

The Effect of Work Engagement, Work Environment, Work Motivation on Employee Performance Mediated by Job Satisfaction at KPP Pratama Gresik

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ABSTRACT

The study aims to examine the effect of work engagement, work environment and work motivation on employee performance mediated by job satisfaction at KPP Pratama Gresik. The sample in this study consisted of 108 employees of KPP Pratama Gresik. The main data source in this study was a questionnaire. The data processing application in this study uses smartPLS 3.0. The results showed that work engagement affects employee job satisfaction at KPP Pratama Gresik, work environment has no effect on employee job satisfaction at KPP Pratama Gresik, work motivation affects employee job satisfaction at KPP Pratama Gresik, job satisfaction affects employee performance at KPP Pratama Gresik, work engagement affects employee performance at KPP Pratama Gresik, Work environment has no effect on employee performance at KPP Pratama Gresik, Work motivation affects employee performance at KPP Pratama Gresik, Job satisfaction is not able to mediate the effect of work engagement and work environment on employee performance at KPP Pratama Gresik, and finally Job satisfaction is able to mediate the effect of work motivation on employee performance at KPP Pratama Gresik.

Keywords: Work Engagement, Work Environment, Work Motivation, Employee Performance, Job Satisfaction

1. INTRODUCTION

In carrying out business operations, many companies or organizations are faced with various challenges and problems. One of the challenges and problems that companies or organizations often face is human resource management issues. Human resource management is all activities that include obtaining, training, assessing, and compensating employees, as well as paying attention to everything related to work issues such as health, safety, and justice (Dessler, 2018). The task of human resource management is to manage the sources of potential owned by employees so that human resources are obtained that can achieve the goals desired by the company (Hasibuan, 2019: 10). Human resource management is closely related to the performance of an employee in performing his duties in the company.

In running a company, both operational and management tasks rely heavily on human resources. The achievement of company goals is closely related to the ability of employees to improve their knowledge, skills and attitudes. Employees are an important asset to the company, and those with good knowledge, skills and attitudes will work harder. This allows organizations to better manage their human resources. The Directorate General of Taxes (DGT) has more than 45,000 employees throughout Indonesia and is responsible for the formulation and implementation of policies and technical standardization in the field of taxation. DGT's strategic plan (Renstra) for 2020-2024, based on the Decree of the Director General of Taxes Number: KEP-389/PJ/2020, establishes DGT's vision to become a trusted partner in national development by collecting state revenues through tax administration that is efficient, effective, integrity, and fair.

Taxes are the main contributor to state revenue and taxes are used to pay for most of the state's expenditures, including development expenditures. For this reason, taxes are an important element for the state in performing its functions and carrying out development. In an effort to achieve the best performance, DGT continues to make changes in various fields, including administration, human resources, information

technology, networks, business procedures, and tax laws. The effort to achieve the best performance is demonstrated by the Directorate General of Taxes' Volume III Tax Reform that focuses on improving the capabilities and competencies of human resources to achieve peak performance.

The problem that often occurs within the scope of the field of human resource management is the declining performance of employees. Employee performance is a very subjective issue, because employee performance is considered only limited to whether an employee has successfully completed the assigned tasks. Employee performance is considered the result of an employee's habit of taking courses or completing work within a certain period of time (Daulay, et al. 2019). Many factors affect the performance of an employee, namely the physical work environment, meaningful work, operational standards, compensation systems, performance expectations, performance feedback, in addition to knowledge, skills and attitudes (Sedarmayanti, 2019).

Thohardi (2017: 66) states that work engagement is a quality that can have an impact on an employee's performance. Work engagement seems to be an attempt to advance from previous ideas such as employee commitment, employee commitment to the organization, and employee pleasure. It is a sign that the company has a supportive as well as enjoyable work environment when its employees are engaged with the organization. Employees who have high engagement will perform better than employees who have low levels of engagement.

Another factor that can affect the performance of an employee according to Sedarmayanti (2019) is the work environment. The work environment includes social, physical, and psychological aspects in an agency that can increase or hinder work productivity. At KPP Pratama Gresik, some employee workspaces are not well organized, causing narrow space for movement. In addition, the location in the city center causes noise that can interfere with employee performance. The researcher wants to know whether this work environment condition affects employee performance.

Another factor that can affect employee performance according to the theory expressed by Mangkunegara (2019) is work motivation.. Sariadi and Heryanda (2020) also emphasize that motivation affects employee performance. Andika (2019) refers to motivation as high work enthusiasm or drive. Employees with high motivation tend to achieve high performance, as supported by Bahri's (2019) research which shows that work motivation has a positive effect on performance. In government agencies, human resources with adequate integrity and skills are needed to provide good service to the community and achieve organizational goals.

Furthermore, another factor that can affect employee performance in the research of Azhari et al (2021) is job satisfaction. Job satisfaction is the attitude that workers have about their jobs (Mangkunegara, 2019). This is supported by previous research which states that job satisfaction has a significant effect on employee performance. The research was conducted by Azhari et al (2021).

Previous research shows mixed results regarding the effect of work engagement and work environment on employee performance. Research by Cahyati & Qomariyah (2019) and Surohmat & Istiyani (2022) found that work engagement has a positive effect on employee performance. However, research by Haedar et al (2021) found that work engagement partially has no effect on employee performance. In terms of work environment, research by Ahmad et al (2022) and Solihatun et al (2021) stated that work environment partially has a positive effect on employee performance. In contrast, research by Warongan et al (2022) shows that the work environment partially has no effect on employee performance.

Research related to the effect of work motivation on employee performance shows mixed results. Sariadi and Heryanda (2020) and Solihatun et al (2021) found that motivation has a positive effect on employee performance. However, research by Hidayat (2021) found that work motivation partially has no effect on employee performance.

Based on the phenomenon that has been described and the existence of research gaps related to these variables, the author will conduct a re-study with variable modifications. This research will combine the variables of work engagement, work environment, and work motivation in one study, and add job satisfaction as a mediating variable. This research will take a case study at a government agency office, namely KPP Pratama Gresik. Therefore, the author proposes the following research title: "The Effect of Work Engagement, Work Environment, and Work Motivation on Employee Performance Mediated by Job Satisfaction at KPP Pratama Gresik".

2. LITERATUR REVIEW

Work Engagement

According to Ulfah and Hidayatullah (2018), if personal aspects can add understanding related to professionalism at work and every workforce must have personality traits that can support their work, then one of these personal aspects is work engagement. Work engagement is an attitude or condition in an individual where an employee has a positive attitude regarding behavior in his work which is indicated by a commitment to the organization, a sense of belonging and pride in work which is characterized by vigor and is committed to providing dedication and absorption in his work. For this reason, in this study, the authors want to propose the work engagement variable as one of the factors that affect work professionalism.

There are two main components of work engagement, namely psychological energy that refers to the peak experience that workers have while working and behavioral energy that refers to how others perceive the level of individual work engagement. From the above description, it can be concluded that work engagement is a good individual condition related to job satisfaction, passion, and deep attachment to their work at the physical, cognitive, and emotional levels.

Work Environment

According to Sedarmayanti (2019) the work environment is the setting, situation, conditions, and circumstances in which a person works. A more complete definition of the work environment includes all the tools and materials at hand, the surrounding environment where a person works, his work methods, and his work arrangements both, as an individual and as a group. Putra and Damastuti (2021) define the work environment as a combination of three main sub-environments which include the technical environment, human environment, and organizational environment. The indicators of this variable use the indicators used in Bukhari's (2019) research, namely the existence of privacy, autonomy or freedom, and technology in the work environment.

According to Sunatar (2023), the work environment is a very broad category that includes physical settings (for example equipment settings), job characteristics (for example workload, task complexity), organizational characteristics (for example organizational culture, history), and extra-organizational settings (for example local labor market conditions, the organization's industrial sector, the relationship between work and residence). In other words, the work environment is a collection of reciprocal relationships between employees and superiors and the environment in which employees work, which includes the technical, human, and organizational environments.

Work Motivation

There are many theories that explain motivation theory. Of the many theories of motivation, there is a well-known theory of motivation, namely the Hierarchy of Needs Theory created by Maslow (2013). Hierarchy of Needs Theory is a theory coined by Abraham Maslow. This theory states that every human being has five hierarchical needs

According to Bukhari (2019), motivation is considered a drive from within to fulfill unmet needs and meet current needs. The motivation that a person has includes everything that becomes a person's reason for the actions he takes (Adha, 2019). Meanwhile, according to Swandini (2020), work motivation can be interpreted as a collection of energetic forces that come from both inside and outside a person to initiate work-related behavior and determine its shape, direction, intensity, and duration.



Figure 1
Maslow's Hierarchy of Needs
Source: Maslow (2013)

Job satisfaction

Job satisfaction is an emotional-affective response to work results that have met standards or exceeded expectations in the form of a positive attitude towards their work. The indicators of this variable use the indicators used in Putra and Darmastuti's research (2021), namely satisfaction with job safety, recognition, growth potential, and monetary or non-monetary rewards.

Employee Performance

Based on the definition described by Mangkunegara (2019), broadly speaking, Employee Performance is the overall value that the organization expects of what has been done by employees in the standard period of time set by the organization. Job performance is part of behavioral characteristics. Mangkunegara (2019), also explains that Job Performance is a set of behaviors that employees must carry out to achieve the value standards expected by the organization. The indicators of this variable use the indicators used in the research of Daulay et al (2019), namely achievement and challenge.

Measurement of employee job performance can be assessed based on how the organization defines what roles are needed and what kind of person the organization needs (organizational perspective) (Ainnisya & Gupta, 2019), how long an employee works in the organization (organizational tenure) (Aboramadan et al,

2020), how clearly employees understand the work they do (work-role ambiguity), and how employee job satisfaction (job satisfaction) (Akbar, K. A, 2020).

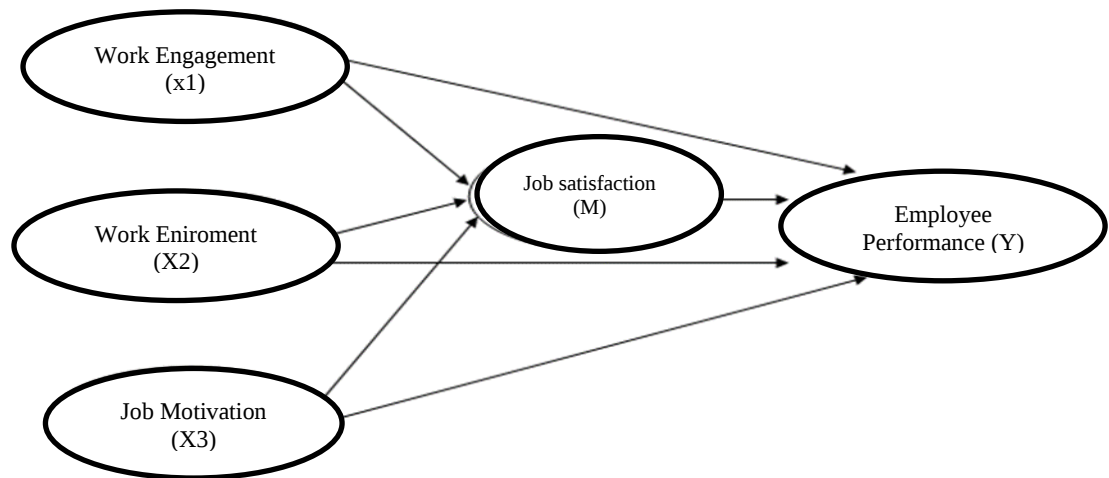


Figure 2
Research Framework

3. RESEARCH METHOD

Type of Research

This research is a type of quantitative research. Research starts from theory to data and ends in a conclusion about the acceptance or rejection of the theory previously described. The author focuses on the variables of work engagement, work environment, work motivation, job satisfaction, and performance associated with a hypothesis and tests the hypothesis with data obtained using a questionnaire.

POPULATION AND SAMPLE

Population is a generalization area consisting of objects / subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions (Sugiyono, 2019: 80). The number of employees of KPP Pratama Gresik is 108 people. The population in this study were all 108 employees of KPP Pratama Gresik. his research was conducted on the entire population. Thus, the method used in this research is a census.

Data Analysis Technique

To answer the questions in this study, a number of data analysis approaches were applied, including validity tests and reliability tests using the Partial Least Squares (PLS) method. Partial Least Square (PLS) is an analytical technique developed by Wold in 1982. This analysis technique can be used for all data sizes and does not require many assumptions. A data analysis approach using Partial Least Square (PLS) in research can provide conclusive results.

4. RESULTS AND ANALYSIS

a. Convergent Validity

According to Ghozali. (2018) an indicator item is said to have met convergent validity if the loading score on each path between the component (latent variable) and the manifest variable should be > 0.5. Table 1 below shows the results of the validation test based on the loading factor value for each dimension and indicator in this study.

Table 1
Loading Factor

Variable	Dimensions	Item	Loading Value	Information
<i>Work Engagement</i>	Enthusiastic	AN1	0,833	Valid
		AN2	0,804	Valid
		AN3	0,821	Valid
		AN4	0,635	Valid
		DE1	0,872	Valid

	Dedication	DE2	0,866	Valid
		DE3	0,860	Valid
	Melting	MEL1	0,662	Valid
		MEL2	0,846	Valid
Variable	Dimensions	Item	Loading Value	Information
Work Environment	Employee Relations	HK1	0,932	Valid
		HK2	0,928	Valid
	Work Atmosphere	SK1	0,833	Valid
		SK2	0,848	Valid
		SK3	0,811	Valid
	Availability of Work Facilities	TFK1	0,889	Valid
		TFK2	0,914	Valid
	Security	KE1	0,988	Valid
		KE2	0,988	Valid
Variable	Dimensions	Item	Loading Value	Information
Job Motivation	Physiological Needs	KF1	0,686	Valid
		KF2	0,855	Valid
		KF3	0,868	Valid
	Need For Security	KRA1	0,774	Valid
		KRA2	0,810	Valid
		KRA3	0,845	Valid
	Social Needs	KS1	0,912	Valid
		KS2	0,815	Valid
		KS3	0,888	Valid
	Need for Appreciation	KAP1	0,882	Valid
		KAP2	0,911	Valid
	Self-Actualization Needs	KAD1	1,000	Valid
Variable	Dimensions	Item	Loading Value	Information
Job Satisfaction	Job Satisfaction	KTP1	0,858	Valid
		KTP2	0,841	Valid
		KTP3	0,825	Valid
	Satisfaction with Rewards	KTI1	0,944	Valid
		KTI2	0,957	Valid
	Satisfaction with Supervisor's Supervision	KTSA1	0,889	Valid
		KTSA2	0,927	Valid
		KTSA3	0,899	Valid
	Satisfaction with Coworkers	KTRK1	0,906	Valid
		KTRK2	0,948	Valid
		KTRK3	0,868	Valid
	Promotion Opportunity	KPR1	0,915	Valid
		KPR2	0,935	Valid
		KPR3	0,898	Valid
Variable	Dimensions	Item	Loading Value	Information
	Quality	KUA1	0,815	Valid

Employee Performance	Quantity	KUA2	0,872	Valid
		KUA3	0,859	Valid
	Timeliness	KUAN1	0,926	Valid
		KUAN2	0,923	Valid
	Effectiveness	KW1	0,908	Valid
		KW2	0,918	Valid
	Attendance	EF1	0,869	Valid
		EF2	0,870	Valid
	Cooperation Ability	KEH1	0,910	Valid
		KEH2	0,894	Valid
		KK1	0,907	Valid
		KK2	0,904	Valid

Source: Data processing results with smartPLS 3.0

Based on table 4.9, it is known that most of the loading factor values have met the rules of thumbs set, namely more than 0.6 for each indicator. This means that each indicator in this study has been declared statistically valid and can be used in research constructs. The following figure is an image that shows the research model processed with smartPLS 3.0 as follows:

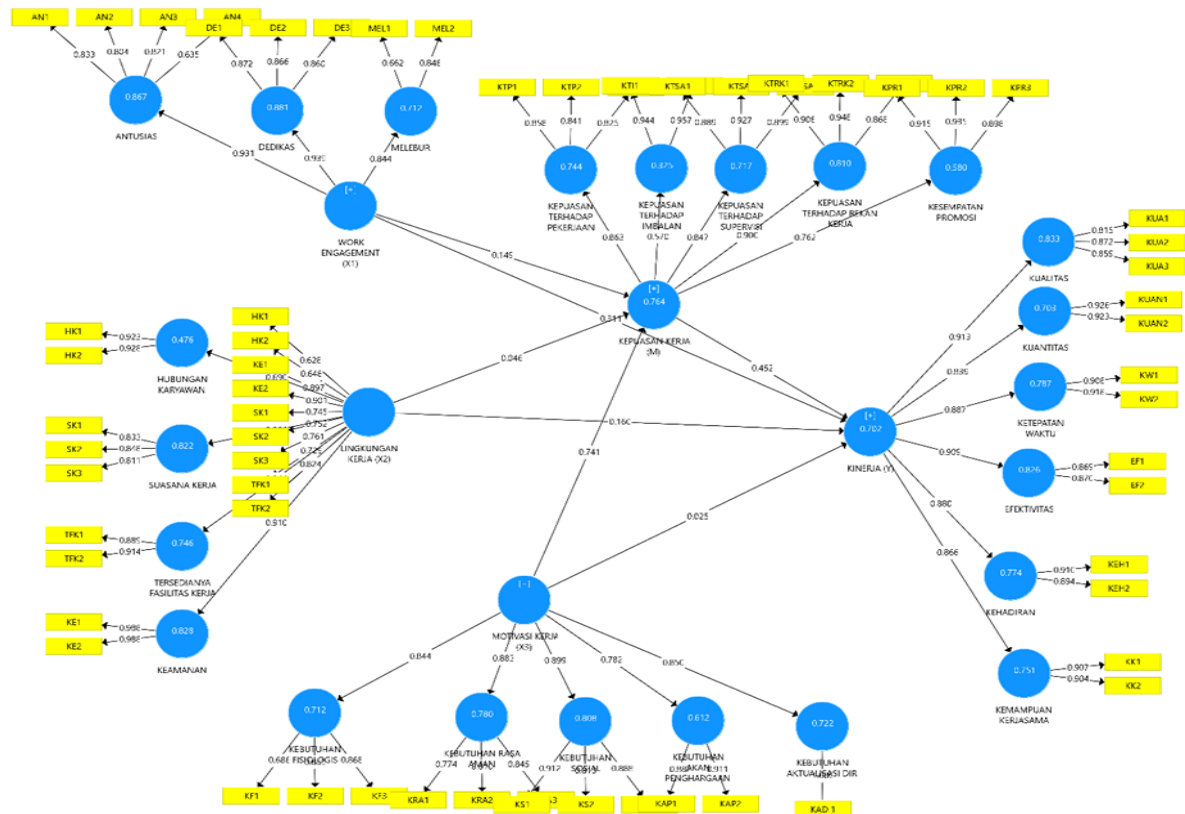


Figure 3
PLS Outer Model Path Diagram
Source: Data processing results with smartPLS 3.0

b. Construct Validity

The second outer model analysis is to test construct validity. Construct validity is an assessment of the test's ability to accurately reflect the theoretical constructs on which the test is based. A concept is considered to have strong construct validity, according to Abdillah and Jogiyanto (2016), if the average variance extracted (AVE) value is more than 0.5. An AVE value of more than 0.5 indicates that there is a greater chance (above 50%) that an indicator will converge and enter the desired construct while there is a smaller chance (less than

0.5) that the indicator will enter another variable. The following results are obtained from the concept validity test conducted with smartPLS 3.0:

Table 2
Average Variance Extracted (AVE)

Variable	Dimensions	AVE	Information
Work Engagement	Enthusiastic	0,543	Valid
	Dedication		
	Melting		
Variable	Dimensions	AVE	Information
Lingkungan Kerja	Employee Relations	0,593	Valid
	Work Atmosphere		
	Availability of Work Facilities		
	Security		
Variable	Dimensions	AVE	Information
Job Motivation	Physiological Needs	0,539	Valid
	Need For Security		
	Social Needs		
	Need for Appreciation		
	Self-Actualization Needs		
Variable	Dimensions	AVE	Information
Job Satisfaction	Job Satisfaction	0,528	Valid
	Satisfaction with Rewards		
	Satisfaction with Supervisor's Supervision		
	Satisfaction with Coworkers		
	Promotion Opportunity		
Variable	Dimensions	AVE	Information
Performance	Quality	0,619	Valid
	Quantity		
	Timeliness		
	Effectiveness		
	Attendance		
	Cooperation Ability		

Source: Data processing results with smartPLS 3.0

Based on Table 2 above, , it is known that the AVE value on work engagement variables, work environment, work motivation, job satisfaction, and performance in the analysis model of this study has a good construct validity value, namely the AVE value is greater than 0.5.

c. Discriminant Validity

The discriminant validity test is used to determine whether the indicators of a latent variable have a greater loading value when compared to indicators for other latent variables. According to Abdillah and Jogiyanto (2015), Each indication in one construct will be different from the indicators in other constructs and accumulate in the intended construct, as can be seen in the cross loading table. The cross loading value for each indication is as follows:

Table 3
Cross Loading Result

	Work Engagement	Work Environment	Work Motivation	Job Satisfaction	Performance
AN1	0,833	0,485	0,371	0,383	0,458
AN2	0,804	0,461	0,380	0,457	0,406

AN3	0,821	0,440	0,444	0,461	0,552
AN4	0,635	0,452	0,301	0,334	0,389
DE1	0,872	0,599	0,655	0,656	0,698
DE2	0,866	0,551	0,513	0,519	0,656
DE3	0,860	0,592	0,476	0,532	0,596
MEL1	0,662	0,275	0,240	0,247	0,327
MEL2	0,846	0,380	0,382	0,368	0,488
HK1	0,435	0,923	0,507	0,506	0,375
HK2	0,370	0,928	0,602	0,525	0,430
SK1	0,534	0,833	0,659	0,632	0,635
SK2	0,533	0,848	0,683	0,620	0,610
SK3	0,576	0,811	0,555	0,543	0,518
TFK1	0,542	0,889	0,515	0,531	0,581
TFK2	0,486	0,914	0,651	0,515	0,562
KE1	0,436	0,988	0,578	0,487	0,533
KE2	0,556	0,988	0,611	0,596	0,597
KF1	0,569	0,395	0,686	0,774	0,640
KF2	0,299	0,327	0,859	0,610	0,473
KF3	0,501	0,497	0,868	0,611	0,604
KRA1	0,301	0,619	0,774	0,583	0,392
KRA2	0,403	0,718	0,810	0,618	0,501
KRA3	0,445	0,728	0,845	0,635	0,523
KS1	0,276	0,334	0,912	0,578	0,377
KS2	0,293	0,405	0,813	0,562	0,429
KS3	0,560	0,632	0,888	0,666	0,649
KAP1	0,502	0,733	0,882	0,716	0,559
KAP2	0,462	0,601	0,911	0,592	0,589
KAD1	0,413	0,713	1,000	0,638	0,539
KTP1	0,310	0,384	0,546	0,858	0,491
KTP2	0,324	0,438	0,534	0,841	0,600
KTP3	0,422	0,471	0,625	0,825	0,311
KTI1	0,161	0,262	0,432	0,944	0,318
KTI2	0,232	0,263	0,478	0,957	0,600
KTSA1	0,473	0,627	0,648	0,889	0,625
KTSA2	0,529	0,469	0,665	0,927	0,728
KTSA3	0,532	0,569	0,609	0,899	0,579
KTRK1	0,494	0,660	0,726	0,906	0,600
KTRK2	0,523	0,673	0,779	0,948	0,653
KTRK3	0,501	0,618	0,714	0,868	0,570
KPR1	0,516	0,472	0,584	0,915	0,592
KPR2	0,519	0,562	0,616	0,935	0,644
KPR3	0,518	0,653	0,728	0,898	0,491
KUA1	0,549	0,542	0,535	0,597	0,815

KUA2	0,562	0,474	0,549	0,583	0,872
KUA3	0,571	0,586	0,654	0,677	0,859
KUAN1	0,578	0,484	0,528	0,643	0,926
KUAN2	0,552	0,521	0,594	0,567	0,923
KW1	0,562	0,642	0,668	0,762	0,908
KW2	0,511	0,592	0,555	0,580	0,918
EF1	0,476	0,489	0,546	0,567	0,869
EF2	0,538	0,520	0,509	0,560	0,870
KEH1	0,549	0,552	0,513	0,560	0,910
KEH2	0,576	0,587	0,550	0,654	0,894
KK1	0,612	0,624	0,579	0,605	0,907
KK2	0,574	0,592	0,582	0,602	0,904

Source: Data processing results with smartPLS 3.0

Table 3 above shows that the value of each construct of each indicator is greater than the value of other constructs and accumulates in one construct. Therefore, it can be said that this research model has strong discriminant validity.

d. Composite Reliability

The Cronbach's alpha and composite reliability values show the results of the reliability test. A construct can be said to be reliable if it has a Cronbach's alpha value greater than 0.6 and a composite reliability value greater than 0.7 (Abdillah & Jogiyanto, 2015). Cronbach's alpha measures the lowest value (lower bound) of a variable's reliability, while composite reliability reflects the original reliability value of a variable (Abdillah and Jogiyanto, 2016). As a result, the composite reliability value is always greater than the Cronbach's alpha value. The values for each variable in Cronbach's alpha and composite reliability in this study are listed below:

Table 4
Composite Reliability dan Cronbach's alpha

Variable	Dimensions	Cronbach's Alpha	Composite Reliability	Information
Work Engagement	Enthusiastic	0,891	0,913	Valid
	Dedication			
	Melting			
Variable	Dimensions	Cronbach's Alpha	Composite Reliability	Information
Work Environment	Employee Relations	0,912	0,928	Valid
	Work Atmosphere			
	Availability of Work Facilities			
	Security			
Variable	Dimensions	Cronbach's Alpha	Composite Reliability	Information
Job Motivation	Physiological Needs	0,920	0,933	Valid
	Need For Security			
	Social Needs			
	Need for Appreciation			
	Self-Actualization Needs			
Variable	Dimensions	Cronbach's Alpha	Composite Reliability	Information

Job Satisfaction	Job Satisfaction	0,929	0,939	Valid
	Satisfaction with Rewards			
	Satisfaction with Supervisor's Supervision			
	Satisfaction with Coworkers			
	Promotion Opportunity			
Variable	Dimensions	Cronbach's Alpha	Composite Reliability	Information
Performance	Quality	0,949	0,955	Valid
	Quantity			
	Timeliness			
	Effectiveness			
	Attendance			
	Cooperation Ability			

Source: Data processing results with smartPLS 3.0

Because all constructs in this study have a Cronbach's alpha value greater than 0.6 and a composite reliability value greater than 0.7, it can be concluded that all constructs in this study are reliable. This indicates that each research model design has internal consistency as measured by the instrument reliability test.

e. Inner Model Evaluation

To determine the causal relationship between variables or to test the hypothesis, the inner model or structural model is tested. The results of this test can be assessed by looking at the path coefficient value, parameter coefficient, goodness of fit, predictive relevance, and coefficient of determination. To test the hypothesis, this study used the bootstrapping technique. The results are as follows:

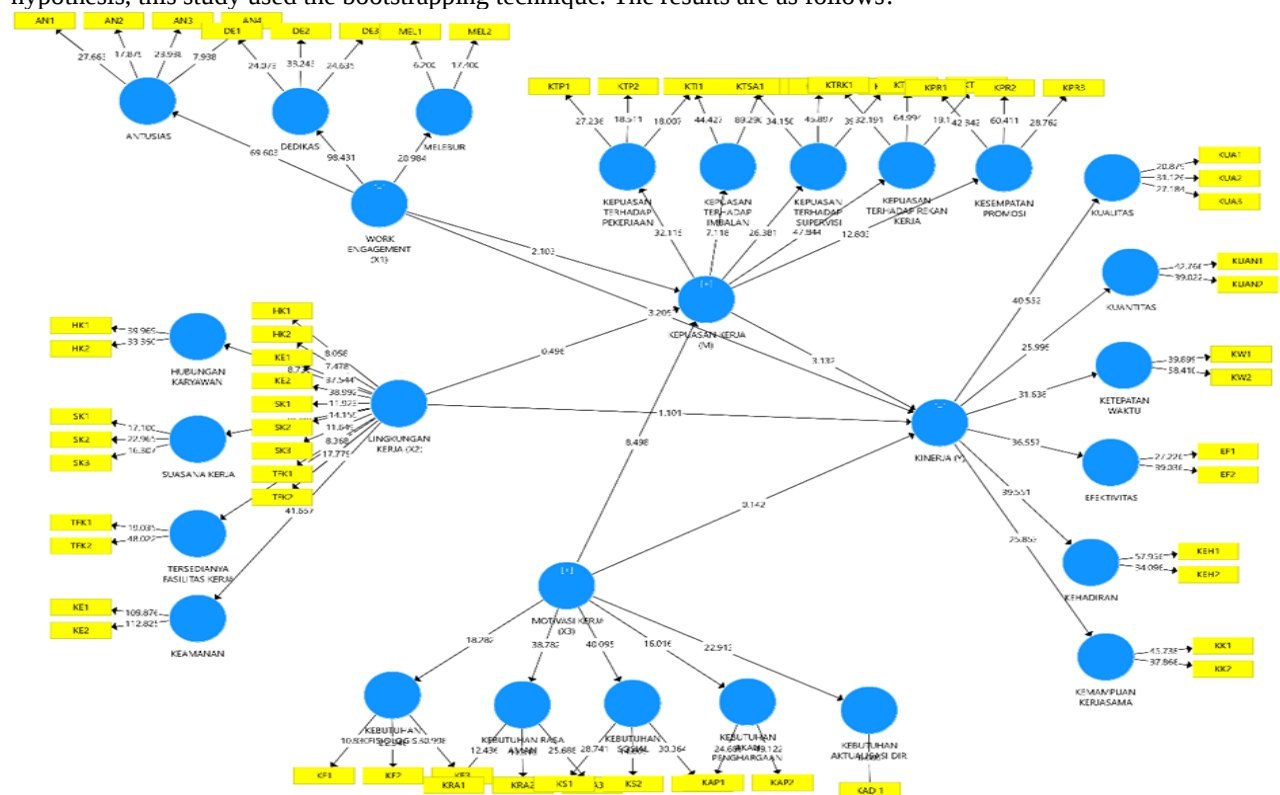


Figure 4

PLS Inner Model Path Diagram

Source: Data processing results with smartPLS 3.0

f. Hypothesis Testing

The next stage is to assess the validity of the hypothesis using the path coefficient calculated with reference to the T-statistic value. The estimated value that describes the correlation between latent variables found through the bootstrapping technique is displayed as the estimated path coefficient. When the T-statistic score or value is higher than 1.96 and the p-value is lower than 0.05 at the 0.05 (5%) significance level, the measurement items are considered significant. Meanwhile, the parameter coefficient, according to Ghozali (2021), shows the size of the influence of the independent variable on the dependent variable and the direction of its influence by looking at the positive or negative original sample value. The path coefficient table to view the T-statistic results is provided below.

Table 5
Path Coefficients

	Original Sample	T Statistics	P Values	Information
Work Engagement → Job Satisfaction	0,149	2,103	0,036	Signifikant
Work Environment → Job Satisfaction	0,046	0,496	0,620	Not Significant
Job Motivation → Job Satisfaction	0,741	8,498	0,000	Signifikant
Job Satisfaction → Employee Performance	0,452	3,132	0,002	Signifikant
Work Engagement → Employee Performance	0,378	3,676	0,000	Signifikant
Work Environment → Employee Performance	0,181	1,214	0,225	Not Significant
Job Motivation → Employee Performance	0,361	2,502	0,013	Signifikant
Work Engagement → Job Satisfaction → Employee Performance	0,067	1,648	0,100	Not Significant
Work Environment → Job Satisfaction → Employee Performance	0,021	0,472	0,637	Not Significant
Job Motivation → Job Satisfaction → Employee Performance	0,335	2,67	0,008	Signifikan

Source: Data processing results with smartPLS 3.0

Based on the results of the path coefficient test in the table above, it can be used to prove the research hypothesis as follows:

1) The effect of work engagement on job satisfaction

The parameter coefficient value of 0.149 in table 4.14 above shows that work engagement has an influence on job satisfaction. This can be seen from the path coefficient value which has a p-value of 0.036 and a T-statistic value of 2.103 > 1.96. Based on these statistical calculations, it can be concluded that work engagement affects job satisfaction in this research sample, so the hypothesis (H1) is accepted.

2) The effect of work environment on job satisfaction

With a parameter coefficient value of 0.046, it is clear from the table 4.14 above that the work environment has no effect on job satisfaction. This can be seen from the path coefficient value which has a p-value of 0.620 and a T-statistic value of 0.496 < 1.96. The results of this statistical calculation allow us to conclude that the work environment has no effect on job satisfaction in the research sample, thus accepting hypothesis H2 which states that the work environment has an effect on job satisfaction is rejected.

3) The effect of work motivation on job satisfaction

With a parameter coefficient value of 0.741, it is evident from the table 4.14 above that work motivation has a positive and significant effect on job satisfaction. This can be seen from the path coefficient value which has a p-value of 0.000 and a T-statistic value of 8.498 > 1.96. Based on these statistical calculations, it can be concluded that in this research sample, work motivation has an influence on job satisfaction. The results of this study support hypothesis H3 which states that work motivation has an influence on job satisfaction.

4) The effect of job satisfaction on employee performance

The parameter coefficient value of 0.452 in table 4.14 above shows that job satisfaction has a positive and significant effect on employee performance. This can be seen from the path coefficient value which has a p-value of 0.002 and a T-statistic value of 3.132 > 1.96. This statistical calculation allows us to conclude that job satisfaction has a positive and significant effect on employee performance, thus supporting

hypothesis H4 which states that job satisfaction has a positive and significant effect on employee performance is accepted.

5) The effect of work engagement on employee performance

The parameter coefficient value of 0.378 in table 4.14 above shows that work engagement has a positive and significant effect on employee performance. This can be seen from the path coefficient value which has a p-value of 0.000 and a T-statistic value of $3.676 > 1.96$. This statistical calculation allows us to conclude that work engagement has a positive and significant effect on employee performance, thus supporting hypothesis H5 which states that work engagement has a positive and significant effect on employee performance.

6) The effect of work environment on employee performance

The parameter coefficient value of 0.181 in table 4.14 above shows that the work environment has no effect on employee performance. This can be seen from the path coefficient value which has a p-value of 0.225 and a T-statistic value of $1.214 < 1.96$. This statistical calculation allows us to conclude that the work environment has no effect on employee performance, thus rejecting hypothesis H6 which states that the work environment has a positive and significant effect on employee performance.

7) Effect of work motivation on employee performance

The parameter coefficient value of 0.361 in table 4.14 above shows that work motivation has a positive and significant effect on employee performance. This can be seen from the path coefficient value which has a p-value of 0.013 and a T-statistic value of $2.502 > 1.96$. This statistical calculation allows us to conclude that work motivation has a positive and significant effect on employee performance, thus supporting hypothesis H7 which states that work motivation has a positive and significant effect on employee performance.

8) Job satisfaction mediates the effect of work engagement on employee performance.

With a parameter coefficient value of 0.067, it is clear from table 4.14 above that job satisfaction cannot mediate the effect of work engagement on employee performance. The path coefficient value which shows a T-statistic value of $1.648 < 1.96$ and a p-value of 0.100. Based on these statistical calculations, it can be said that job satisfaction in this research sample cannot mediate the effect of work engagement on employee performance, thus rejecting hypothesis H8 which states that job satisfaction can mediate the effect of work engagement on employee performance.

9) Job satisfaction mediates the effect of work environment on employee performance

With a parameter coefficient value of 0.021, it is clear from table 4.14 above that job satisfaction cannot mediate the effect of work environment on employee performance. The path coefficient value which shows a T-statistic value of $0.472 < 1.96$ and a p-value of 0.637. Based on these statistical calculations, it can be said that job satisfaction in this research sample cannot mediate the effect of work environment on employee performance, so hypothesis H9 which states that job satisfaction can mediate the effect of work environment on employee performance is rejected.

10) Job satisfaction mediates the effect of compensation on performance

With a parameter coefficient value of 0.335, it is clear from table 4.14 above that job satisfaction can mediate the effect of work motivation on employee performance. The path coefficient value which shows a T-statistic value of $2.670 > 1.96$ and a p-value of 0.008. Based on these statistical calculations, it can be said that job satisfaction in this research sample can mediate the effect of work motivation on employee performance, so the hypothesis H10 which states that job satisfaction can mediate the effect of work motivation on employee performance is accepted.

DISCUSSION

The effect of work engagement on job satisfaction

Based on the results of the analysis using PLS, it is known that the parameter coefficient value of 0.149 in table 4.14 previously presented shows that work engagement has an influence on job satisfaction. This can be seen from the path coefficient value which has a p-value of 0.036 and a T-statistic value of $2.103 > 1.96$. Based on these statistical calculations, it can be concluded that work engagement affects job satisfaction in this research sample, so the hypothesis (H1) is accepted.

Employees who have high work engagement with the company will be more committed and contribute better to the agency where they work than employees who have low work engagement. If employees are already committed and dedicate themselves fully to where they work, then this will lead to increased job satisfaction for these employees. Employees who show passion, dedication and absorption in their work are likely to have

high levels of job satisfaction, then emotionally attached employees will find interest in work, and experience positive emotions such as happiness, pleasure and enthusiasm (Ahuja and Gupta, 2019).

This finding is in line with the results of research conducted previously, namely research from Cahyati & Qomariyah (2019) and research from Putra & Darmastuti (2021), the results of their research show that work engagement affects employee satisfaction.

The effect of Work Environment on job satisfaction

Based on the results of the analysis using PLS, it is known that the parameter coefficient value is 0.046, in accordance with table 4.14 previously presented that the work environment has no effect on job satisfaction. This can be seen from the path coefficient value which has a p-value of 0.620 and a T-statistic value of $0.496 < 1.96$. The results of this statistical calculation can be concluded that the work environment has no effect on job satisfaction in the research sample, so the H2 hypothesis which states that the work environment has an effect on job satisfaction is rejected.

The condition of the work environment owned by an agency or company will affect the success or failure of a job which is indicated by the ability of employees to complete these work targets. The availability of a supportive work environment can affect the level of job satisfaction of employees. If the conditions of the work environment are optimal and adequate, the environment will support employees in the process of completing their work. However, in fact in this study it is the opposite. The work environment has no effect on employee job satisfaction. This can happen because the work environment is not the main factor that makes an employee feel satisfied at work. Other factors referred to, for example, are the employee's work engagement towards his work, the existence of compensation policies, and so on.

This finding is in line with the results of previous research, namely Isma and Dipatmodjo (2022) research which states that the work environment has no effect on job satisfaction.

The effect of work motivation on job satisfaction

With a parameter coefficient value of 0.741 according to the table previously presented, compensation has a positive and substantial effect on job satisfaction. It can be seen from the parameter coefficient value of 0.741 contained in table 4.14 above that work motivation has a positive and significant effect on job satisfaction. This can be seen from the path coefficient value which has a p-value of 0.000 and a T-statistic value of $8.498 > 1.96$. Based on these statistical calculations, it can be concluded that in this research sample, work motivation has an influence on job satisfaction, the results of this study support hypothesis H3 which states that work motivation has an influence on job satisfaction is accepted.

This finding is in line with Sudaryo et al (2018) ERG Needs Theory, the theory explains that Alderfer's ERG Needs Theory has three sets of needs, namely, 1) existence, namely needs that are satisfied by factors such as food, air, rewards, and working conditions; 2) relationships, namely needs that are satisfied by meaningful social and inter-personal relationships; 3) growth, namely needs that are satisfied if individuals make productive or creative contributions and motivation as the ability to use great effort, to achieve organizational goals can be adjusted to the ability to satisfy some individual needs. Thus, it can be said that motivation is a factor that can affect individual satisfaction in achieving goals.

This finding is in line with the results of previous research conducted by Solihatun et al (2021) and research conducted by Kurniawan (2020). The results of their research state that work motivation has a positive effect on employee job satisfaction.

Effect of job satisfaction on employee performance

The parameter coefficient value of 0.452 in table 4.14 previously presented, shows that job satisfaction has a positive and significant effect on employee performance. This can be seen from the path coefficient value which has a p-value of 0.002 and a T-statistic value of $3.132 > 1.96$. This statistical calculation allows us to conclude that job satisfaction has a positive and significant effect on employee performance, thus supporting hypothesis H4 which states that job satisfaction has a positive and significant effect on employee performance is accepted.

Hasibuan (2019: 202) says that the meaning of satisfaction is the emotional attitude of someone who loves his job which is reflected through discipline, achievement, and work morale. Based on the results of the answers to the questionnaire by respondents regarding job satisfaction which consists of five dimensions, namely satisfaction with work, satisfaction with rewards, satisfaction with supervisory supervision, satisfaction with coworkers, and promotion opportunities. The results of this study are also supported by the results of the questionnaires that have been distributed, the average respondent's answer to the statement on the job satisfaction variable is 4.5, which is included in the very high good answer category. Therefore, employees who feel satisfied at work will have an impact on the results of their increasing performance.

This finding is in line with the results of previous research, namely research from Hasibuan et al (2019) The results of their research state that job satisfaction affects employee performance.

The effect of work engagement on employee performance

The parameter coefficient value of 0.378 in table 4.14 previously presented shows that work engagement has a positive and significant effect on employee performance. This can be seen from the path

coefficient value which has a p-value of 0.000 and a T-statistic value of $3.676 > 1.96$. This statistical calculation allows us to conclude that work engagement has a positive and significant effect on employee performance, thus supporting hypothesis H5 which states that work engagement has a positive and significant effect on employee performance.

Cahyati and Qomariyah (2019) revealed that work engagement as a key that explains the relationship between the characteristics of each individual and organizational factors on employee performance. In research conducted by Aziz and Raharso (2019) explained that work engagement has a positive influence on employee performance. If an employee in carrying out his job can meet existing performance standards, carry out regulations properly, and have more effort, the employee's work engagement at work will increase. The results of this study are also supported by the results of distributing questionnaires to 108 respondents, after tabulating the data, it is known that the average answer from respondents is 4.4. The score on the work engagement variable is classified in the very high category, meaning that the work engagement of KPP Pratama Gresik employees is quite good, some of the examples are a sense of enthusiasm and high dedication to the work they do so that it will trigger increased performance.

This finding is in line with the results of previous research conducted by Kustya & Nugraheni (2020), then research conducted by Surohmat & Istiyani (2022), where the results of their research show that work engagement has a positive effect on employee performance.

The effect of work environment on employee performance

Based on the results of the analysis using PLS, it is known that the parameter coefficient value of 0.181 in table 4.14 previously presented shows that the work environment has no effect on employee performance. This can be seen from the path coefficient value which has a p-value of 0.225 and a T-statistic value of $1.214 < 1.96$. This statistical calculation allows us to conclude that the work environment has no effect on employee performance, thus rejecting hypothesis H6 which states that the work environment has a positive and significant effect on employee performance.

The implication of this finding is that there is no influence between physical and non-physical work environment variables on employee performance to improve employee performance in a company by creating a comfortable working atmosphere, of course, supported by adequate work environment conditions, both the physical work environment which includes work space, work equipment, workplace cleanliness, and the non-physical work environment which includes relationships between leaders and subordinates and relationships between fellow employees. This can happen because at KPP Pratama Gresik the work environment is not the main factor that can affect employee performance. However, there are other factors that affect employee performance, such as work engagement, work motivation, and so on.

This finding is not in line with the results of research from Warongan et al (2022), then the results of research from Wulan & Purwanti (2019), where their research results show that the work environment has no effect on employee performance.

The effect of work motivation on employee performance

Based on the results of the analysis using PLS, it is known that the parameter coefficient value of 0.361 in table 4.14 previously presented shows that work motivation has a positive and significant effect on employee performance. This can be seen from the path coefficient value which has a p-value of 0.013 and a T-statistic value of $2.502 > 1.96$. This statistical calculation allows us to conclude that work motivation has a positive and significant effect on employee performance, thus supporting hypothesis H7 which states that work motivation has a positive and significant effect on employee performance.

Highly motivated employees have a positive influence on colleagues in an organization. The effect is the increased desire to work. Without motivation, an employee will not get maximum results for the work they complete. In fact, when an employee who has high knowledge and expertise, if he does not have enough motivation, then the work he does will not be as expected. Motivation is a very meaningful encouragement for employees to complete their duties and obligations properly and efficiently. Motivation is needed in an organization so that everything that is planned will be realized and the performance of an organization will increase. According to Mangkunegara (2019), motivation has a close relationship with employee performance. The results in the study imply that work motivation has a positive influence on the performance results of Gresik KPP Pratama employees, which means that if Gresik KPP Pratama wants to improve employee performance, then Gresik KPP Pratama must generate work motivation for its employees.

This finding is in line with the results of previous research conducted by Sariadi and Heryanda (2020) and research conducted by Maharani et al (2023). The results of their research show that work motivation has a positive and significant effect on employee performance.

Job satisfaction mediates the effect of work engagement on employee performance

Based on the results of the analysis using PLS, it is known that the parameter coefficient value of 0.067 in table 4.14 previously presented shows that job satisfaction cannot mediate the effect of work engagement on employee performance. The path coefficient value which shows a T-statistic value of $1.648 < 1.96$ and a p-value of 0.100. Based on these statistical calculations, job satisfaction in this research sample cannot mediate

the effect of work engagement on employee performance, thus rejecting hypothesis H8 which states that job satisfaction can mediate the effect of work engagement on employee performance.

In this case, job satisfaction is not a factor that has a role in the relationship between work engagement and employee performance. In the partial test results, initially work engagement has a positive and significant effect on employee performance, but after adding the mediating variable of job satisfaction, the results cannot mediate the effect between work engagement and employee performance. This shows that job satisfaction does not have an indirect influence between the relationship between work engagement and employee performance.

This finding is not in line with the results of research from Kadri et al (2023), where in their research job satisfaction can mediate the effect of work engagement on employee performance.

Job satisfaction mediates the effect of work environment on employee performance

Based on the results of the analysis using PLS, it is known that the parameter coefficient value of 0.021 in table 4.14 previously presented shows that job satisfaction cannot mediate the effect of the work environment on employee performance. The path coefficient value which shows a T-statistic value of $0.472 < 1.96$ and a p-value of 0.637. Based on these statistical calculations, it can be said that job satisfaction in this research sample cannot mediate the effect of work environment on employee performance so that hypothesis H9 which states that job satisfaction can mediate the effect of work environment on employee performance is rejected.

In this case, job satisfaction is not a factor that has a role in the relationship between the work environment and employee performance. In other words, even though the work environment of an office is good and adequate, it has no impact on improving employee performance, especially at KPP Pratama Gresik through job satisfaction. The results of this study contradict the opinion of Kurniawan (2020), they argue that job satisfaction means comfort and pleasure with what is around. This shows that job satisfaction has no indirect influence between the work environment relationship on employee performance.

The results of this study are not in line with research conducted by Dewi & Mahayoga (2023). The results of their research found that job satisfaction can mediate the influence of the work environment on employee performance.

Job satisfaction mediates the effect of work motivation on employee performance

Based on the results of the analysis using PLS, it is known that the parameter coefficient value of 0.335 in table 4.14 previously presented shows that job satisfaction can mediate the effect of work motivation on employee performance. The path coefficient value which shows a T-statistic value of $2.670 > 1.96$ and a p-value of 0.008. Based on these statistical calculations, it can be said that job satisfaction in this research sample can mediate the effect of work motivation on employee performance, so the hypothesis H10 which states that job satisfaction can mediate the effect of work motivation on employee performance is accepted.

Thus job satisfaction can act as a mediating variable between the effect of work motivation on employee performance. Or it can also be interpreted that the high and low work motivation of employees at KPP Pratama Gresik, this can affect improving the performance of these employees, and will also affect the job satisfaction of KPP Pratama Gresik employees.

The results of this study are in line with research conducted by Ikhsan and Supartha (2023), as well as research conducted by Siregar (2020). The results of their research state that job satisfaction can mediate the effect of work motivation on employee performance.

CONCLUSION

1. Work engagement affects job satisfaction.
2. Work environment has no effect on job satisfaction.
3. Work motivation affects job satisfaction.
4. Job satisfaction affects employee performance.
5. Work engagement affects employee performance.
6. The work environment has no effect on employee performance.
7. Work motivation affects employee performance.
8. Job satisfaction is not able to mediate the effect of work engagement on employee performance.
9. Job satisfaction is not able to mediate the effect of the work environment on employee performance.
10. Job satisfaction is able to mediate the effect of work motivation on employee performance.

SUGESTION

Based on the conclusions from the results of the data analysis carried out, several suggestions are proposed, namely as follows:

1. Based on the results of this study, it is known that work engagement and work motivation affect employee performance. The leadership of KPP Pratama Gresik should always communicate, monitor and evaluate regularly to all employees, especially regarding the work standards possessed by employees in carrying out

- their job responsibilities, and maintain and try to foster employee work involvement, so that employees will be encouraged to be dedicated and immerse themselves in their work, because performance is increasing.
2. Based on the results of this study, it is known that work engagement and work motivation affect employee job satisfaction. The leadership of KPP Pratama Gresik needs to do several things that can increase the work engagement and work motivation of its employees, for example by placing employees in appropriate and appropriate job positions, which can produce better work results.

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