

Determinant Employee Performance Apparatus Civil State

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Abstract

This research aims to examine the influence of transformational leadership style and work environment on employee performance and motivation of civil servants as intervening variables at the Youth and Sports Department of North Sumatra Province. Human Resources (HR) in general are productive individuals who work as drivers of an organization, both This is in institutions or companies that function as assets so that their abilities must be trained and developed. Human resources generally consist of two, namely macro human resources, namely the number of people of productive age in an area, and micro human resources in the narrow sense, namely individuals who work in an institution or company. The results of this research are as follows: Transformational Leadership Style has a positive and significant effect on Employee Performance with an original sample value of 0.388 and ap value of 0.002. Transformational Leadership Style has a positive and significant effect on Motivation with an original sample value of 0.572 and ap value of 0.000. Work Environment has a positive and insignificant effect on Employee Performance with an original sample value of 0.149 and ap value of 0.109. Work Environment has a positive and significant effect on Motivation with an original sample value of 0.371 and ap value of 0.000. Motivation has a positive and significant effect on employee performance with an original sample value of 0.396 and ap value of 0.001. Transformational Leadership Style has a positive and significant effect on Employee Performance through Motivation with an original sample value of 0.226 and ap value of 0.001. The work environment influences employee performance positively and significantly through motivation with an original sample value of 0.147 and ap value of 0.016.

Keywords: Transformational Leadership Style, Work Environment, Motivation, Employee Performance

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Background

In essence, human resources are humans who are employed in an organization as drivers, thinkers and planners to achieve the goals of the organization. Human Resources (HR) in general are productive individuals who work as drivers of an organization, both in institutions and companies that function as assets so that their abilities must be trained and developed. Human resources generally consist of two, namely macro HR, namely the number of people of productive age in a region, and micro HR in the narrow sense, namely individuals who work in an institution or company. Transformational leadership is one of the important dimensions in effective leadership which is also the strongest predictor of leadership outcomes, such as the extra effort of subordinates towards leadership skills (Bass in Hakim, 2014). The leadership model displayed by a transformational leader is expected to be able to increase the efforts of subordinates to achieve optimal work results. This leadership model is one of the leadership models whose usefulness is beginning to be considered in dealing with organizational change. Transformational leadership is described as a leadership model that can motivate employees, so that they can develop and achieve high-level performance. The work environment is a social environment in a company, in which there are people who interact with each other every day. Everyone will spend time working rather than doing other things. In working, a person will be side by side with many people. The work environment is also one of the factors that influences the level of success of an organization. The motivation that exists in a person is a driving force that manifests a behavior in order to achieve the goal of self-satisfaction. Often people think that work motivation can be caused by getting good and fair rewards, but in reality, even though they have been given good rewards, their work has not been maximized. Every human being certainly has a basic reason why someone is willing to do a certain type of activity or work, why one person works hard, while others are just so-so. All of this has a basis and reason that drives someone to work like that, or in other words, there must be motivation. Performance is something that can contribute to a company, performance can help companies to bind consumers and be able to achieve consumer satisfaction. Employee performance will affect the goals of a particular agency. Needs, job design, satisfaction, fairness and poor expectations can affect the high and low employee work motivation that will have an impact on employee performance. Good performance is optimal work, namely performance according to organizational standards, with good work each employee can complete the work and responsibilities that have been given and for employees who have a good level of work can contribute to running company activities whose benefits are able to achieve the company's planned goals.

Formulation of the problem

1. Transformational Leadership Style? has a positive and significant effect on the Performance of ASN Employees at the Youth and Sports Service of North Sumatra Province?
2. Does the Work Environment have a positive and significant influence on the Performance of ASN Employees at the Youth and Sports Service of North Sumatra Province?
3. Transformational Leadership Style? has a positive and significant effect on the motivation of ASN employees at the Youth and Sports Service of North Sumatra Province?
4. Does the work environment have a positive and significant influence on the motivation of ASN employees at the Youth and Sports Service of North Sumatra Province?
5. Does motivation have a positive and significant effect on the performance of ASN employees at the Youth and Sports Service of North Sumatra Province?
6. Transformational Leadership Style? has a positive and significant effect on Employee Performance through ASN Employee Motivation at the Youth and Sports Service of North Sumatra Province?

7. Does the Work Environment have a positive and significant influence on the Performance of ASN employees through Motivation at the Youth and Sports Service of North Sumatra Province?

Research purposes

1. To determine and analyze the influence of Transformational Leadership Style on the Performance of ASN employees at the Youth and Sports Service of North Sumatra Province.
2. To determine and analyze the influence of the work environment on the performance of ASN employees at the Youth and Sports Service of North Sumatra Province.
3. To determine and analyze the influence of Transformational Leadership Style on the Motivation of ASN employees at the Youth and Sports Service of North Sumatra Province.
4. To determine and analyze the influence of the work environment on the motivation of ASN employees at the Youth and Sports Service of North Sumatra Province.
5. To determine and analyze the influence of Motivation on the Performance of ASN Employees at the Youth and Sports Service of North Sumatra Province.
6. To determine and analyze the influence of Transformational Leadership Style on ASN Employee Performance through Motivation at the Youth and Sports Service of North Sumatra Province.
7. To find out and analyze the influence of the work environment on ASN employee performance through motivation at the Youth and Sports Service of North Sumatra Province.

Employee Performance

According to Sutrisno (2016:) Performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization.

According to Fahmi (2017), performance is the operational effectiveness of an organization, organizational units and employees based on previously established standards and criteria, because organizations are basically run by humans, performance is actually human behavior in playing the roles they play in an organization to meet established behavioral standards in order to produce the desired actions and results.

Employee Performance Indicators

According to Fahmi (2017) Performance Indicators are:

1. Quantity Measured from employee perception of the number of assigned activities and their results.
2. Quality Can be measured from employee perceptions of the quality of work produced and the perfection of tasks against employee skills and abilities. The results of the work done are close to perfect or meet the expected goals of the work.
3. Utilization of working time Measured from employee perception of an activity completed from the beginning of time to output. Can complete at the specified time and maximize the time available for other activities.
4. Cooperation Ability to handle relationships with others

Transformational Leadership Style

Understanding Transformational Leadership Style

Transformational leadership style according to Edison et al. (2017) is a leader who inspires his followers to not only believe in themselves but also believe in their ability to imagine and create a better future for the company. According to Robbins and Judge (2017), transformational leadership is a leader who inspires his followers to do things that go beyond their own interests for the benefit of the organization so that they can have a greater and extraordinary influence on their employees.

Transformational Leadership Style Indicators

According to Robbins and Judge (2017), the indicators of transformational leadership style are:

1. Charisma, namely providing insight and awareness of the vision and mission, arousing pride and fostering an attitude of respect and trust in subordinates.
2. Inspirational motivation, namely fostering high expectations through the use of symbols to focus efforts and communicate important goals in a simple way.
3. Individual attention, namely giving attention, fostering, guiding and training each person specifically and personally.
4. Intellectual stimulation, namely increasing rationality and careful problem solving. Transformational leadership as a leader who has the power to influence his subordinates in certain ways. Subordinates feel trust.

Work environment

Understanding the Work Environment

According to Afandi (2018), the work environment is something that is around employees and can influence them in carrying out the tasks assigned to them.

According to Sedarmayanti, (2017) the work environment is all the tools and materials encountered, the surrounding environment in which a person works, their work methods, and their work arrangements both as individuals and as a group.

Work Environment Indicators

According to Sedarmayanti (2017) the work environment indicators are as follows:

1. Physical work environment
 - a. Lighting An important factor in the work environment is that adequate lighting will help employees complete tasks more effectively.
 - b. Circulation of the workspace Oxygen is a gas needed by living things to maintain survival for the metabolism process. Air can be said to be dirty if the oxygen in the air has decreased and has been mixed with gases or odors that are harmful to the health of the body.
 - c. Space layout A good workspace layout will create comfort in working.
 - d. Decoration Decoration has something to do with good color schemes, therefore decoration is not only related to the results of the work space.
 - e. Noise Work requires concentration, so noise should be avoided so that work can be carried out efficiently so that work productivity increases.
 - f. Facilities Company facilities are very much needed as a support in completing every job in the company. The availability of adequate facilities will support the smooth process of working.
2. Non-physical work environment
 - a. Relationship with leaders The relationship between superiors and subordinates or employees must be maintained well and there must be mutual respect between superiors and subordinates, by respecting each other it will create a sense of respect between each individual.
 - b. Relationship between co-workers Relationship with co-workers is a harmonious relationship with co-workers without conflict among co-workers. One of the factors that influences employees to stay in one organization is because of the harmonious and familial relationship.

Motivation

Understanding Motivation

According to Sedarmayanti (2017) motivation is a force that drives someone to do an action or not which is essentially internal and external, positive or negative, while work motivation is something that creates a drive or enthusiasm for work or a motivator for work enthusiasm. According to Mangkunegara (2017) motivation is a condition or energy that moves employees who are directed or aimed at achieving organizational or company goals.

Motivation Indicators

According to Mangkunegara (2017), the motivation indicators are as follows:

1. Responsibility, namely an employee has a high level of responsibility for his work.
2. Work performance, namely an employee is willing to do a job as well as possible.
3. Opportunity to advance, namely an employee wants to get fair wages according to his work.
4. Recognition of performance, namely an employee wants the results of his work to be recognized.
5. Challenging work means an employee wants to learn to master work in his field.

Conceptual Framework

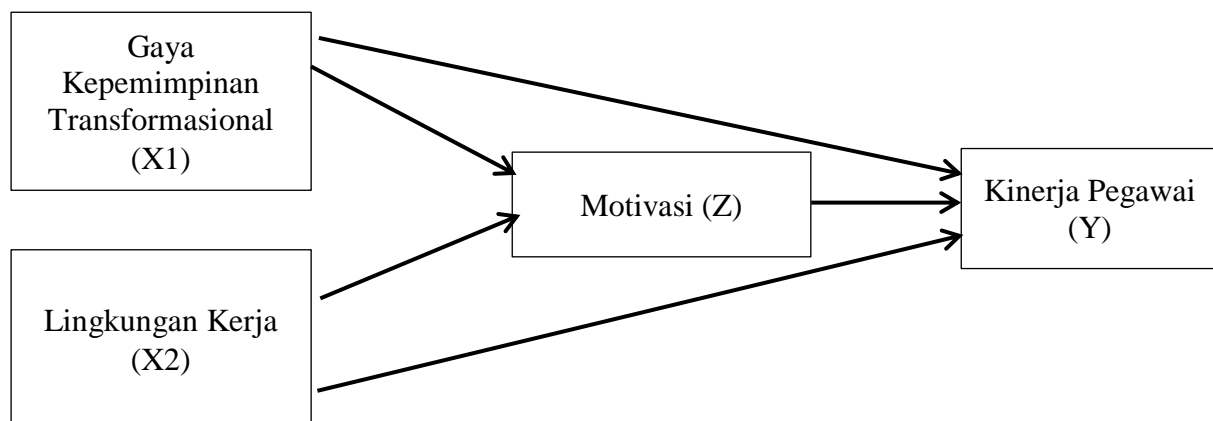


Figure 1 . Conceptual Framework

Source: Processed by Researchers (2024)

Hypothesis

- H1 Transformational Leadership Style has a positive and significant influence on the Performance of ASN Employees at the Youth and Sports Service of North Sumatra Province.
- H2 The work environment has a positive and significant influence on the performance of ASN employees at the Youth and Sports Service of North Sumatra Province.
- H3 Transformational Leadership Style has a positive and significant influence on ASN Employee Motivation at the Youth and Sports Service of North Sumatra Province.
- H4 The work environment has a positive and significant influence on the motivation of ASN employees at the Youth and Sports Service of North Sumatra Province.
- H5 Motivation has a positive and significant effect on the performance of ASN employees at the Youth and Sports Service of North Sumatra Province.
- H6 Transformational Leadership Style has a positive and significant effect on the Performance of ASN Employees at the Youth and Sports Service of North Sumatra Province.
- H7 The work environment has a positive and significant influence on ASN employee performance through motivation at the Youth and Sports Service of North Sumatra Province.

Research methods

Types of research

According to Sugiyono (2019) quantitative research is a research method based on the philosophy of positivism which is used in certain populations or in data samples using quantitative or statistical research tools.

Research Sources

According to Sugiyono (2019) Primary data is a data source that directly provides data to data collectors. The primary data used in this study is data obtained based on questionnaire answers distributed to all respondents.

Population and Sample

Population

This study used a population of 80 ASN employees. According to Sugiyono (2019), population is a generalization area consisting of: objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn.

Sample

The sample of this study was all the population in the study, namely 80 ASN employees and the sampling technique used was the saturated sampling technique, namely taking all the population as samples. According to Sugiyono (2019), a sample is part of the number and characteristics possessed by the population. According to Sugiyono (2019), the saturated sampling technique is a technique used based on all populations being sampled.

Location and Time of research

This research was conducted in late September to December, this research was conducted at the Office of the Youth and Sports Service of the North Sumatra Province. Jalan Willièm Iskandar No. 30 Medan.

Data collection

This data collection was carried out by using a questionnaire and distributing it to the sample. According to Sugiyono (2019), a questionnaire is a data collection technique by providing written questions or statements to respondents to be answered. Here are some things to know about questionnaires according to Sugiyono:

Data Analysis Techniques

The data analysis technique used in this study is the quantitative data analysis method. Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software which is run on a computer.

Measurement Model (Outer Model)

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

1. Validity Test

Validity testing is used to assess whether a questionnaire is valid or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items in each variable.

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability tests are used to measure the consistency of measuring instruments in measuring a concept or to measure the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the alpha coefficient value or Cronbach's alpha and composite reliability). 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)
2. Predictive Relevance (Q²)
3. t-Statistic
4. *Path* Coefficient
5. Fit Model

Results and Discussion

Outer Model Analysis

Testing of the measurement model (outer model) is used For determine specification connection between variable latent with variable manifest , testing This includes convergent validity, discriminant validity and reliability .

1. Convergent Validity

Convergent validity of the measurement model with indicator reflexive can see from correlation between item/ indicator scores with its construct score. Indicator individual considered reliable if own mark correlation above 0.70. However thus on research stage development scale , loading 0.50 to 0.60 is still can accepted . Based on in the result for outer loading shows existence indicator has a loading below 0.60 and No significant . Structural model in study This displayed on Picture following this:

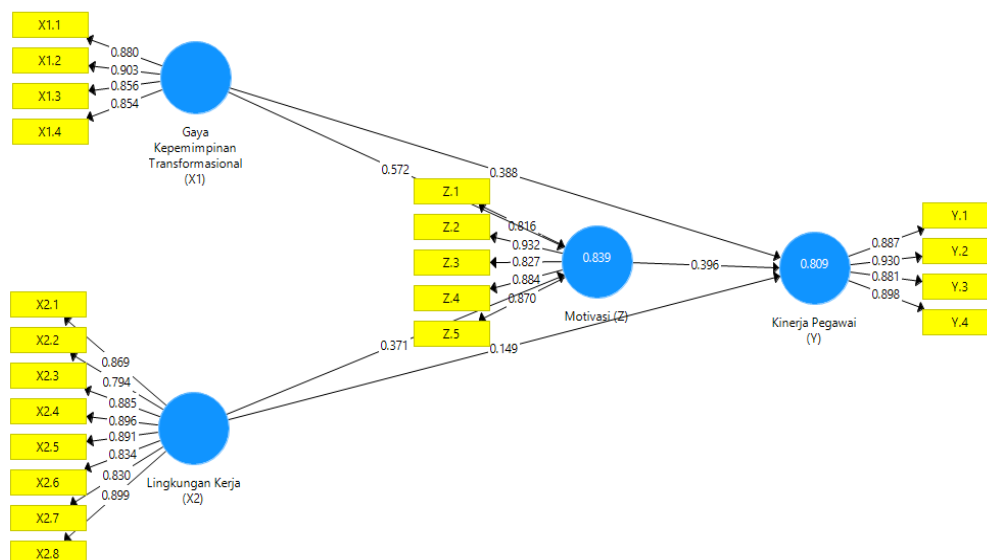


Figure 2 . Outer Model

Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings as follows:

Table 1. Outer Loadings

	Transformational Leadership Style (X1)	Employee Performance (Y)	Work Environment (X2)	Motivation (Z)
X1.1	0.880			
X1.2	0.903			
X1.3	0.856			
X1.4	0.854			
X2.1			0.869	
X2.2			0.794	
X2.3			0.885	
X2.4			0.896	
X2.5			0.891	
X2.6			0.834	
X2.7			0.830	
X2.8			0.899	
Y.1		0.887		
Y.2		0.930		
Y.3		0.881		
Y.4		0.898		
Z.1				0.816
Z.2				0.932
Z.3				0.827
Z.4				0.884
Z.5				0.870

Source: Smart PLS 3.3.3

The results of table 1 above are that there is a loading factor value greater than 0.07, meaning that each indicator in the variable has a valid value and can be used for further research.

2. Discriminant Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses the cross loading value. An indicator is declared to meet discriminant validity if the cross loading value of the indicator on its variable is the largest compared to other variables. The following are the cross loading values of each indicator:

Table 2. Discriminant Validity

	Transformational Leadership Style (X1)	Employee Performance (Y)	Work Environment (X2)	Motivation (Z)
X1.1	0.880	0.798	0.732	0.761
X1.2	0.903	0.765	0.761	0.814
X1.3	0.856	0.782	0.773	0.777
X1.4	0.854	0.706	0.809	0.787
X2.1	0.831	0.796	0.869	0.817
X2.2	0.802	0.763	0.794	0.726
X2.3	0.698	0.689	0.885	0.695
X2.4	0.761	0.706	0.896	0.768

X2.5	0.719	0.746	0.891	0.768
X2.6	0.736	0.674	0.834	0.750
X2.7	0.764	0.660	0.830	0.758
X2.8	0.746	0.716	0.899	0.738
Y.1	0.759	0.887	0.715	0.764
Y.2	0.815	0.930	0.821	0.784
Y.3	0.711	0.881	0.696	0.752
Y.4	0.849	0.898	0.768	0.839
Z.1	0.783	0.699	0.864	0.816
Z.2	0.897	0.871	0.833	0.932
Z.3	0.710	0.655	0.646	0.827
Z.4	0.745	0.695	0.726	0.884
Z.5	0.740	0.840	0.704	0.870

Source: Smart PLS 3.3.3

In table 2 above, there are loading factor values in each variable and each loading factor has a value that is greater than the loading factor of other variables, in other words, the loading factor of the Transformational Leadership Style variable is greater than the loading factor of other latent variables, for the Employee Performance variable the loading factor is greater than other latent variables, while the loading factor of the Work Environment variable is greater than other latent variables, for the Motivation variable the loading factor is greater than other latent variables. This means that the values above are valid values in a discriminant manner.

3. Composite reliability

In this study, reliability testing was conducted using two methods, namely Cronbach's alpha and Composite reliability. Cronbach's alpha measures the lower limit of the reliability value of a construct, while Composite reliability measures the actual value of the reliability of a construct. Based on this opinion, this study uses Composite reliability to test reliability. The rule of thumb is that the alpha or Composite reliability value must be greater than 0.7, although a value of 0.6 is still acceptable. The table below shows the values of Cronbach's alpha and Composite reliability.

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Transformational Leadership Style (X1)	0.896	0.928	0.763
Employee Performance (Y)	0.921	0.944	0.809
Work Environment (X2)	0.951	0.959	0.744
Motivation (Z)	0.917	0.938	0.751

Source: Smart PLS 3.3.3

The reliability value in Table 3 above shows that the value of all variables in the reliability test using either Cronbach's Alpha or Composite reliability is > 0.70 , and the validity test using AVE (Average Variance Extracted) is > 0.50 . Therefore, it can be concluded that the variables tested are valid and reliable, so it can be continued to test the structural model.

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:

1. Coefficient of Determination (R²)

Based on the data processing that has been carried out using the SmartPLS 3.3.3 program, the R Square value is obtained as follows:

Table 4. R Square Result

	R Square	Adjusted Square	R
Employee Performance (Y)	0.809	0.801	
Motivation (Z)	0.839	0.834	

Source: Smart PLS 3.3.3

There is an R square value of Employee Performance of 0.809 and the percentage is 80.9%, meaning that the influence of the variables Transformational Leadership Style, Work Environment and Motivation has an effect on Employee Performance of 80.9%, the rest is on other variables. There is an R square value of 0.839 on the Motivation variable and the percentage is 83.9%, meaning that the influence of Transformational Leadership Style and Work Environment has an effect on Motivation of 83.9% and the rest is on other variables.

2. 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. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Transformational Leadership Style (X1) -> Employee Performance (Y)	0.388	2,963	0.002	Accepted
Transformational Leadership Style (X1) -> Motivation (Z)	0.572	5,688	0,000	Accepted
Work Environment (X2) -> Employee Performance (Y)	0.149	1,235	0.109	Rejected
Work Environment (X2) -> Motivation (Z)	0.371	3,694	0,000	Accepted
Motivation (Z) -> Employee Performance (Y)	0.396	3,181	0.001	Accepted

Source: Smart PLS 3.3.3

In table 5 above there is a direct influence and its explanation is as follows:

1. Transformational Leadership Style has a positive and significant effect on Employee Performance with an original sample value of 0.388 and p values of 0.002. This means that if the transformational leadership style increases, employee performance will also increase, conversely if it decreases, employee performance will also decrease.

2. Transformational Leadership Style has a positive and significant effect on Motivation with an original sample value of 0.572 and p values of 0.000. This means that if the transformational leadership style increases, motivation will also increase, conversely if it decreases, motivation will also decrease.
3. Work Environment has a positive and insignificant effect on Employee Performance with an original sample value of 0.149 and p values of 0.109. This means that if the work environment improves well, it is not certain that employee performance will also improve and if it decreases, it is not certain that employee performance will also decrease.
4. Work Environment has a positive and significant effect on Motivation with an original sample value of 0.371 and p values of 0.000. This means that if the work environment improves well, motivation will also increase, conversely if it decreases, motivation will also decrease.
5. Motivation has a positive and significant effect on Employee Performance with an original sample value of 0.396 and p values of 0.001. This means that if motivation increases well, employee performance will increase, conversely if it decreases, employee performance will also decrease.

Table 6. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Transformational Leadership Style (X1) -> Motivation (Z) -> Employee Performance (Y)	0.226	2,983	0.001	Accepted
Work Environment (X2) -> Motivation (Z) -> Employee Performance (Y)	0.147	2,156	0.016	Accepted

Source: Smart PLS 3.3.3

In table 6 above there are indirect values and explanations as follows:

1. Transformational Leadership Style has a positive and significant effect on Employee Performance through Motivation with an original sample value of 0.226 and p values of 0.001. This means that motivation is an intervening variable because it is able to influence indirectly and significantly.
2. Work Environment has a positive and significant effect on Employee Performance through Motivation with an original sample value of 0.147 and p values of 0.016. This means that motivation is an intervening variable because it is able to influence indirectly positively and significantly.

Conclusion

1. Transformational Leadership Style has a positive and significant effect on Employee Performance with an original sample value of 0.388 and p values of 0.002.
2. Transformational Leadership Style has a positive and significant effect on Motivation with an original sample value of 0.572 and p values of 0.000.
3. Work Environment has a positive and insignificant effect on Employee Performance with an original sample value of 0.149 and p values of 0.109.
4. Work Environment has a positive and significant effect on Motivation with an original sample value of 0.371 and p values of 0.000.
5. Motivation has a positive and significant effect on Employee Performance with an original sample value of 0.396 and p values of 0.001.
6. Transformational Leadership Style has a positive and significant effect on Employee Performance through Motivation with an original sample value of 0.226 and p values of 0.001.

7. Work Environment has a positive and significant effect on Employee Performance through Motivation with an original sample value of 0.147 and p values of 0.016.

Suggestion

1. Organizations must be able to control employees with a leadership style that changes and is not monotonous.
2. Organizations must create a safe and good working environment for employees and an environment that makes employees feel at home in the organization.
3. Organizations must motivate employees to work better.
4. It is hoped that this research will be used as input to improve existing problems in the organization.
5. It is hoped that this research will be used as reference material for other researchers and new research and to develop this research.

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