

The Impact of Various Factors on Improving Employee Performance

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Abstract—Employee performance is a key indicator in assessing the effectiveness and efficiency of an organization's operations, encompassing the quality and quantity of work achieved by employees in accordance with their responsibilities. This study aims to analyze the influence of (1) Workplace Facilities, (2) Workplace Discipline, (3) Compensation, and (4) Leadership on Employee Performance at BAPPERIDA of Wonogiri Regency, both partially and simultaneously. This quantitative research uses primary data. To ensure data quality, validity and reliability tests were conducted. The study employed a questionnaire that integrates several previously used questionnaires from prior research. The sampling technique used in this study was Total Sampling, involving 31 civil servant employees at BAPPERIDA of Wonogiri Regency. Data analysis was carried out using multiple linear regression. The results of the study revealed the following: Workplace facilities do not have a partial influence on employee performance, with a t-value of -1.791 and a significance level of 0.085. Workplace discipline has a significant partial influence on employee performance, with a t-value of 2.715 and a significance level of 0.012. Compensation has a significant partial influence on employee performance, with a t-value of 2.682 and a significance level of 0.013. Leadership has a significant partial influence on employee performance, with a t-value of 2.391 and a significance level of 0.024. Simultaneously, these four variables have a significant influence on employee performance, with a significance value of 0.001 (< 0.05). The coefficient of determination indicates that the regression model explains 79.6% of the variance in employee performance, leaving 20.4% attributable to variables not included or considered in this study.

Keywords: Performance; Facilities; Discipline; Compensation; Leadership

1. INTRODUCTION

Badan Perencanaan Pembangunan, Riset dan Inovasi Daerah (BAPPERIDA) of Wonogiri Regency plays a central role in regional planning and development (BAPPERIDA Kabupaten Wonogiri, 2021). BAPPERIDA of Wonogiri Regency has a strategic role in regional planning and development through the formulation of long-term and medium-term visions, missions, and development strategies. Additionally, BAPPERIDA coordinates various development sectors to align with sustainable development goals and community needs. In its implementation, BAPPERIDA faces challenges such as resource limitations and increasing public demands, which are addressed through innovations in planning methodologies, enhancing human resource capacity, and strengthening coordination and collaboration with various stakeholders (Hanum et al., 2024). Innovations in planning coordination methodologies are inseparable from the role of BAPPERIDA employees.

BAPPERIDA employees are the key to successful regional development. They are the spearhead in formulating robust development plans, conducting in-depth data analysis, and coordinating various development programs and activities (Mandala et al., 2023). Employee performance is monitored through the Strategic Plan (Renstra) 2021–2026. The Strategic Plan (Renstra) of BAPPERIDA Wonogiri Regency is a medium-term planning document outlining the policy direction, programs, and development activities to achieve the vision and mission of Wonogiri Regency (Ardiani & Yuliani, 2023). The main objective of the Strategic Plan is to realize sustainable, equitable, and fair development for all citizens of Wonogiri Regency (Ramadhania & Kusumastuti, 2023). The Monitoring and Evaluation of Individual Performance of the Regional Development Planning, Research, and Innovation Agency provides information on individual performance achievements within a specific period and their comparison to established targets (Korhonen et al., 2023).

However, the results of the 2024 Monitoring and Evaluation of Individual Performance of the Regional Development Planning, Research, and Innovation Agency of Wonogiri Regency were deemed not to meet the 2021–2026 Strategic Plan targets. According to the 2024 Second Quarter Individual Performance and Budget Realization Report, the Accountability System of Government Institution Performance (SAKIP) score for BAPPERIDA Wonogiri Regency was only 79.55, below the second quarter target of 82.50, achieving only 96.42% (BAPPERIDA Kabupaten Wonogiri, 2024). These figures indicate that the strategic goal of improving BAPPERIDA performance has not been fully realized.

BAPPERIDA of Wonogiri Regency has made efforts to address this phenomenon. However, these efforts have not significantly improved employee performance, as BAPPERIDA employee performance is influenced by workplace facilities, workplace discipline, compensation, and leadership. According to (Almita et al., 2023), workplace facilities significantly affect employee performance because adequate workplace facilities can enhance employee performance. Conversely, (Sabilalo et al., 2020) found that workplace facilities negatively and insignificantly affect employee performance, meaning better facilities do not necessarily improve performance.

(Widodo et al., 2022) highlighted that workplace discipline positively affects employee performance, with better discipline leading to better performance. On the other hand, (Kitta et al., 2023) argued that workplace discipline does not significantly affect performance, as compliance with rules needs more attention due to employees sometimes leaving tasks unfinished for personal reasons, even though tasks are eventually completed.

(Supardi et al., 2021) found that compensation positively and significantly impacts performance, as adequate compensation meets employees' needs. However, (Yusuf et al., 2020) noted that compensation does not affect performance, implying that the amount of compensation does not influence employee productivity.

(Ningrum et al., 2023) discovered that leadership positively affects performance, with a pleasant work environment fostered by good leadership improving employee performance. In contrast, (Hendri & Kirana, 2021) found that leadership negatively impacts performance due to mismatched leadership styles and frequent rotation policies, which lower performance.

Good employee performance serves as a benchmark for whether an institution meets its strategic goals. Such achievements reflect the accountability and capability of government institutions in their activities (Gunawan & Arifin, 2023). Employee performance is influenced by factors like workplace facilities, discipline, compensation, and leadership. Previous studies on these factors related to performance were conducted separately and have not yielded comprehensive solutions. This research aims to combine workplace facilities, discipline, compensation, and leadership to analyze their impact on employee performance. The goal is to provide empirical evidence for one of the determinants of employee performance.

Based on the above explanation, this study is titled “The Impact of Various Factors on Employee Performance Improvement at the Regional Development Planning, Research, and Innovation Agency.”

Furthermore, BAPPERIDA employees in Wonogiri Regency are expected to maintain stable performance by relying on discipline, compensation, and leadership factors to improve their performance. The local government of Wonogiri Regency is encouraged to participate by providing training for employees, particularly BAPPERIDA employees, to enhance their soft and hard skills. Future researchers are advised to use more variables and expand research objects to obtain better results and understand the issues in each object.

2. RESEARCH METHODS

This study was conducted on employees of Badan Perencanaan Pembangunan, Riset dan Inovasi Daerah (BAPPERIDA) in Wonogiri Regency. The data sources in this study consist of all information representing measurable variables in an event or phenomenon quantitatively. The data source in this study is the subject from which data can be obtained. Data collected directly from respondents is referred to as primary data. Primary data is data directly provided to the data collector (Sugiyono, 2021).

The population in this study includes all civil servant employees at BAPPERIDA in Wonogiri Regency, totaling 31 employees. The sampling technique used in this study is Total Sampling. Total Sampling is a sampling technique in which the sample size equals the population (Sugiyono, 2021). Therefore, the sample used in this study comprises all 31 civil servant employees at BAPPERIDA in Wonogiri Regency.

This study examines two variables: independent variables, which consist of Workplace Facilities (X1), Workplace Discipline (X2), Compensation (X3), and Leadership (X4), and the dependent variable, which is Employee Performance (Y). The data collection technique used in this study is a questionnaire. A questionnaire is a set of questions sent to respondents, either directly or indirectly (Fink, 2024). This study utilizes a questionnaire combining several previously used questionnaires from prior research. The questionnaire used in this study employs an ordinal scale, commonly known as a Likert scale.

In this study, the author employs several analytical plans consisting of the following steps:

2.1 Classical Assumption Tests

a. Normality Test

The normality test aims to examine whether the residuals or disturbance variables in the regression model are normally distributed. This study conducts the normality test using the Kolmogorov-Smirnov (K-S) statistical test available in the Statistical Package for Social Science (SPSS) software version 29.

b. Multicollinearity Test

The multicollinearity test aims to determine whether there is a correlation between independent variables in the regression model. A good regression model should not have correlations among independent variables. If the independent variables are correlated, these variables are not orthogonal.

c. Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is a variance inequality of residuals across observations in the regression model. A good regression model is homoscedastic or does not exhibit heteroscedasticity.

2.2 Multiple Linear Regression Analysis

Multiple linear regression analysis is a linear relationship between two or more independent variables (X1, X2, X3, X4) and a dependent variable (Y). This study uses multiple linear regression because the data is at an interval ratio scale, and multiple linear regression can only be used for interval and ratio data (Ghozali, 2021). The multiple linear regression formula is used to formulate the relationship between the dependent and independent variables, which can be expressed as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e \quad (1)$$

Description:

- Y = Employee performance
- a = Constanta
- X1 = Workplace Facilities
- X2 = Workplace Discipline
- X3 = Compensation
- X4 = Leadership on Employee
- e = Error

2.3. Framework Conceptual

Based on the literature review and previous research, a framework can be developed as illustrated in the following figure:

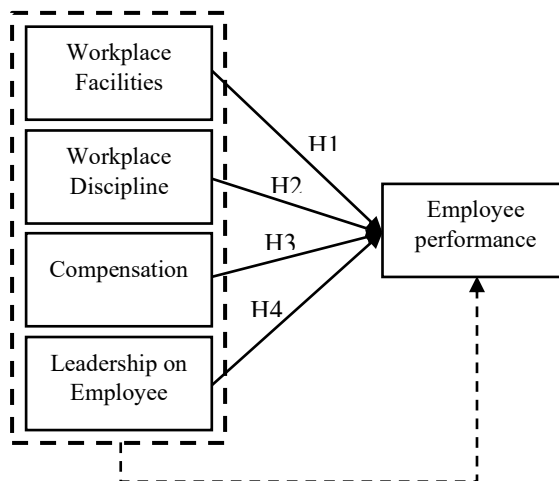


Figure 1. Conceptual Framework

A hypothesis is an estimation of population parameters based on sample data. In other words, it is defined as a provisional answer to the research problem (Sugiyono, 2021). Based on the existing issues, the research hypotheses can be formulated as follows:

- H1 : Workplace Facilities significantly influence the Performance of BAPPERIDA Employees in Wonogiri Regency.
- H2 : Workplace Discipline significantly influences the Performance of BAPPERIDA Employees in Wonogiri Regency.
- H3 : Compensation significantly influences the Performance of BAPPERIDA Employees in Wonogiri Regency.
- H4 : Leadership significantly influences the Performance of BAPPERIDA Employees in Wonogiri Regency.
- H5 : There is a simultaneous influence of Workplace Facilities, Workplace Discipline, Compensation, and Leadership on the Performance of BAPPERIDA Employees in Wonogiri Regency.

To test these research hypotheses, the researcher employs the following hypothesis tests:

- a. t-Test (Partial)
 - The t-test is used to examine the partial effect of each variable. The t-test results are presented in the Coefficients table, specifically in the significance column (sig.) of the Statistical Package for Social Science (SPSS) software version 29.
- b. F-Test (Simultaneous)
 - The F-test is conducted to assess the simultaneous influence of independent variables on the dependent variable. A significant result indicates that the observed relationship applies to the population.
- c. Coefficient of Determination
 - The coefficient of determination in linear regression is often interpreted as the extent to which all independent variables explain the variance in the dependent variable. This study uses SPSS version 29 to refer to the determination coefficient or R Square, which helps predict and measure the contribution of the influence of variable X simultaneously on variable Y.

3. RESULTS AND DISCUSSION

3.1. Classical Assumption Tests

3.1.1. Normality Test

The normality test can be conducted using graphical analysis or statistical analysis. Statistical analysis may utilize the Kolmogorov-Smirnov (K-S) test (Ghozali, 2021). The K-S test is performed by formulating the following hypotheses:

H0 : The residual data is not normally distributed
 Ha : The residual data is normally distributed

The application of the Kolmogorov-Smirnov test follows this rule: if the significance value is > 0.0500 , then H_0 is rejected, and H_a is accepted, and vice versa. The results of the normality test using the Kolmogorov-Smirnov statistical analysis are shown in the following table:

Table 1. Results of the Kolmogorov-Smirnov Test

<i>Unstandardized Residual</i>	Significance	Description
0,1327	0,0500	Normal

Based on the table above, it can be observed that the significance value is 0.327, which is greater than 0.0500. This indicates that H_0 is rejected, and H_a is accepted, concluding that the regression model satisfies the normal distribution assumption.

3.1.2. Multicollinearity Test

Good data is free from multicollinearity disturbances (Ghozali, 2021). The multicollinearity test is conducted by examining the Variance Inflation Factor (VIF) and Tolerance values. The hypotheses for the multicollinearity test are as follows:

H0 : No multicollinearity symptoms in the data
 Ha : Multicollinearity symptoms exist in the data

The application of the multicollinearity test is as follows: if the VIF value > 10 and the Tolerance value < 0.100 , then H_0 is rejected, and H_a is accepted, and vice versa. The results of the multicollinearity test are shown in the following table:

Table 2. Results of the Multicollinearity Test

Variable	<i>Collinearity Statistics</i>	
	Tolerance	VIF
Workplace Facilities	0,875	1,143
Workplace Discipline	0,385	2,600
Compensation	0,433	2,311
Leadership	0,409	2,445

Based on the table above, it can be observed that the Tolerance values for all variables are > 0.100 , and the VIF values for all variables are < 10 . This indicates that H_0 is accepted, and H_a is rejected, concluding that the data does not exhibit multicollinearity symptoms.

3.1.3. Heteroscedasticity Test

A good model demonstrates homoscedasticity or does not exhibit heteroscedasticity (Ghozali, 2021). The heteroscedasticity test can be conducted through graphical or statistical analysis. Graphical analysis can be observed from the scatterplot of the predicted dependent variable values (ZPRED) against their residuals (SRESID). The results of the heteroscedasticity test using graphical analysis are illustrated in the following figure:

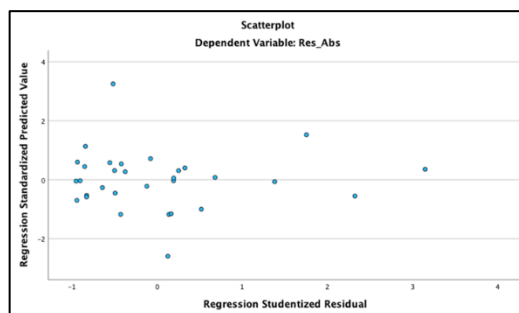


Figure 2. Scatterplot

Based on the figure above, it can be observed that the data is spread above, below, or around the value of 0. The data does not cluster solely above or below, and the data distribution shows no discernible pattern. Therefore, it can be concluded that the regression model meets the assumption of no heteroscedasticity symptoms.

Statistical analysis is recommended to complement graphical analysis results. Statistical analysis can be performed using the Glejser test. The Glejser test is conducted by formulating the following hypotheses:

H0 : No heteroscedasticity symptoms in the data
 Ha : Heteroscedasticity symptoms are present in the data

The application of the heteroscedasticity test indicates that if the significance value is < 0.050 , then H_0 is rejected and H_a is accepted, and vice versa. The results of the heteroscedasticity test are presented in the following table:

Table 3. Glejser Test Results

Variable	Significance	Description
Workplace Facilities	0.469	No Heteroscedasticity Symptoms
Workplace Discipline	0.800	No Heteroscedasticity Symptoms
Compensation	0.758	No Heteroscedasticity Symptoms
Leadership	0.919	No Heteroscedasticity Symptoms

Based on the table above, it can be observed that the significance values are > 0.050 . This indicates that H_0 is accepted, and H_a is rejected, meaning that the data does not exhibit heteroscedasticity symptoms.

3.2. Hypothesis Testing

3.2.1. Multiple Linear Regression

The multiple linear regression test determines whether there is an influence of workplace facilities, workplace discipline, compensation, and leadership on employee performance at BAPPERIDA of Wonogiri Regency. Multiple regression is used to test the validity of the hypotheses proposed in this study.

3.2.1.1. t-Test (Partial)

The t-test determines the individual effect of each independent variable on the dependent variable. A 5% or 0.050 level of significance is used in this study. The t-test results are presented in the table below:

Table 4. t-Test Results

Variable	t Value	Significance
Workplace Facilities	-1.791	0.085
Workplace Discipline	2.715	0.012
Compensation	2.682	0.013
Leadership	2.391	0.024

The t-table value can be calculated using the formula:

$$\begin{aligned}
 t \text{ Table} &= t (\alpha \div 2 ; n - k - 1) \\
 &= t (0,05 \div 2 ; 31 - 4 - 1) \\
 &= t (0,025 ; 26)
 \end{aligned}$$

The t-table value from the table is 2.055.

a. Variable Workplace Facilities (X1)

The t-test result for variable X_1 shows a significance value of 0.085, which is > 0.050 , and a t-value of -1.791, which is $< t$ -table. Thus, it can be concluded that X_1 has no effect on Y.

b. Variable Workplace Discipline (X2)

The t-test result for variable X_2 shows a significance value of 0.012, which is < 0.050 , and a t-value of 2.715, which is $> t$ -table. Thus, X_2 has a significant positive effect on Y.

c. Variable Compensation (X3)

The t-test result for variable X_3 shows a significance value of 0.013, which is < 0.050 , and a t-value of 2.682, which is $> t$ -table. Thus, X_3 has a significant positive effect on Y.

d. Variable Leadership (X4)

The t-test result for variable X_4 shows a significance value of 0.024, which is < 0.050 , and a t-value of 2.391, which is $> t$ -table. Thus, X_4 has a significant positive effect on Y.

3.2.1.2. F-Test (Simultaneous Test)

The F statistical test aims to determine whether all independent variables included in the model have a simultaneous effect on the dependent variable. The significance level used in this study for the F-test is 5% or 0.05. The F-test can be identified by observing the significance value or the calculated F value. The results of the F-test are shown in the following table:

Table 5. F-Test Results

Test	F Calculated	Significance
Regression	30,302	0,001

The F-table value can be determined using the formula:

$$F \text{ Table} = F (k ; n - k) = F (4 ; 31 - 4) = F (4 ; 27)$$

From the table, the F-table value is obtained as 2.728.

The F-test results show that the significance value < 0.050 and the calculated F value $> F$ table. Thus, it can be concluded that the independent variables (X) simultaneously influence the dependent variable (Y).

3.2.1.3. Coefficient of Determination (R²)

The coefficient of determination from the multiple regression results indicates how much the dependent variable is influenced by the independent variables simultaneously. The results of the determination coefficient test are shown in the following table:

Table 6. ANOVA Test Results

Description	Value
Adjusted R Square	0,796

Based on the table above, it can be seen that the Adjusted R Square value is 0.796. This indicates that the simultaneous influence of variable X on variable Y is 79.6%.

3.3. Discussion

3.3.1. The Effect of Workplace Facilities (X1), Workplace Discipline (X2), Compensation (X3), and Leadership (X4) on Employee Performance (Y) Partially

3.3.2. The Effect of Workplace Facilities (X1) on Employee Performance (Y)

The variable of workplace facilities (X1) does not affect employee performance (Y), with a calculated t value of -1.791 and a significance level of 0.085 ($t_{\text{calculated}} < t_{\text{table}} 2.055$ and $\text{significance} > 0.05$). This finding contradicts the research by (Almita et al., 2023), which states that workplace facilities significantly affect employee performance. However, it aligns with (Riyanto et al., 2021), who found that workplace facilities do not influence employee performance because direct employee involvement is not a determining factor. Analysis of employees at BAPPERIDA Wonogiri Regency shows that workplace facilities do not affect employee performance, as capital expenditure for facilities does not determine performance quality.

3.3.2.1. The Effect of Workplace Discipline (X2) on Employee Performance (Y)

Workplace discipline (X2) significantly affects employee performance (Y), with a calculated t value of 2.715, which is greater than the t table value (2.055), and a significance level of 0.012 (< 0.05). This study aligns with the findings of (Aryanti & Perkasa, 2024) and (Widodo et al., 2022), which state that workplace discipline improves employee effectiveness, efficiency, and performance. Analysis of employees at BAPPERIDA Wonogiri Regency shows that workplace discipline significantly impacts their performance, enhancing productivity and work quality. Thus, increased discipline contributes to better employee performance.

3.3.2.2. The Effect of Compensation (X3) on Employee Performance (Y)

The compensation variable (X3) significantly affects employee performance (Y), with a calculated t value of 2.682 ($t_{\text{calculated}} > t_{\text{table}} 2.055$) and a significance level of 0.013 (< 0.05). This result shows that compensation partially influences employee performance. The study aligns with (Sitopu et al., 2021) and (Supardi et al., 2021), who found that compensation positively and significantly affects employee performance by enhancing their well-being and motivation.

3.3.2.3. The Effect of Leadership (X4) on Employee Performance (Y)

The leadership variable (X4) significantly affects employee performance (Y), with a calculated t value of 2.391 $> t_{\text{table}} 2.055$ and a significance level of 0.024 < 0.05 . This finding aligns with the research of (Ningrum et al., 2023) and (Purwanto, 2024), which indicates that good leadership improves employee performance through positive interactions and a supportive work environment.

3.3.3. The Effect of Workplace Facilities (X1), Workplace Discipline (X2), Compensation (X3), and Leadership (X4) on Employee Performance (Y) Simultaneously

The F-test results show that the independent variables (X) simultaneously influence the dependent variable (Y), with a calculated F value of 30.302 and a significance level of 0.001. The F calculated $> F_{\text{table}} (2.728)$, and the significance level < 0.050 . The coefficient of determination for the variables of workplace facilities, workplace discipline, compensation, and leadership is represented by an Adjusted R Square value of 0.796 or 79.6%. This means that the regression model accounts for 79.6% of the variation, leaving 20.4% influenced by variables not included in this analysis.

This study is expected to help employees of BAPPERIDA Wonogiri Regency improve their performance, ultimately achieving the strategic targets of the regional agency in enhancing organizational performance.

4. CONCLUSION

Based on the research titled "*The Impact of Various Factors on the Improvement of Employee Performance at Badan Perencanaan Pembangunan, Riset dan Inovasi Daerah*" with data obtained from 31 employee samples at BAPPERIDA, Wonogiri Regency, it can be concluded that the variables of workplace discipline, compensation, and leadership significantly affect the performance of BAPPERIDA Wonogiri Regency employees. However, the workplace facilities

variable does not affect employee performance at BAPPERIDA Wonogiri Regency. Based on the F-test, it is evident that workplace facilities, workplace discipline, compensation, and leadership simultaneously affect the performance variable of BAPPERIDA Wonogiri Regency employees, showing that the X variables simultaneously influence the Y variable. The determination coefficient results, indicated by Adjusted R Square, show a value of 0.796 or 79.6%. This means that 79.6% of the regression model's ability in this research explains the data, leaving 20.4% influenced by variables not included or considered in the analysis. Based on the research and analysis results, recommendations are provided as a follow-up. Employees of BAPPERIDA Wonogiri Regency are expected to maintain the stability of their performance. Factors such as workplace discipline, compensation, and leadership can serve as key strengths for BAPPERIDA Wonogiri Regency employees to enhance their performance. The Wonogiri Regency Government is encouraged to participate by providing training for local government employees, especially BAPPERIDA employees. This training is expected to enhance both soft skills and hard skills among BAPPERIDA Wonogiri Regency employees. Future researchers are advised to use more observation variables to achieve better research results and include additional research objects to identify issues arising in each research object..

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