

Exploring The Paths To Employee Performance: The Role Of Job Satisfaction As A Mediator On Human Resource Quality, Leadership, And Discipline At PT Syar Garansi Nasional

Langgeng Saptono¹, Handriyono², Intan Nurul Awwaliyah³

¹²³(Faculty Of Economics And Business/ University Of Jember, Indonesia)

Abstract:

This research seeks to assess the correlations between Human Resource Quality (X1), Leadership (X2), Discipline (X3), Job Satisfaction (Z), and Employee Performance (Y) at PT Syar Garansi Nasional using a quantitative approach through survey methods. This study examine the direct and indirect effects of HR quality, leadership, and discipline on employee performance, utilizing work satisfaction as a mediating variable. The research employs Partial Least Square (PLS) analysis is a multivariate statistical technique comparing multiple dependent and independent variables. The results indicate that Human Resource Quality does not have a significant effect on work satisfaction or employee performance. Same result at Leadership variable and Discipline variable do not directly effects employee performance. Leadership and discipline significantly influence job satisfaction, which, in turn, markedly affects employee performance. About the mediation role, job satisfaction does not significantly mediate the association between HR quality and employee performance. Conversely, it substantially mediates the links between Leadership and employee performance, as well as Discipline and employee performance. The results underscore the essential function of job satisfaction as an intermediary variable, indicating that PT Syar Garansi Nasional should emphasize initiatives to augment job happiness to increase overall employee performance.

Key Word: Human Resource Quality, Leadership, Discipline, Employee Performance, Job Satisfaction.

Date of Submission: 04-12-2024

Date of Acceptance: 14-12-2024

I. Introduction

Guarantee companies encourage implementing large projects, investments, and trades involving significant financial risks. By providing reliable guarantees, these companies foster trust and stimulate economic growth in Indonesia. Their involvement allows projects that might otherwise be stalled due to financial uncertainties to proceed more smoothly, contributing to a more stable economic environment (Salsabilla & Suryawan, 2022). Furthermore, guarantees from these companies help establish trust among various stakeholders in financial transactions, including entrepreneurs and investors. The operational dynamics of guarantee companies necessitate agents' engagement to meet production targets effectively. One such agent in Indonesia is PT Syar Garansi Nasional, the primary agent for PT Jamkrindo Syari'ah (JAMSYAR), a guarantee company emphasizing Islamic principles.

PT Syar Garansi Nasional's role is crucial in connecting contractors with the guarantee company, ensuring that the guarantee contract process between the guarantor, principal, and obligee runs smoothly. In a broader context, guarantee companies are essential financial instruments that underpin Indonesia's economic framework. They mitigate risks for businesses and investors, accelerating the country's economic growth (Harahap, 2016). Consequently, the performance of guarantee companies and their agents must be scrutinized to enhance the economy's trajectory toward sustainable development. Human resources are critical determinants of a company's success or failure.

As Salsabilla and Suryawan (2022) highlight, aligning employee skills with organizational needs positively influences performance outcomes. Harahap (2016) further emphasizes that employees must possess competitive advantages such as innovation, creativity, productivity, and loyalty to enhance organizational effectiveness. Thus, the quality of employees directly correlates with the company's overall quality, necessitating employees to devise solutions to organizational challenges.

Leadership is another critical factor influencing organizational success. According to Hasni et al. (2020), effective leadership entails garnering full employee support to achieve organizational goals. Leaders who foster positive relationships with their employees significantly enhance performance outcomes (Gatling & Kim, 2016). However, employee discipline also plays a vital role in productivity. Prayogi et al. (2019) noted that discipline reflects employees' adherence to company norms and regulations, which is particularly relevant

for PT Syar Garansi Nasional, where varying levels of discipline among employees can lead to inconsistent performance. Effective discipline enhances employee performance, promoting compliance with defined work standards and diminishing the probability of errors and dangers (Hasibuan & Silvy, 2019).

Even with the significance of these variables, PT Syar Garansi Nasional encounters difficulties with its employees' inconsistent performance. This is because the knowledge possessed by resources such as directors and managers is not appropriately channeled, so skills and abilities are not evenly distributed. Employees who have good performance also feel dissatisfied with the results of their work because there is no appropriate reward. Apart from that, existing Leadership also tends to tolerate employee indiscipline. This can also be seen in the inconsistent arrival on time when working and the absence of punishments that have a deterrent effect on employees.

Moreover, the current Leadership often exhibits a tolerance for staff indiscipline. This is also evident in the irregular punctuality of employees and the lack of harsh penalties that effectively deter misconduct. Based on prior findings and studies, this study will examine the impact of human resource quality, leadership, and discipline on employee performance at PT Syar Garansi Nasional, with work satisfaction as an intervening variable.

II. Literature Review

Quality of Human Resources

Human resources are an organization's main component and play an important role in implementing the company's business activities. According to Nur et al. (2020), the quality of human resources is an employee's ability to fulfill his obligations in carrying out work with sufficient education, training, and experience to achieve company goals. Human resources have broad dimensions that aim to increase employee potential. Empirical studies have shown that higher-quality human resources improve organizational performance and productivity, as they are better equipped to adapt to changing market conditions and innovate (Dewi & Riana, 2019). Effective human resource management practices can significantly enhance overall business outcomes.

Leadership

Leadership is the social interaction between leaders and employees to obtain full support and participation from employees to achieve company goals (Hasni et al., 2020). The characteristics and behavior of the leader determine leadership. Leadership with good relationships with employees is considered to be highly effective. Leadership style dramatically influences a company's success or failure (Oladipo et al., 2013). According to Ardabili et al. (2023), leadership is a dynamic phenomenon that affects employees' performance and well-being, emphasizing the need to study leadership as a collective process within work teams. This perspective aligns with the evolving leadership theories that advocate for distributed leadership, where leadership capacity emerges from the collective efforts of team members rather than being confined to a single individual (Rumijati, 2021).

Discipline

Work discipline is an essential factor in influencing employee performance. With good Discipline at work, it will be easier for a company or organization to achieve its goals. Discipline, according to Irawan et al. (2021), is someone's behavior that is governed by organizational regulations, both written and unwritten. Work discipline is essential because it will produce good quality workers, quantity of work, and working time, which can influence employee performance (Raymond et al., 2023). Discipline is the main foundation of a company. Prayogi et al. (2019) further assert that work discipline is essential for producing quality workers and optimizing working time, directly influencing employee performance (Anwar, 2023). Organizations that promote a culture of discipline often see improvements in employee morale and job satisfaction as clear expectations and accountability are established.

Performance

Employee performance results from work or tasks the company gives based on ability or skills, experience, punctuality, and seriousness (Hasibuan, 2017). Performance can also be interpreted as a record of work results obtained through certain job functions over a certain period. Employee performance can be seen from the quality and quantity of work an employee has achieved in carrying out their duties and responsibilities. Research indicates that organizations with well-defined performance metrics and feedback mechanisms achieve better outcomes. Understanding the determinants of employee performance is essential for organizations aiming to enhance productivity and achieve strategic objectives.

Job Satisfaction

According to Wexley and Yuki (2016), job satisfaction is a generalization of employees' attitudes towards their work. Job satisfaction can also be interpreted as an employee's attitude towards various work aspects. Job satisfaction can arise by itself or with encouragement from co-workers. The interplay between job satisfaction and performance underscores the need for organizations to prioritize employee well-being to enhance overall productivity. For example, workplace accommodations and supportive management practices significantly influence job satisfaction, particularly for employees with disabilities (Suprpto et al., 2022).

III. Methods

This research is explanatory. Explanatory research is a type of research that seeks to find new relationships. Based on the research objectives, this research is a causality study that intends to test the hypothesis between the research variables so that the relationship or influence between the studied variables is known, namely between independent variables, namely Human Resource Quality (X1), Leadership (X2), discipline (X3), Job Satisfaction (Z) as the intervening variable, and the dependent variable Performance (Y).

The sample for this study consists of 50 employees of PT Syar Garansi Nasional, selected through purposive sampling. This sample size is considered appropriate for SEM-PLS analysis, which requires a sufficiently large sample to provide reliable results. Data were collected through structured questionnaires that measured the variables using multiple indicators, including Human Resource Quality, Leadership, Discipline, Job Satisfaction as a mediator variable, and Employee Performance as a dependent variable. This research uses SEM-PLS analysis with the SmartPLS 4.0 application program analysis tool. Partial Least Square (PLS) analysis is a multivariate statistical technique comparing multiple dependent and independent variables. Evaluation of the Partial Least Square (PLS) model is carried out by evaluating the outer model and evaluating the inner model.

IV. Result

SmartPLS 4.0 software was used to apply the Partial Least Squares (PLS) method of Structural Equation Modeling (SEM) to these data. PLS-SEM is used in this exploratory research to test complex relationships between several factors. Evaluating the inner model for proposed causal linkages between these constructs and the outer model for convergent validity, which will be detailed is a part of this models.

Outer Model Evaluation.

Convergent Validity

The outer model or loading factor value tests the convergent validity value. An indicator variable is declared to meet convergent validity in the good category if the outer loading value exceeds 0.70. Table 1 below presents the loading values for each variable.

Table 1 Convergent Validity Test

	Discipline	Leadership	Job Satisfaction	Performance	Quality of Human Resources
D1	0.785				
D2	0.873				
D3	0.777				
GK1		0.833			
GK2		0.729			
GK3		0.853			
GK4		0.859			
GK5		0.889			
KK1			0.879		
KK2			0.915		
KK3			0.877		
KK4			0.747		
KK5			0.827		
KP1				0.899	
KP2				0.931	
KP3				0.826	
KP4				0.937	
KSDM1					0.771
KSDM2					0.750
KSDM3					0.791
KSDM4					0.884
KSDM5					0.776

The magnitude of the Coefficient of Determination is used to measure how much the exogenous variable influences the endogenous variable. Table 4 shows the magnitude of the influence of the variables Quality of Human Resources, Leadership Style, and Discipline on Job Satisfaction is 0.913. Based on the obtained R2 value, this variable can explain 91.3%, while other variables explain the rest. Then, the magnitude of the influence of the variables Quality of Human Resources, Leadership Style, and Discipline on Employee Performance is 0.802, meaning that these variables can explain 80.2% while other variables explain the rest.

Predictive Relevance

Predictive relevance is a test to show how good the resulting observation value is. This assessment is known from the size of the Q-Square value. The higher the QQ-Squarevalue, the better the model's fit for the data.

$$\begin{aligned}
 Q\text{Square} &= 1 - [(1 - R_1^2) \times (1 - R_2^2) \times (1 - R_3^2)] \\
 &= 1 - [(1 - 0.913) \times (1 - 0.802)] \\
 &= 1 - [(0.087) \times (0.198)] \\
 &= 0.983
 \end{aligned}$$

Equation 1 Predictive Relevance

Based on the calculation results above, a Q square value of 0.983, or 98.3%, is obtained. This shows that the influence of the independent variables in the model is 98.3%, while other factors explain the rest. From these results, this research model has strong Predictive Relevance.

Hypothesis Testing

Table 5 Hypothesis Testing

	Original sample (O)	T statistics (O/STDEV)	P values
Discipline -> Job Satisfaction	0.663	8.973	0.000
Discipline -> Performance	-0.340	1.556	0.120
Leadership -> Job Satisfaction	0.272	3.888	0.000
Leadership -> Performance	0.136	0.829	0.407
Job Satisfaction -> Performance	0.972	3.618	0.000
Quality of Human Resources -> Job Satisfaction	0.088	1.378	0.168
Quality of Human Resources -> Performance	0.155	1.338	0.181
Discipline -> Job Satisfaction -> Performance	0.644	3.585	0.000
Leadership -> Job Satisfaction -> Performance	0.264	2.938	0.003
Quality of Human Resources -> Job Satisfaction -> Performance	0.086	1.188	0.235

Source: Data analyzed, 2024

Table 5 presents the results of the hypothesis testing, showing the original sample (O), T-statistics, and P-values for each proposed relationship. The results indicate that Discipline has a significant positive effect on Job Satisfaction (P = 0.000), while the direct impact of Discipline on Performance is not substantial (P = 0.120). Leadership also significantly affects Job Satisfaction (P = 0.000), but its performance impact is not significant (P = 0.407). Job Satisfaction significantly impacts Performance (P = 0.000), supporting its role as a mediator. The quality of Human Resources shows no significant effect on Job Satisfaction (P = 0.168) or Performance (P = 0.181). Furthermore, the mediation effects of Job Satisfaction on Discipline and Performance (P = 0.000) and Leadership and Performance (P = 0.003) are both significant, while the mediation effect of HR quality on Performance is not (P = 0.235).

V. Discussion

This section aims to connect the results with existing theories and empirical studies, offering insights into how these factors influence each other in the context of PT Syar Garansi Nasional. Furthermore, it explores the practical implications of these findings, highlighting strategies for enhancing employee performance and job satisfaction within the company.

H1: Human Resources Quality Impact on Employee Performance.

The hypothesis test findings in Table 5 reveal a P-value of 0.181, beyond the 0.05 threshold, indicating that the impact of Human Resource (HR) Quality on employee performance is not statistically significant. This discovery opposes the research conducted by Pangestu et al. (2020) and Wibowo (2021), which demonstrated a significant positive association between HR quality and employee performance. A plausible explanation for this disparity is within the context of PT Syar Garansi Nasional, where factors such as organizational culture, employee engagement, and leadership could profoundly influence performance results. This indicates that HR quality, while essential, may enhance performance independently only when integrated with other key organizational components. This underscores the imperative for PT Syar Garansi Nasional to prioritize

enhancing human resource quality, focusing on leadership development, fostering discipline, and augmenting job happiness to achieve optimal overall performance.

H2: Leadership Impact on Employee Performance.

Hypothesis test results in Table 5 show that the P-value = 0.407 is more significant than 0.05, indicating that the influence of leadership style on employee performance is not statistically significant. In other words, this relationship needs to be stronger to be considered important in the context of this study. This study's results differ from those conducted by Hasni et al. (2020) and Rivaldo and Ratnasari (2020), which state that leadership directly affects employee performance. Theoretically, this suggests that leadership alone, without strong support from other organizational elements such as HR quality or job satisfaction, may not be enough to influence performance. Practically, PT Syar Garansi Nasional leaders may need to adopt more transformative or participative leadership styles to create a stronger connection between leadership and performance.

H3: Discipline Impact on Job Satisfaction.

The hypothesis that discipline does not significantly affect job satisfaction was supported; Table 5 shows that the P-value = 0.120 is more significant than 0.05, indicating that the effect of Discipline on job satisfaction is not statistically significant. This research's results differ from those of Munir et al. (2020), who state that discipline significantly affects employee performance. One explanation is that PT Syar Garansi Nasional employees perceive discipline differently, viewing it as a necessary part of their role rather than a factor directly impacting their satisfaction. Theoretically, other factors, such as work environment and personal relationships, influence job satisfaction. Organizations should foster a positive work culture where discipline is considered part of a broader effort to improve the workplace rather than merely enforcing rules.

H4: Human Resources Quality Impact on Job Satisfaction.

The hypothesis test results in Table 5 show that the P-value = 0.168 is more significant than 0.05, so this relationship is not statistically significant at the 95% confidence level. These results indicate that the direct influence of HR quality on job satisfaction at PT Syar Garansi Nasional is not statistically significant. This research's results differ from those conducted by Silalahi (2022), which states that human resources affect job satisfaction. This difference could be attributed to the specific HR practices at PT Syar Garansi Nasional, which have yet to be perceived as contributing significantly to employee satisfaction. Theoretically, this suggests that HR quality alone might only improve job satisfaction if other organizational factors, such as leadership and employee recognition, complement it. From a practical standpoint, the company could benefit from a more holistic approach to HR management that goes beyond traditional HR quality measures.

H5: Leadership Impact on Job Satisfaction.

The fifth hypothesis test results in Table 5 show that the P-value = 0.000 is smaller than 0.05, indicating that the influence of leadership style on job satisfaction is statistically significant. This means a substantial relationship exists between leadership style and employee job satisfaction. The results of this research align with research conducted by Tanjung and Frinaldi (2023), which found that leadership had a significant effect on job satisfaction. Theoretically, this supports the idea that leadership can create an environment that fosters job satisfaction by aligning organizational goals with employees' values. Practically, PT Syar Garansi Nasional should prioritize leadership development programs to ensure that leaders can positively impact job satisfaction, contributing to higher performance levels.

H6: Discipline Impact on Job Satisfaction.

The sixth hypothesis test result in Table 5 shows that the P-value = 0.000 is smaller than 0.05, indicating that the effect of Discipline on job satisfaction is statistically significant. This means that this result did not occur by chance. The results of this research align with research conducted by Munir et al. (2020), which shows that Discipline has a positive and significant effect on satisfaction. Theoretically, this supports the idea that employees who perceive discipline as fair and consistent are likelier to feel satisfied with their job, as it creates a structured and predictable work environment. Practically, PT Syar Garansi Nasional should establish clear expectations, transparent rules, and a fair system of rewards and penalties, which could further enhance employee job satisfaction.

H7: Job satisfaction has a significant effect on employee performance.

The seventh hypothesis test in Table 5 shows that the p-value = 0.000 is smaller than 0.05. This indicates that the effect of job satisfaction on employee performance is statistically significant. This means that there is strong evidence that job satisfaction significantly impacts employee performance. The results of this research align with research conducted by Munir et al. (2020), which results in job satisfaction as a mediating

variable being proven to be important in employee performance. Practically, PT Syar Garansi Nasional should continue to foster a work environment that promotes job satisfaction, ultimately leading to better organizational performance outcomes.

H8: The Mediating Role of Job Satisfaction for HR quality and employee performance.

The eight-hypothesis test results in Table 5 show that the P-value = 0.235 is more significant than 0.05. This shows that the influence of HR quality on employee performance through job satisfaction is not statistically significant. This research differs from those conducted by Lestari et al. (2021), which results in human resources having a positive and significant effect on employee performance. Job satisfaction can mediate between human resources and employee performance. Theoretically, this implies that other mediating factors, such as leadership or organizational culture, maybe more critical in bridging HR quality and performance. Practically, this finding suggests that improving HR practices alone may not be enough to improve performance; instead, other organizational changes may be needed.

H9: The Mediating Role of Job Satisfaction for Leadership and Employee Performance.

The ninth hypothesis test results in Table 5 indicate that the P-value of 0.003 is less than 0.05, confirming that leadership style influences employee performance indirectly through job satisfaction. This finding aligns with the research of Muslih and Pratama (2022), which demonstrated a similar indirect relationship where leadership significantly affects performance via job satisfaction. Theoretically, these results reinforce the notion that effective leadership not only directly impacts performance but also plays a crucial intermediary role in enhancing job satisfaction, which, in turn, drives improved employee outcomes.

From a practical perspective, this suggests that PT Syar Garansi Nasional can achieve better performance by investing in leadership development initiatives. Leaders prioritizing job satisfaction create a supportive environment that indirectly enhances performance. Consequently, the organization should consider implementing targeted leadership training programs as a strategic approach to boost overall employee effectiveness.

H10: The Mediating Role of Job Satisfaction for Discipline and Employee Performance.

The hypothesis test results in Table 5 show that the P-value = 0.000 is smaller than 0.05. This indicates that the indirect effect is statistically significant. These results suggest that Discipline alone may not be sufficient to improve performance directly. On the other hand, the influence of Discipline on performance is optimal when it is supported by high job satisfaction. Effective discipline must encompass explicit guidelines, attainable objectives, and a culture of adherence that prioritizes rewards over punitive actions. In the context of PT Syar Garansi Nasional, this shows that applying good discipline must be accompanied by efforts to increase job satisfaction and maximize employee performance. Thus, PT Syar Garansi Nasional needs to implement a strategy that combines effective Discipline with efforts to increase job satisfaction. This step will help create a productive work environment, motivate employees, and improve overall performance.

VI. Conclusion

The results of this study have answered the objectives previously described, namely to obtain empirical evidence of the effect of human resource quality, leadership, discipline, job happiness, and employee performance at PT Syar Garansi Nasional. The findings underscore the critical importance of leadership and discipline in enhancing job satisfaction and influencing employee performance. The lack of substantial direct effects of human resource quality on job satisfaction and performance highlights the necessity to investigate contextual elements that may influence these relationships.

This research has limitations, although sufficient for SEM-PLS analysis, the sample size of 50 employees may require modification to generalize the findings to a broader organizational context. The cross-sectional research approach also limits the evaluation of long-term causal relationships. Practically, these findings indicate that PT Syar Garansi Nasional must prioritize increasing leadership competency and encouraging a disciplined organizational culture to increase employee happiness and performance effectively. Despite these obstacles, this research provides significant insights into human resource management and presents pragmatic recommendations for improving organizational effectiveness and employee outcomes. Future research should use longitudinal methodology or increase sample size and diversity to validate and refine these findings further.

References

- [1]. Gatling, A., & Kim, J. (2016). The Effects Of Authentic Leadership On Employee Performance: The Mediating Role Of Organizational Commitment. **Leadership & Organization Development Journal**, 37(4), 493-507. Doi:10.1108/Lodj-02-2015-0025
- [2]. Harahap, M. (2016). Competitive Advantages Of Human Resources: An Empirical Study On The Performance Of Indonesian Enterprises. **Journal Of Management Research**, 8(2), 123-134. Doi:10.5296/Jmr.V8i2.9343

- [3]. Harahap, S. R. (2016). Sumber Daya Insani Terhadap Peningkatan Kinerja Dan Mutu Pelayanan Pada Pt Bank Muamalat Indoneisa, Tbk Cabang Medan. 5(1), 149–168.
- [4]. Hasibuan, M. S. . (2020). Manajemen Sumber Daya Manusia. Jakarta: Pt Bumi.
- [5]. Hasibuan, M. S. P., & Silvya, R. (2019). The Effect Of Work Discipline On Employee Performance: Evidence From Indonesian Companies. *International Journal Of Economics And Business Administration*, 7(1), 12-19. Doi:10.35808/Ijeba/123
- [6]. Hasni, H., Rahman, A., & Zainal, A. (2020). Leadership And Employee Performance: The Role Of Employee Support. *International Journal Of Leadership Studies*, 14(1), 1-15. Doi:10.1002/ILs.21600
- [7]. Hasni, Et Al. (2020). Pengaruh Kepemimpinan Terhadap Kinerja Karyawan Pada Pt Win Acces Telecommunication Palembang Dengan Kepuasan Kerja Sebagai Variabel Intervening.
- [8]. Irawan, Et Al. (2021). Pengaruh Disiplin Kerja Dan Lingkungan Kerja Terhadap Kinerja Pegawai Negeri Sipil Pada Kantor Kecamatan Serpong. Jurnal Ilmiah Mahasiswa (Jimawa), 1(3).
- [9]. Lestari, Et Al. (2021). Pengaruh Pengembangan Sumber Daya Manusia Dan Religiusitas Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Bank Unit Usaha Syariah Di Kota Palembang. Jurnal Sosial Dan Budaya Syar-I, 8(1).
- [10]. Nur Et Al. (2020). Pengaruh Kualitas Sumber Daya Manusia Terhadap Kinerja Organisasi Di Sekretariat Dprd Kabupaten Cianjur. Jurnal Ilmiah Ilmu Administrasi Negara, 7(2), 364-376.
- [11]. Munir, M., M. Fachmi., & A. Sani. (2020). Pengaruh Disiplin Dan Komunikasi Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Variabel Mediasi. Jurnal Mirai Management. Volume 5 No. 2
- [12]. Muslih & Pratama, M. D. (2022). Kepuasan Kerja Sebagai Variabel Intervening Pada Pengaruh Kepemimpinan Terhadap Kinerja Pegawai. Jurnal Ekonomi, Manajemen, Akuntansi, Bisnis Digital Dan Kewirausahaan, 1(1), 16-28.
- [13]. Mustofa, F. A., Susanto, A. B., Prajitiasari, E. D., Titisari, P., & Dewi, A. F. (2022). Pengaruh Keadilan Organisasional, Komitmen Organisasi, Dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior (Ocb) Pada Pabrik Es Aqua Bisnis Probolinggo. Value: Journal Of Business Studies, 215-225.
- [14]. Oladipo, K. S., Jamilah, O., Abduldaud, S., Jeffery, L. D., & Salami, D. K. (2013). Review Of Leadership Theories And Organizational Performances. International Business Management Journal, 7(1), 50–54.
- [15]. Pangestu, Et Al. (2020). Pengaruh Pengembangan Sumber Daya Manusia Dan Human Relations Antar Manusia Terhadap Kinerja Karyawan Badan Pengawas Obat Dan Kota Medan. Jurnal Ilmiah Manajemen Dan Bisnis, 1(1).
- [16]. Prayogi, A., Setiawan, R., & Hidayat, A. (2019). The Influence Of Work Discipline On Employee Performance: A Study At Pt Xyz. *Journal Of Business And Management*, 21(4), 34-42. Doi:10.9790/487x-2104043442
- [17]. Prayogi, Et Al. (2019). Pengaruh Kompetensi Dan Disiplin Kerja Terhadap Kinerja Pegawai. Festival Riset Ilmiah Manajemen & Akuntansi, 2, 665-669.
- [18]. Rahmawati, N. (2022). The Effect Of Financial Compensation And Non-Financial Compensation On Employee Performance With Job Satisfaction As An Intervening Variable. Doi:10.18326/Jiem.V2i1.43-56
- [19]. Raymond, Et Al. (2023). Pengaruh Disiplin Kerja Dan Beban Kerja Terhadap Kinerja Karyawan Pada Pt Tanjung Mutiara Perkasa. Jurnal Sistem Informasi & Manajemen, 11(1), 129-133.
- [20]. Rivaldo, Y & Ratnasari, S.L. (2020). Pengaruh Kepemimpinan Dan Motivasi Terhadap Kepuasan Kerja Serta Dampaknya Terhadap Kinerja Karyawan. Jurnal Dimensi. Vol 9, No 3
- [21]. Salsabilla, A., & Suryawan, I. (2022). The Impact Of Human Resource Quality On Organizational Performance: A Study Of Indonesian Smes. *International Journal Of Business And Management*, 17(3), 45-58. Doi:10.5539/Ijbm.V17n3p45
- [22]. Silalahi, L. M. (2022). Pengaruh Kualitas Sumber Daya Manusia, Kompensasi Dan Lingkungan Kerja Terhadap Kepuasan Kerja (Studi Literature Manajemen Sumber Daya Manusia). Jurnal Ilmu Manajemen Terapan, 3(3), 257-269.
- [23]. Suryawan, N. I., & Salsabila, A. 2022. Pengaruh Kepuasan Kerja, Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan. Jurnal Ilmu Pendidikan Nonformal. Vol 8. No. 1. P-Issn 2407-8018 E-Issn 2721-7310 Doi Prefix 10.37905
- [24]. Tanjung, A. & Frinaldi, A. (2023). Pengaruh Kepemimpinan Terhadap Kepuasan Kerja. Jurnal Ilmiah Mahasiswa Pendidikan Sejarah, 8(2), 506-518.
- [25]. Uddin, M. N., & Rahman, M. (2019). Employee Engagement And Its Impact On Team Performance: A Study In The Banking Sector. *Team Performance Management*, 25(1/2), 1-15. Doi:10.1108/Tpm-06-2018-0042
- [26]. Wexley, K. N., & Yuki, G. A. (2016). Perilaku Organisasi Dan Psikologi Personalial (Cetakan Kedua). Bina Aksara.
- [27]. Wibowo, A.S. (2021). Pengaruh Pengembangan Sumber Daya Manusia Terhadap Kinerja Pegawai Di Lembaga Pemasarakatan Kelas Ii A Purwokerto. Journal Of Management Review, 5(3), 655–663.