estimate value (path coefficient) is positive, which is 0.220 which indicates that the direction of the relationship between Competence and Work Performance is positive. Thus it can be concluded that Competence has a significant positive effect on Work Performance.
- H6: The relationship between commitment and work performance is significant with a T-statistic of 1.990 (>1.96) and a P value of 0.047 (<0.05). The original sample estimate value (path coefficient) is positive, which is 0.097 which indicates that the direction of the relationship between Commitment and Work Performance is positive. Thus it can be concluded that commitment has a significant positive effect on work performance.
- H7: The relationship between job satisfaction and job performance is significant with a T-statistic of 7.053 (>1.96) and a P value of 0.000 (<0.05). The original sample estimate value (path coefficient) is positive, which is 0.453 which indicates that the direction of the relationship between Commitment and Work Performance is positive. Thus it can be concluded that job satisfaction has a significant positive effect on job performance.

6. Conclusion

Based on the explanation of the results of the research analysis and discussion, the following conclusions can be drawn:

1. Leadership has a positive and significant effect on job satisfaction. So that the results of this study are in accordance with the hypothesis which states that Leadership has a positive and

significant effect on job satisfaction, then the hypothesis is accepted. This can be interpreted that the better the leadership given, the better the performance of employees so that satisfaction arises in working at the Food Service.

2. Competencepositive and significant effect on job satisfaction. So that the results of this study are in accordance with the hypothesis which states thatCompetencepositive and insignificant effect on job satisfaction, then the hypothesis is rejected. This can be interpreted that the indicators on the Competence variable are not strong enough, Competence has an effect but is not able to give a big influence on Job Satisfaction of the Food Service employees.
3. Commitmentpositive and significant effect on job satisfaction. So that the results of this study are in accordance with the hypothesis which states thatCommitmentpositive and significant effect on job satisfaction, then the hypothesis is accepted. This can be interpreted that the better the commitment that exists in employees will help improve performance in an agency because employees will not leave their jobs and will help the agency achieve its goals.
4. Leadershippositive and significant effect on Work Performance. So that the results of this study are in accordance with the hypothesis which states thatLeadershippositive and significant effect on work performance, then the hypothesis is accepted. This can be interpreted that the better the leadership given, the better the work performance of employees so that there is efficiency in working at the Food Service.
5. Competencepositive and significant effect on Work Performance. So that the results of this study are in accordance with the hypothesis which states thatCompetencepositive and significant effect on work performance, then the hypothesis is accepted. This can be interpreted that every employee in an agency has characteristics and also has responsibility for himself which will affect the Work Performance of the Food Service employees.
6. Commitmentpositive and significant effect on Work Performance (Y2). So that the results of this study are in accordance with the hypothesis which states thatCommitmentpositive and significant effect on work performance, then the hypothesis is accepted. This can be interpreted that the better the existing commitment to the employee will help improve the employee's work performance in order to help the agency achieve its goals.
7. Job satisfactionpositive and significant effect on Work Performance. So that the results of this study are in accordance with the hypothesis which states thatJob satisfactionpositive and significant effect on work performance, then the hypothesis is accepted. This can be interpreted that employees have improved performance at work so that they can carry out work properly and correctly and reduce difficulties in work so as to achieve job satisfaction.

7. Suggestion

1. Based on the results of research that has been done that Leadership(X1) has a positive and significant effect on Job Satisfaction (Y1). So that the results of this study are in accordance with the hypothesis which states thatLeadershippositive and significant effect on job satisfaction, then the hypothesis is accepted. This can be interpreted that the better the leadership given, the better the performance of employees so that satisfaction arises in working at the Food Service.

2. Based on the results of research that has been done that Competence(X2) has a positive and significant effect on Job Satisfaction (Y1). So that the results of this study are in accordance with the hypothesis which states that Competence positive and insignificant effect on job satisfaction, then the hypothesis is rejected. This can be interpreted that the indicators on the Competence variable are not strong enough, Competence has an effect but is not able to give a big influence on Job Satisfaction of the Food Service employees.
3. Based on the results of research that has been done that Commitment(X3) has a positive and significant effect on Job Satisfaction (Y1). So that the results of this study are in accordance with the hypothesis which states that Commitment positive and significant effect on job satisfaction, then the hypothesis is accepted. This can be interpreted that the better the commitment that exists in employees will help improve performance in an agency because employees will not leave their jobs and will help the agency achieve its goals.
4. Based on the results of research that has been done that Leadership(X1) has a positive and significant effect on Work Performance (Y2). So that the results of this study are in accordance with the hypothesis which states that Leadership positive and significant effect on work performance, then the hypothesis is accepted. This can be interpreted that the better the leadership given, the better the work performance of employees so that there is efficiency in working at the Food Service.
5. Based on the results of research that has been done that Competence(X2) has a positive and significant effect on Work Performance (Y2). So that the results of this study are in accordance with the hypothesis which states that Competence positive and significant effect on work performance, then the hypothesis is accepted. This can be interpreted that every employee in an agency has characteristics and also has responsibility for himself which will affect the Work Performance of the Food Service employees.
6. Based on the results of research that has been done that Commitment(X3) has a positive and significant effect on Work Performance (Y2). So that the results of this study are in accordance with the hypothesis which states that Commitment positive and significant effect on work performance, then the hypothesis is accepted. This can be interpreted that the better the existing commitment to the employee will help improve the employee's work performance in order to help the agency achieve its goals.
7. Based on the results of research that has been done that Job satisfaction(Y1) has a positive and significant effect on Work Performance (Y2). So that the results of this study are in accordance with the hypothesis which states that Job satisfaction positive and significant effect on work performance, then the hypothesis is accepted. This can be interpreted that employees have improved performance at work so that they can carry out work properly and correctly and reduce difficulties in work so as to achieve job satisfaction.

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