

Proactive Personality and its Effect on Employee Performance at Perumda Tirtanadi, Medan City

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Abstract

This study examines the influence of Proactive Personality on Employee Performance at Perumda Tirtanadi, Medan City. Using a quantitative approach, data were collected from 82 respondents and analyzed through validity, reliability, and inferential statistical tests. The validity test confirmed that all questionnaire items were valid, while the reliability analysis demonstrated strong internal consistency, with Cronbach's Alpha values of 0.915 for Proactive Personality and 0.943 for Employee Performance. Descriptive analysis indicated that both Proactive Personality and Employee Performance were perceived positively by respondents, as reflected in relatively high mean scores and low standard deviation values. The core findings were obtained through inferential analysis, which confirmed a positive and statistically significant relationship between the two variables. The simple linear regression results showed that Proactive Personality has a strong influence on Employee Performance, with a regression coefficient of 0.898. The coefficient of determination revealed that Proactive Personality explains 65.0% of the variance in Employee Performance ($R^2 = 0.650$). Furthermore, the t-test results ($t = 11.807$; $p = 0.000$) supported the rejection of the null hypothesis, indicating that Proactive Personality significantly affects Employee Performance. These findings provide empirical evidence that encouraging proactive behavior such as initiative, opportunity recognition, and independent action can significantly enhance employee performance in organizational settings. The study contributes to the literature on human resource management and offers practical implications for organizational leaders to foster proactive characteristics among employees in order to improve work performance and organizational effectiveness.

Keywords: *Proactive Personality, Employee Performance, Organizational Behavior*

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Introduction

In the modern organizational era, both public and private institutions are required to maintain high-quality human resources capable of delivering optimal performance. Employee performance is widely recognized as one of the key determinants of organizational success in achieving its strategic goals [1]. High-performing employees contribute significantly to organizational productivity, service quality, and overall competitiveness. Therefore, organizations must continuously identify and develop factors that can enhance employee performance in order to achieve sustainable organizational outcomes.

Employee performance is not solely determined by technical skills or professional competencies [2]. Various psychological and behavioral factors also play important roles in shaping how employees carry out their responsibilities. Among these factors, individual personality characteristics have attracted significant attention in the field of human resource management because they influence how employees respond to challenges, opportunities, and changes within the workplace [3]. Understanding personality-related factors can therefore help organizations improve their strategies for developing more effective and productive employees [4].

One important personality trait that has been widely discussed in organizational behavior literature is proactive personality. Proactive personality refers to an individual's tendency to take initiative, identify opportunities, and actively bring about positive changes in their work environment [5]. Individuals with a proactive personality are typically more willing to go beyond formal job requirements, seek improvements in work processes, and solve problems independently [6].

Employees with proactive personalities do not simply wait for instructions from their supervisors but instead take initiative to perform their duties more effectively and efficiently [7]. This proactive behavior enables them to adapt quickly to organizational changes and contribute to innovation and improvement within the workplace. As a result, proactive employees are often considered valuable assets for organizations seeking to improve their operational performance and service quality.

In organizational settings, proactive employees tend to demonstrate higher levels of responsibility and commitment toward their work. Their willingness to take initiative and anticipate potential problems allows them to complete tasks more effectively and achieve better work outcomes. Consequently, proactive personality is frequently associated with improved employee performance, as employees who actively seek solutions and improvements are more likely to achieve higher productivity and effectiveness in their roles. In the context of public service organizations, the importance of proactive personality becomes even more evident. Public sector employees are expected to provide efficient, responsive, and high-quality services to the community. Therefore, employees who possess proactive characteristics are more capable of responding to service demands, solving operational issues, and ensuring that organizational goals are achieved effectively [8].

Perumda Tirtanadi, as a regional public utility company responsible for providing clean water services to the community in Medan City and surrounding areas, plays a crucial role in supporting public welfare. In order to deliver reliable and high-quality water services, the organization requires employees who are capable of performing their duties efficiently and responsibly. Employee performance is therefore a critical factor that influences the effectiveness and sustainability of the organization's services [9]. However, achieving optimal employee performance is not always easy. Various internal factors, including employee attitudes, motivation, and personality characteristics, can influence how effectively employees perform their duties. Among these factors, proactive personality is considered particularly important because it encourages employees to actively seek solutions, initiate improvements, and take responsibility for their work outcomes.

Based on the explanations above, proactive personality can be viewed as an important factor that may influence employee performance in organizational settings. Employees who

possess proactive characteristics are more likely to contribute positively to organizational productivity and service quality. Therefore, it is important to conduct research examining the effect of proactive personality on employee performance. This study aims to analyze the influence of proactive personality on employee performance at Perumda Tirtanadi, Medan City.

Literature Review

Proactive Personality

Proactive personality is an individual characteristic that reflects a person's tendency to actively take initiative in responding to various situations in the workplace. Individuals with a proactive personality do not remain passive toward existing conditions; instead, they seek opportunities, initiate changes, and attempt to improve situations that are considered less effective [10]. This personality trait demonstrates an individual's ability to act independently and to focus on improvement and development in the work they perform. Proactive personality also reflects a person's ability to identify opportunities, take necessary actions, and assume responsibility for the outcomes of those actions [11].

Employees who possess proactive personalities tend to show greater initiative in completing their tasks, maintain high levels of motivation, and adapt more easily to organizational changes [12]. Furthermore, proactive individuals often seek more effective and efficient ways to carry out their duties and responsibilities [13]. In organizational contexts, proactive personality is considered an important factor that can encourage higher employee performance because proactive employees not only focus on completing assigned tasks but also strive to make broader contributions to organizational success. According to Saputri and Rini (2024), proactive personality can be identified through several indicators [14], including the ability to recognize and utilize opportunities to improve work effectiveness, the willingness to show initiative by proposing ideas without waiting for instructions, the readiness to take concrete actions in implementing ideas, and the persistence to defend and pursue ideas that are believed to benefit the organization.

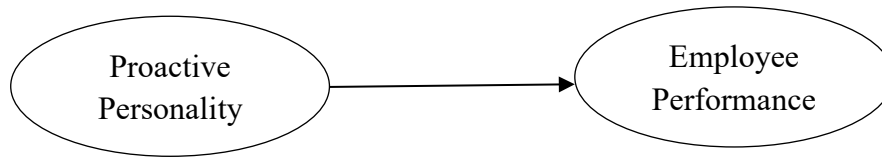
Employee Service Quality

Employee performance refers to the work outcomes achieved by an employee in carrying out the tasks and responsibilities assigned by an organization within a certain period of time [15]. It reflects the level of success of an individual in completing work in accordance with the standards established by the organization [16]. Therefore, employee performance is often used as an important indicator to evaluate the effectiveness and efficiency of individual work within an organization. Performance is not only assessed based on the results achieved but also on how employees carry out their work processes. Employees with good performance are generally able to complete tasks on time, produce high-quality work, and demonstrate a strong sense of responsibility toward their duties [17].

In organizational contexts, employee performance plays a crucial role in supporting the achievement of organizational goals. High employee performance contributes positively to organizational productivity and overall success [18]. Consequently, organizations need to pay attention to various factors that may influence employee performance in order to develop high-quality human resources capable of delivering optimal results. According to Afandi (2018), employee performance can be evaluated through several indicators [19], including the quantity of work results, quality of work results, efficiency in completing tasks, work discipline, initiative, accuracy, leadership, honesty, and creativity, which collectively help measure how effectively employees perform their duties and responsibilities.

Conceptual Framework and Hypothesis

This study conceptualizes Proactive Personality (X) as the independent variable and Employee Performance (Y) as the dependent variable as shown on the following figure.



The hypothesis is:

Ha : Proactive personality has a positive and significant effect on employee performance at Perumda Tirtanadi, Medan City.

Ho : Proactive personality does not have a positive and significant effect on employee performance at Perumda Tirtanadi, Medan City

Research Methodology

This study employed a quantitative research approach to examine the effect of proactive personality on employee performance at Perumda Tirtanadi, Medan City. The research design was explanatory, as it aimed to test the proposed hypothesis and analyze the causal relationship between the independent variable (proactive personality) and the dependent variable (employee performance). Through this approach, the study sought to provide empirical evidence regarding how individual proactive characteristics influence employee work outcomes within the organization.

The population in this study consisted of 82 employees working at Perumda Tirtanadi, Medan City. Considering the relatively manageable population size, this study applied a saturated sampling technique (census method) in which the entire population was used as the research sample. Therefore, all 82 employees served as respondents in this study, ensuring that the data collected represented the whole population and provided more comprehensive research findings.

Primary data were collected through a structured questionnaire distributed to all respondents [20]. The questionnaire items were developed based on theoretical indicators of proactive personality and employee performance. The indicators of proactive personality included the ability to recognize opportunities, demonstrate initiative, take action, and persist in defending ideas that are considered beneficial for the organization. Meanwhile, employee performance indicators included quantity of work, quality of work, efficiency in completing tasks, work discipline, initiative, accuracy, leadership, honesty, and creativity. All responses were measured using a Likert scale ranging from strongly disagree to strongly agree. In addition, secondary data were obtained from organizational reports, institutional documents, and other relevant literature to support the analysis [21].

The collected data were analyzed using quantitative statistical methods with SPSS version 25.0. Several analytical procedures were conducted. First, validity testing was performed to determine whether each questionnaire item accurately measured the intended variables. An item was considered valid if the calculated correlation coefficient (r-count) was greater than the critical value (r-table). Second, reliability testing was conducted using Cronbach's Alpha, where a value greater than 0.70 indicated that the instrument was reliable and consistent in measuring the variables [22]. The regression model used in this study was expressed as follows: $Y = a + bX$

Where:

Y = Employee Performance

X = Proactive Personality

a = Constant

b = Regression Coefficient

Furthermore, a t-test was applied to determine whether proactive personality significantly affected employee performance. The hypothesis was accepted if the t-count was

greater than the t-table value or if the significance level (p-value) was below 0.05. Finally, the coefficient of determination (R^2) was calculated to measure how much variance in employee performance could be explained by proactive personality. The R^2 value ranged from 0 to 1, where a value closer to 1 indicated stronger explanatory power of the independent variable. Through this methodological approach, the study aimed to provide empirical evidence regarding the influence of proactive personality on employee performance at Perumda Tirtanadi, Medan City.

Results

Descriptive Analysis

The initial step in the descriptive analysis was to examine the key summary statistics for the two primary composite variables: Proactive Personality (PP) and Employee Performance (EP). Each composite variable was calculated as the average score of its respective indicators. Proactive Personality was measured using five indicators, while Employee Performance was measured using nine indicators. This analysis provided a general overview of the data distribution and respondents' overall perceptions.

Table 1. Descriptive Analysis

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Proactive Personality (PP)	82	3.40	5.00	4.43	0.48
Employee Performance (EP)	82	3.44	5.00	4.34	0.43

Source: Analysis of provided data, N=82

Based on the descriptive analysis, both Proactive Personality and Employee Performance demonstrated highly positive results. The composite Proactive Personality variable had a mean score of 4.43, indicating that respondents generally perceived themselves as having a high level of proactive behavior in the workplace. This suggests that employees tend to show initiative, recognize opportunities, and take action in carrying out their job responsibilities.

Similarly, the composite Employee Performance variable had a mean value of 4.34, indicating that the overall performance of employees at Perumda Tirtanadi, Medan City was perceived positively. The relatively low standard deviation values (0.48 for Proactive Personality and 0.43 for Employee Performance) indicate that the responses were closely clustered around the mean, reflecting a high level of consistency among respondents in evaluating both variables. Overall, these findings suggest that employees demonstrate relatively strong proactive characteristics and maintain a consistently high level of job performance within the organization.

Validity and Reliability Tests

Validity was assessed using Pearson's Product-Moment Correlation (r-value) by correlating each item score with the total score of its respective variable (corrected item-total correlation). For a sample size of $N = 82$, the degree of freedom (df) is $N - 2 = 80$. At a 5% significance level (two-tailed), the critical r_{table} value is approximately 0.217. An item is considered valid if its $r_{value} > r_{table}$ (0.217).

Table 2. Validity Results

Item	r value	r table	Result
PP1	0.762	0.217	Valid
PP2	0.801	0.217	Valid
PP3	0.806	0.217	Valid
PP4	0.770	0.217	Valid
PP5	0.779	0.217	Valid
EP1	0.868	0.217	Valid
EP2	0.880	0.217	Valid
EP3	0.718	0.217	Valid

EP4	0.682	0.217	Valid
EP5	0.703	0.217	Valid
EP6	0.767	0.217	Valid
EP7	0.781	0.217	Valid
EP8	0.786	0.217	Valid
EP9	0.869	0.217	Valid

The results indicate that all five items of Proactive Personality and all nine items of Employee Performance have correlation coefficients higher than the critical r_{table} value (0.217). Therefore, all questionnaire items were declared valid, meaning they effectively measured their respective constructs.

Reliability was assessed using Cronbach's Alpha, which measures the internal consistency of the research instrument. An instrument is generally considered reliable if Cronbach's Alpha > 0.60 .

Table 3. Reliability Results

Variable	Cronbach's Alpha	Benchmark	Result
Proactive Personality (PP)	0.915	> 0.60	Reliable
Employee Performance (EP)	0.943	> 0.60	Reliable

The Proactive Personality scale achieved a Cronbach's Alpha value of 0.915, while the Employee Performance scale achieved 0.943. Both values are significantly above the 0.60 benchmark, indicating a very high level of internal consistency.

The validity and reliability analyses confirm that the research instrument is both valid and reliable. All questionnaire items effectively measure their respective variables, and the scales demonstrate strong internal consistency. Therefore, the collected data are suitable for further statistical analysis, including regression testing.

Regression Analysis

Simple Linear Regression

A simple linear regression analysis was conducted to examine the effect of Proactive Personality on Employee Performance at Perumda Tirtanadi, Medan City. The analysis used composite scores (mean values) of each variable obtained from the questionnaire responses. Proactive Personality was treated as the independent variable, while Employee Performance was treated as the dependent variable.

Table 4. Regression Results

Model	B	Std. Error	Beta	t	Sig. (p)
(Constant)	0.356	0.391	–	0.910	0.366
Proactive Personality	0.898	0.076	0.806	11.807	0.000

Dependent Variable: Employee Performance

Based on the analysis results, the regression equation can be formulated as: $Y = 0.356 + 0.898X$. The regression coefficient (B) for the Proactive Personality variable is 0.898, indicating that for every one-point increase in the proactive personality score, employee performance is predicted to increase by 0.898 points, assuming other factors remain constant. This finding suggests that employees who demonstrate higher proactive tendencies are more likely to achieve better work performance.

Furthermore, the significance value (p-value) of 0.000, which is lower than the 0.05 significance level, indicates that proactive personality has a positive and statistically significant effect on employee performance. The standardized coefficient (Beta = 0.806) also shows that proactive personality has a strong influence on employee performance. In addition, the t-value of 11.807 further confirms that the relationship between proactive personality and employee performance is statistically significant. These results indicate that proactive personality plays an important role in improving employee performance at Perumda Tirtanadi, Medan City.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) was calculated to measure the proportion of variance in Employee Performance that can be explained by Proactive Personality.

Table 5. Coefficient of Determination

Model	R	R^2	Adjusted R^2
1	0.806	0.650	0.646

The analysis results show that the R^2 value is 0.650, which means that 65.0% of the variance in Employee Performance can be explained by Proactive Personality. The remaining 35.0% of the variance is influenced by other factors not included in this research model, such as leadership style, work motivation, organizational culture, job design, and other organizational factors.

The correlation coefficient ($R = 0.806$) indicates a strong positive relationship between Proactive Personality and Employee Performance. This result is consistent with the regression analysis which showed that proactive personality has a significant positive effect on employee performance. These findings confirm that Proactive Personality provides a substantial contribution to Employee Performance at Perumda Tirtanadi, Medan City. In other words, employees who demonstrate higher levels of initiative, opportunity recognition, and proactive behavior tend to achieve better work performance within the organization.

Hypothesis Testing (t-Test)

Hypothesis testing in this study was conducted using a t-test to determine whether the independent variable Proactive Personality has a positive and significant effect on the dependent variable Employee Performance at Perumda Tirtanadi, Medan City.

Table 6. t-Test Result

Model	B	Std. Error	Beta	t
(Constant)	0.356	0.391	–	0.910
Proactive Personality	0.898	0.076	0.806	11.807

Dependent Variable: Employee Performance

The calculated t-value ($t_{\text{calculated}}$) for the Proactive Personality variable is 11.807. This value is compared with the critical t-value (t_{table}) based on the degrees of freedom (df), which are calculated as: $df = N - k - 1$

Where:

$N = 82$ (number of respondents)

$k = 1$ (number of independent variables)

$df = 82 - 1 - 1 = 80$

For a one-tailed test with a significance level of $\alpha = 0.05$ and $df = 80$, the critical t_{table} value is approximately 1.664. Since the calculated t-value (11.807) is greater than the critical t-value (1.664), it can be concluded that:

$t_{\text{calculated}} > t_{\text{table}}$

Therefore, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. Furthermore, the significance value (p-value) for the Proactive Personality variable is 0.000. Because the p-value (0.000) is smaller than the significance level α (0.05), the null hypothesis is rejected.

Based on the results of the t-test, it can be concluded that Proactive Personality has a positive and significant effect on Employee Performance at Perumda Tirtanadi, Medan City. This finding indicates that employees who demonstrate higher levels of initiative, opportunity recognition, and proactive behavior tend to perform better in completing their tasks and responsibilities. In organizational contexts, proactive employees are more likely to contribute positively to productivity and work effectiveness, thereby supporting the achievement of organizational goals.

Conclusion

Based on a comprehensive analysis of the research data, this study successfully achieved its primary objective, which was to examine the effect of Proactive Personality on Employee Performance at Perumda Tirtanadi, Medan City. The descriptive analysis indicated that respondents generally demonstrated a high level of proactive personality as well as a positive level of employee performance. This was reflected in the relatively high mean values for both variables and the low standard deviation values, which suggest that respondents had consistent perceptions regarding proactive behavior and work performance within the organization.

The results of the validity and reliability tests confirmed that the research instruments used in this study were both valid and reliable. All questionnaire items showed correlation coefficients higher than the required *r*-table value, indicating that each item effectively measured its intended construct. In addition, the Cronbach's Alpha values for both proactive personality and employee performance exceeded the acceptable threshold, demonstrating strong internal consistency. These results indicate that the measurement instruments were appropriate and reliable for further statistical analysis.

The regression analysis provided empirical evidence that Proactive Personality has a positive and statistically significant effect on Employee Performance. The regression coefficient ($B = 0.898$) indicates that an increase in proactive personality is associated with an increase in employee performance. The *t*-test results further confirmed that this relationship is statistically significant ($t = 11.807$; $p < 0.05$), which led to the rejection of the null hypothesis and the acceptance of the alternative hypothesis.

Furthermore, the coefficient of determination ($R^2 = 0.650$) indicates that 65.0% of the variance in employee performance can be explained by proactive personality. The remaining 35.0% is influenced by other factors not included in this research model, such as leadership style, motivation, organizational culture, or work environment.

In conclusion, this study confirms that Proactive Personality plays an important role in improving Employee Performance at Perumda Tirtanadi, Medan City. Employees who demonstrate initiative, actively identify opportunities, and take responsibility for improving their work tend to achieve better performance outcomes. These findings provide both theoretical contributions to the field of human resource management and practical implications for organizational management to encourage proactive behavior among employees as a strategy to enhance overall work performance and organizational effectiveness.

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