



Motivation, Work Culture, Commitment, and Leadership Style on Job Satisfaction and Employee Performance in Pekerjaan Umum dan Penataan Ruang (PUPR) Services in Kampar District

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Abstract

This research aims to examine and analyze the effect of motivation, work culture, commitment, and leadership style on job satisfaction and employee performance at the *Pekerjaan Umum dan Penataan Ruang* (PUPR) Department of Kampar Regency. Data collection techniques are interviews, questionnaires, and employee data. The population in the research is 120 employees and the method used in determining the number of samples in this study was the total sample method using census techniques so that the number of samples was as much as 120 respondents. Analysis using Structural Equation Modeling (SEM). Results showed that motivation has no effect on job satisfaction, work culture has no effect on job satisfaction, commitment has an effect on job satisfaction, leadership style has no effect on job satisfaction, motivation has an effect on employee performance, work culture has no effect on employee performance, commitment has to effect on employee performance, leadership style has an effect on employee performance and job satisfaction has an effect on employee performance.

Keywords: Motivation, Work Culture, Commitment, Leadership Style, Job Satisfaction, Employee Performance

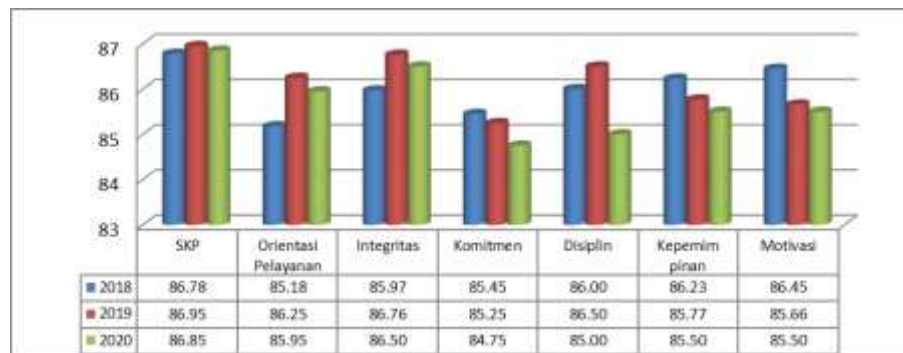
1.0 INTRODUCTION

With the issuance of Law no. 32 of 2014 concerning Regional Government, that development is a mandatory matter and the authority of the regional government, this is in accordance with Article 14 paragraph 1 (a) that one of the affairs of the regional government is planning and controlling development. Executors in development activities are of course technically carried out by regional offices which have the task of carrying out regional government affairs based on the principle of autonomy. This is in accordance with Government Regulation Number 41 of 2017 article 7 that regional offices are implementing elements of regional autonomy. So based on the explanation of the law above, the development is of course technically carried out by the local regional office.

The Office of *Pekerjaan Umum dan Penataan Ruang* (PUPR) of Kampar Regency is tasked with coordinating and supervising the implementation of construction, management of water resources and drainage, management of buildings and structures, construction and maintenance of roads and bridges and spatial planning in accordance with statutory regulations. So that in this case, the PUPR Office functions in making the preparation of technical policy formulations in the management of water resources and drainage, organizing buildings and buildings, construction and maintenance of roads and bridges and spatial planning in accordance with laws and regulations, carrying out administration and government affairs and public services as well as carrying out guidance and implementation of tasks in the field of management of water resources and drainage, maintenance of buildings and structures, construction and maintenance of roads and bridges as well as spatial planning. In addition to this, the PUPR Service also functions in carrying out other official tasks assigned by the Kampar Regent.

Employee performance (Putra & Renaldo, 2020) is a management style in managing performance-oriented resources that carries out an open and sustainable communication process by creating a shared vision and a strategic and integrated approach as a driving force to achieve organizational goals. Performance will show how much work results achieved by someone in the organization (Wibowo, 2016: 11). Implementation of regional development plans aimed at the level of employee performance achievements with assessment indicators on Employee Work Targets (*Standar Kinerja Pegawai / SKP*) and civil servant work behavior consisting of service

orientation, integrity, commitment, discipline, leadership and employee motivation. The level of employee performance at the PUPR Office of Kampar Regency for the 2018-2020 Fiscal Year is shown in Figure 1.



Source: Kampar Regency PUPR Office, 2021

Figure 1. Level of Employee Performance at the PUPR Office of Kampar Regency Fiscal Year 2018-2020

The graph above explains that the achievement of employee performance on each assessment indicator fluctuates (up and down). The achievement of employee performance appraisal should have continued to increase in each assessment indicator, but specifically in the indicators of assessment of commitment, leadership (Mairia, Komardi, & Panjaitan, 2021), and work motivation (Sukmawaty, Sudarno, & Putra, 2021) it has continued to decrease in the last three years. This condition indicates that the performance of the Kampar Regency PUPR Office staff is still not optimal. So that several factors are indicated to affect employee performance including motivation, work culture, commitment (Ramadona, Putra, & Komardi, 2021), leadership style and job satisfaction.

Based on the background described above, the formulation of the problem in this study is whether motivation, work culture, commitment and leadership style have an influence on employee job satisfaction and whether motivation, work culture, commitment, leadership style and job satisfaction have an influence on the performance of Department employees *Pekerjaan Umum dan Penataan Ruang* (PUPR) Kampar Regency.

Based on the formulation of the problem, the purpose of this study was to test and analyze the influence of motivation, work culture, commitment and leadership style on job satisfaction and to test and analyze the influence of motivation, work culture, commitment, leadership style and job satisfaction on the performance of Public Works Department *Pekerjaan Umum dan Penataan Ruang* (PUPR) of Kampar Regency.

It is hoped that this research will be useful for the head of the Kampar Regency PUPR Office, this research can be used as a basis for providing input and also as material for consideration for service heads in overcoming problems and optimizing job satisfaction and employee performance. This research is also expected to be beneficial for academics, with the hope that this research will add to the body of knowledge and can be a reference and comparison for conducting similar research in order to get better results in the future.

2.0 LITERATURE REVIEW

Motivation

Sri (2020), explains that the word motivation has the meaning of desire, desire, hope, goals, objectives, needs, encouragement, motivation and incentives. The term motivation comes from the Latin word *movere* which means to move. A comprehensive definition of motivation is a physiological and psychological deficiency process that drives behavior or drives aimed at incentive purposes. The process of motivation depends on the understanding between needs, drives and incentives. Wibowo (2016: 322), defines motivation as an impetus for a series of processes of human behavior in achieving goals which contain elements that include elements of arousing, directing, maintaining, showing intensity, being continuous and having a purpose. Furthermore, Donni (2016: 202), work motivation is defined as an impetus for a series of processes of human behavior in achieving goals which contain elements which include elements of arousing, directing, maintaining, showing intensity, being continuous and having the desired goal.

From the description of the theory above, it can be concluded that motivation is a factor that encourages a person to carry out certain activities, therefore motivation is often interpreted as a driving factor for one's behavior. So that in the theory of motivation, the needs that a person wants are tiered. This means that if the first need has been met then the second need will be the main one. Furthermore, if the second need has been met then the third level needs appear and so on. The indicators of motivation in this study were (1) physiological needs, safety needs, (3) socialization needs, (4) appreciation needs, (5) self-actualization needs.

Work Culture

Nyoto (2019), there are many definitions offered in explaining work culture. Work culture is a system of shared meaning held by members that distinguishes an organization from other organizations. This understanding of shared meaning is a set of key characteristics that organizations value. Furthermore, according to Setyowati (2011: 124), the word culture (culture) is defined as philosophy, ideology, values, assumptions, beliefs, hopes, attitudes and norms that are shared and bind one another, so that culture is an integrated pattern of Human behavior includes thoughts, speech, actions and artifacts and depends on people's capacity to listen to and pass on knowledge to the next generation. Furthermore Soekidjo (2015: 88), work culture is defined as a system of sharing values carried out by members of the organization so that it distinguishes the organization from other organizations, because each individual has a unique personality and differs from one another.

From the description of the theory above, it can be concluded that work culture does not just appear, but when it appears, the culture is difficult to extinguish, meaning it will be inherent in the organization. Habits, traditions, and general ways that were done before and the level of success obtained with the hard work. The indicators of work culture in this study are (1) work tolerance, (2) goal attainment, (3) integrity, (4) control (Renaldo, Sudarno, & Hutahuruk, 2020b) and (5) communication patterns.

Commitment

Nyoto (2019), commitment is defined as a psychological construct which is a characteristic of the relationship between members of an organization and their organization, and has implications for an individual's decision to continue membership in an organization. Tohardi (2012: 200), commitment must always be maintained so that it continues to grow and exist in the heart of human resources with key principles in building commitment by leaders such as maintaining or increasing self-esteem which means that leaders must be smart in keeping employee self-esteem from being damaged, responding with empathy, asking for help and encouraging involvement, which means that apart from needing to be respected, employees also want to be involved in decision-making, express thoughts, feelings and rationales and provide support without taking over their responsibilities within the organization. Furthermore, Kusmayarni (2011: 42), commitment to work is a multidimensional perspective and is in the form of the development of organizational commitment theory. In a multidimensional approach, commitment to work as well as organizational commitment provides a complex understanding of an employee's attachment to his work.

The theoretical description above concludes that highly committed employees within the organization will shape organizational decisions or requests and make serious efforts to carry out requests or implement these decisions in accordance with the interests of the organization in achieving the organization's vision and mission. The indicators of commitment in this study are (1) affective commitment, (2) continuance commitment and (3) normative commitment.

Leadership Style

Donni (2016: 48), argues that leadership style basically implies an embodiment of the behavior of a leader which concerns his ability to lead. These embodiments usually form a certain pattern or shape. Thoha (2011: 164), leadership style is defined as the way a leader behaves, communicates, and interacts with other people in influencing people to do something. These styles can vary on the basis of motivation, power or orientation towards a particular task or person. Furthermore, Khaerul (2012: 270), leadership style includes the use of influence, all relationships can involve leaders. Leadership includes the importance of the communication process, the clarity and accuracy of communication affect the behavior and performance (Setiawan, Junaedi, & Chandra, 2021) of followers.

Based on the theory above, it can be concluded that leadership (Mahyuddin, Komara, & Sudarno, 2018) style is the way a leader behaves, communicates, and interacts with other people in influencing people to do something. These styles can vary on the basis of motivation, power or orientation towards a particular task or person. The leadership (Suwarno, Komara, & Chandra, 2018) style itself basically contains an understanding as an embodiment of the behavior of a leader which concerns his ability to lead. Leadership style indicators are (1) style in innovating, (2) style in communicating, (3) style in motivating and (4) style in delegation.

Job Satisfaction

Arifin (2017: 63), explains that job satisfaction can also be interpreted as a pleasant or unpleasant employee emotional state which employees view from the point of view of their work. Employee job satisfaction will affect the attitude and behavior of employees at work, especially their behavior which will be reflected in the level of absenteeism, morale level, and labor turnover rate. Amirullah (2016: 142), job satisfaction can be described as an employee's emotional state that occurs or does not occur at a meeting point between the value of employee remuneration and the company or organization with the level of reward value that is desired by the employee concerned. Furthermore Alwi (2013: 89), job satisfaction is an individual thing because each individual will have a different level of satisfaction according to the values that apply to each individual.

From the theory that has been explained, it can be concluded that each individual will have different levels of satisfaction according to the value system that applies to him. This is due to differences in each individual.

Indicators of job satisfaction in this study are (1) type of work, (2) suitability of salary, (3) promotion, (4) supervision and (5) role of colleagues.

Employee Performance

Wilson (2018: 230) explains that increased performance is what both employers and workers want. Performance is an important aspect in the effort to achieve a goal. Sedarmayanti (2018: 57), Employee performance appraisal is used to measure the achievement of work results, both the quality and quantity produced by employees or the real behavior displayed in accordance with the responsibilities given to them. In this case, performance is a manifestation of work results related to the duties and responsibilities of employees in achieving organizational goals. Wirawan (2017: 5), defines employee performance appraisal as an assessment carried out on the output produced by the functions or indicators of work or a profession within a certain time so that the presence of employee performance will facilitate management and utilization and develop employees optimally for achieve organizational goals and develop the development of each individual.

From several theories about employee performance, it can be concluded that employee performance is the work achieved by individuals according to their roles and duties within a certain period, which is related to certain values or standards of the organization where the individual works. So, employee performance is an individual thing, because each employee has a different level of ability in carrying out his duties and responsibilities according to his position in the organization. Employee performance indicators in this study are (1) quantity of work, (2) quality of work, (3) cooperation, (4) responsibility, and (5) initiative.

Previous Research

There are several previous studies used in this study, namely: (1) Danila and Jefirtson R Riwu Kore (2019), which concluded that competence has a significant effect on improving employee performance at the Public Works Department of Highways, South Sumatra Province. Motivation on employee performance at the Public Works Department of Highways of South Sumatra Province has no significant effect, it can be seen that the variable that is more dominantly influencing employee performance is competence, (2) Aliyas Mandri, Asmara Hendra Komara, and David (2018), who concludes that leadership has a positive and significant effect on job satisfaction, commitment has a positive and significant effect on job satisfaction, organizational culture has a positive and insignificant effect on job satisfaction, motivation has a positive and significant effect on job satisfaction, leadership has a positive and insignificant effect on performance, commitment has a positive and significant effect on performance, organizational culture has a positive and insignificant effect on performance, motivation has a positive and insignificant effect on performance, job satisfaction has a positive and insignificant effect on employee performance, (3) Ferdian (2016), concluded that T there is a significant effect of work motivation on performance, there is a significant effect of work stress on performance, there is a significant effect of work motivation on job satisfaction, there is a significant effect of work stress on job satisfaction, there is a significant effect of job satisfaction on the performance of civil servants Public Works and Residential Areas (DPUPKP) Kulon Progo Regency. (4) Anak Agung Ngurah Bagus Dherma wan, I Gde Ad nyana Sudibya I Wayan Mudiarta Utama (2014), concluded that motivation and work environment have no significant effect on employee job satisfaction. Motivation and competence have no significant effect on employee performance. Work environment and compensation have a significant effect on employee performance. Job satisfaction has a significant effect on employee performance. Individually, motivation and work environment do not have a significant effect on employee performance, but collectively motivation, work environment, competency, and compensation affect employee performance at the Office of the Public Works Office of the Province of Bali.

Research Framework

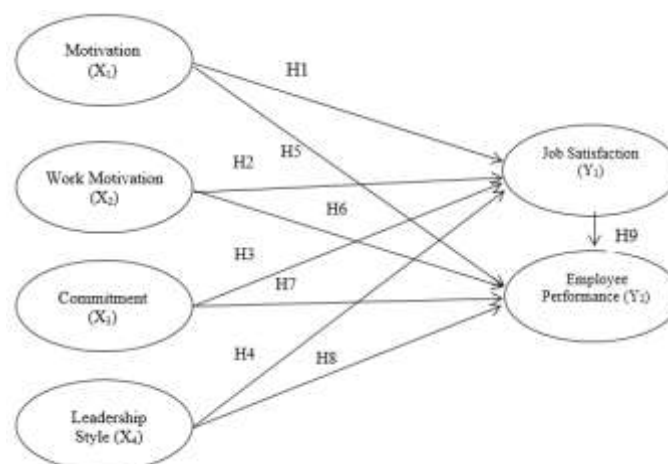


Figure 2. Thinking Framework

Hypothesis

The formulation of the hypothesis proposed in this study is:

- H1: There is an influence of motivation on job satisfaction of employees of the *Pekerjaan Umum dan Penataan Ruang* (PUPR) office of Kampar Regency.
- H2: There is an influence of work culture on employee job satisfaction at the *Pekerjaan Umum dan Penataan Ruang* (PUPR) office of Kampar Regency.
- H3: There is an influence of commitment on job satisfaction of employees of the *Pekerjaan Umum dan Penataan Ruang* (PUPR) office of Kampar Regency.
- H4: There is an influence of leadership style on job satisfaction of employees of the *Pekerjaan Umum dan Penataan Ruang* (PUPR) office of Kampar Regency.
- H5: There is an influence of motivation on the performance of employees of the *Pekerjaan Umum dan Penataan Ruang* (PUPR) office of Kampar Regency.
- H6: There is an influence of work culture on employee performance at the *Pekerjaan Umum dan Penataan Ruang* (PUPR) office of Kampar Regency.
- H7: There is an influence of commitment on the performance of employees of the *Pekerjaan Umum dan Penataan Ruang* (PUPR) office of Kampar Regency.
- H8: There is an influence of leadership style on the performance of employees of the *Pekerjaan Umum dan Penataan Ruang* (PUPR) office of Kampar Regency.
- H9: There is an influence of job satisfaction on the performance of employees of the *Pekerjaan Umum dan Penataan Ruang* (PUPR) office of Kampar Regency.

3.0 METHODOLOGY

Place and time of research

This research was conducted at the *Pekerjaan Umum dan Penataan Ruang* (PUPR) Office of Kampar Regency. The time of this research is in 2021.

Population and Sample

The population in this study were all employees who worked at the PUPR Office of Kampar Regency, which currently numbered 122 employees. Determination of the sample in this study used the saturated sample method with a census technique, namely making all employees other than the head of the service and researchers working at the PUPR Office of Kampar Regency, which currently number 120 employees, be used as respondents.

Data Types and Sources

The techniques used to collect primary data are interviews and questionnaires. The secondary data in this study is employee data.

Variable Operational Definition

The operational definitions of the variables in this study are shown in Table 1.

Table 1. Operational Definition of Research Variables

Variable	Variable Definitions	Dimensions	Scale
Work Motivation (X1)	Motivation is a process that shows individual intensity, direction and persistence as an effort to achieve optimal organizational goals in accordance with predetermined demands and becomes a driving factor. (Source: Maslow in Donni, 2016)	1. Physiological needs 2. The need for security 3. Socialization needs 4. The need for appreciation 5. Self-actualization needs (Source: Maslow in Donni, 2016)	Interval
Work Culture (X2)	Work culture is shared and binding values, assumptions, beliefs, hopes, attitudes and norms which form how people in the organization behave and do things (Source: Wibowo, 2016)	1. Work tolerance 2. Goal achievement 3. Integration 4. Control 5. Patterns of Communication (Source: Wibowo, 2016)	Interval
Commitment (X3)	Commitment is employee loyalty to the organization, which is reflected in their high involvement in achieving goals (Source: Donni, 2016)	1. Affective commitment 2. Continuance Commitment 3. Normative Commitments (Source: Donni, 2016)	Interval

Variable	Variable Definitions	Dimensions	Scale
Leadership Style (X4)	Leadership style is the way a leader behaves, communicates, and interacts with other people to influence people to do something (Source: Thoha, 2011)	1. A style of innovation 2. Style in communication 3. Style in motivating 4. Style in delegation (Source: Thoha, 2011)	Interval
Job Satisfaction (Y1)	Job satisfaction is defined as a pleasant or unpleasant emotional state of employees which employees view from the point of view of their work (Source: Arifin, 2017)	1. Type of Work 2. Compatibility of salary 3. Promotion of position 4. Supervision 5. The role of colleagues (Source: Arifin, 2017)	Interval
Employee Performance (Y2)	employee performance as a result of work achieved by individuals in accordance with their roles and duties in a certain period, which is related to certain values or standards of the organization where the employee works (Source: Khaerul, 2018: 189)	1. Work Quantity 2. Quality of Work 3. Cooperation 4. Responsibility 5. Initiative (Source: Khaerul, 2018:189)	Interval

Data Analysis Technique

Descriptive Analysis

The descriptive analysis in this study contains a discussion of the characteristics of the respondents associated with the responses of the respondents. The characteristics of the respondents in this study are important to provide an overview of the identity of the respondents.

Validity test

Sugiyono, (2017: 177) says, the validity test shows the degree of accuracy between the data that actually occurs on the object and the data collected by the researcher to look for the validity of an item, we correlate the score of the item with the total of these items. If the coefficient between items and total items is equal to or above 0.3 then the item is declared valid, but if the correlation value is below 0.3 then the item is declared invalid. The minimum requirement to be considered a valid instrument item is a valid index value that is a validity index value ≥ 0.3 .

Reliability Test

The reliability test is the extent to which measurement results using the same object will produce the same data (Sugiyono, 2017: 177). The reliability test in this study is to perform Cronbach's Alpha statistical tests. If the Cronbach's Alpha value is ≥ 0.7 then the item provides a sufficient level of reliability, otherwise if the correlation value is below 0.7 then the item is said to be less reliable.

Structural Equation Analysis

From the path diagram above, it can be translated in the form of a function or equation, ie:

$$Y1 = \beta1X1 + \beta2X2 + \beta3X3 + \beta4X4$$

$$Y2 = \beta5X1 + \beta6X2 + \beta7X3 + \beta8X4 + \beta9Y1$$

Information:

Y1, Y2 = Dependent Variable (dependent variable)

X1, X2, X3 X4 = Independent Variables

$\beta_{1...9}$ = Regression Coefficient Values

Testing Path Analysis in Structural Equation Modeling (SEM)

Path analysis or Path Analysis was first developed in the 1920s by a geneticist, namely Sewall Wright. The path analysis model is used to analyze the relationship pattern between variables with the aim of knowing the direct and indirect effect of a set of independent (exogenous) variables on the dependent (endogenous) variable (Ghozali, 2016).

Testing the Goodness of Fit

At this stage testing of the suitability of the model is carried out through a review of various criteria of goodness of fit. Several important measures in evaluating the goodness of fit criteria can be seen on table 2.

Table 2. Evaluation of the Goodness of Fit Index Model Criteria

No	The Goodness of Fit Index	Cut of Value
1	Chi-Square	Expected small
2	Significant Probability	> 0,05
3	RMSEA	< 0,08
4	GFI	> 0,90
5	AGFI	> 0,90
6	CMN/DF	< 2,00
7	TLI	> 0,95
8	CFI	> 0,95

Source: Singgih, 2011

Measurement Model Fit

An instrument is reliable if it has a Cronbach's alpha coefficient above 0.60.

Data processing and hypothesis testing

The next step is to process the data using SPSS version 21.0 and AMOS 21.0. The results obtained can be directly used to test the hypothesis.

4.0 RESULTS AND DISCUSSION

Descriptive Analysis

The descriptive analysis in this study contains a discussion of the characteristics of the respondents associated with the respondents' responses based on the recap results of the questionnaire that has been distributed.

Characteristics of Respondents

In this study, the characteristics of the respondents were divided into 5 (five) categories, namely according to gender, class, years of service, age and last education. The characteristics of the respondents in this study are important to provide an overview of the identity of the respondents. The collection of data on the characteristics of the respondents was carried out by distributing questionnaires to employees of the *Pekerjaan Umum dan Penataan Ruang* (PUPR) office of Kampar Regency.

Characteristics of Respondents Based on Gender

The characteristics of respondents based on gender in this study showed that the majority of respondents in this study were male, namely 72% or consisting of 100 respondents, while female respondents were only 28% or consisting of 20 respondents.

Characteristics of Respondents by Group

Characteristics of respondents based on employee class in this study showed that most of the respondents in this study were in class III with a percentage of 66% or consisting of 79 respondents.

Characteristics of Respondents Based on Years of Service

The characteristics of respondents based on the length of service of employees in this study indicate that employees with tenure of 11 to 15 years have the highest percentage of 45% or consist of 59 employees. Furthermore, employees with a working period of >25 years also have a high percentage of 20% or consist of 28 employees.

Characteristics of Respondents Based on Employee Age

The characteristics of the respondents based on the age of the employees in this study indicate that most of the respondents in this study were between the ages of 41 to 50 years with a percentage obtained of 35% or consisting of 42 employees. Furthermore, employees aged 51 to 55 years also have a high percentage, namely the percentage obtained is 24% or consists of 28 employees.

Characteristics of Respondents Based on Last Education

The characteristics of respondents based on recent education in this study indicate that employees working at the *Pekerjaan Umum dan Penataan Ruang* (PUPR) Office of Kampar Regency are still dominated by employees with high school/equivalent education with a percentage of 45% or consisting of 54 employees. This shows that there

is still a lack of employee interest in further increasing their education level to Bachelor (S1), where the percentage of employees with a Bachelor (S1) education level is currently only 38% or consists of 46 employees. In addition, the percentage of employees with a bachelor's level of education (S2) is currently still relatively low, namely only 6% or consisting of only 7 employees.

Descriptive Research Variables

Respondents' Responses to Motivation

Respondents' responses regarding employee motivation consisted of 20 statements to measure the perceptions and responses of respondents in this study with an average score of 3.59 meaning that all of the respondents' answers agreed about motivation. It can be concluded that the interpretation of the motivation of the *Kampar Regency Pekerjaan Umum dan Penataan Ruang* (PUPR) employees is in the good category with the perceptions of each of these respondents.

Respondents' Responses to Work Culture

Respondents' responses regarding work culture consisted of 20 statements to measure the perceptions and responses of respondents in this study with an average score of 3.38 meaning that all of the respondents' answers stated that they did not agree about work culture. It can be concluded that the interpretation of the work culture of *Kampar Regency Pekerjaan Umum dan Penataan Ruang* (PUPR) employees is in the less high category with the perception of each of these respondents

Respondents' Responses to Commitment

Respondents' responses regarding commitment consisted of 18 statements to measure the perceptions and responses of respondents in this study with an average score of 3.65 meaning that all of the respondents' answers stated that they agreed about commitment. It can be concluded that the interpretation of the commitment of employees of the Public Works and Spatial Planning Office of *Kampar Regency* is in the good category with the perceptions of each of these respondents.

Respondents' Responses to Leadership Style

Respondents' responses regarding leadership style consisted of 16 statements to measure the perceptions and responses of respondents in this study with an average score of 3.54 meaning that all of the respondents' answers agreed about leadership style. It can be concluded that the interpretation of leadership style at the *Pekerjaan Umum dan Penataan Ruang* (PUPR) Office of *Kampar Regency* is in the high category with the perceptions of each of these respondents.

Respondents' Responses to Job Satisfaction

Respondents' responses regarding job satisfaction consisted of 20 statements to measure the perceptions and responses of respondents in this study with an average score of 3.38 meaning that all of the respondents' answers stated that they did not agree about employee job satisfaction. It can be concluded that the interpretation of job satisfaction of employees of the Public Works and Spatial Planning Office of *Kampar Regency* is in the unfavorable category with the perceptions of each of these respondents.

Respondents' Responses to Employee Performance

Respondents' responses regarding employee performance consisted of 20 statements to measure the perceptions and responses of respondents in this study with an average score of 3.50 meaning that all of the respondents' answers agreed about employee performance. It can be concluded that the performance interpretation of *Kampar Regency Pekerjaan Umum dan Penataan Ruang* (PUPR) employees is in good terms with the perceptions of each of these respondents.

Hypothesis Analysis

Validity Test Results

The minimum requirement to fulfill whether each statement is valid or not is by using $r_{table} = 0.3$. So if the correlation between items with a total score of less than 0.3, then the items in the statement are declared invalid.

Validity Test Regarding Motivational Variables

Testing the validity of data regarding motivation in this study aims to test whether the indicators or statements used to measure motivational variables already have valid values or not. The results of the validity test regarding

motivation in this study indicate that all statement items have a corrected item-total correlation > 0.3 . This means that all statement items used to measure work motivation variables are declared valid.

Validity Test Regarding Work Culture Variables

Testing the validity of data regarding work culture in this study aims to test whether the indicators or statements used to measure work culture variables already have valid values or not. The results of the validity test regarding work culture in the study showed that all statement items had a corrected item-total correlation > 0.3 . This means that all statement items used to measure work culture variables are declared valid.

Validity Test Regarding Commitment Variables

Testing the validity of the data regarding commitment in this study aims to test whether the indicators or statements used to measure the commitment variable already have valid values or not. The results of the validity test regarding commitment in this study indicate that all statement items have a corrected item-total correlation > 0.3 . This means that all statement items used to measure the commitment variable are declared valid.

Validity Test Regarding Leadership Style Variables

Testing the validity of the data regarding leadership style in this study aims to test whether the statements used to measure the leadership style variable already have a valid value or not. The results of the validity test regarding leadership style in this study showed that all statement items had a corrected item-total correlation > 0.3 . This means that all statement items used to measure leadership style variables are valid.

Validity Test Concerning Job Satisfaction Variables

Testing the validity of the data regarding job satisfaction in this study aims to test whether the statement used to measure the variable job satisfaction already has a valid value or not. The results of the validity test regarding job satisfaction in this study indicate that all statement items have a corrected item-total correlation > 0.3 . This means that all statement items used to measure job satisfaction variables are declared valid.

Validity Test Regarding Employee Performance Variables

Testing the validity of data regarding employee performance in this study aims to test whether the statements used to measure employee performance variables already have valid values or not. The results of the validity test regarding employee performance in this study indicate that all statement items have a corrected item-total correlation > 0.3 . This means that all statement items used to measure employee performance variables are declared valid.

Reliability Test Results

Table 3. Instrument Reliability

Variable	Criteria	Cronbac's Alpha	Conclusion
Motivation (X1)	0.6	0.933	Reliable
Work Culture (X2)	0.6	0.948	Reliable
Commitment (X3)	0.6	0.934	Reliable
Leadership Style (X4)	0.6	0.915	Reliable
Job Satisfaction (Y1)	0.6	0.940	Reliable
Employee Performance (Y2)	0.6	0.940	Reliable

Source: Processed Results of SPSS 21, 2021

The table above shows that the reliability of the variables motivation (X1), work culture (X2), commitment (X3), leadership style (X4), job satisfaction (Y1) and employee performance (Y2) are categorized as high because the Cronbach's alpha value is above 0.6, meaning that the level of reliability or level of trust the variables used in this study are reliable and can be used in further analysis. Thus it can be concluded that the reliability test of the questionnaire in this study found no obstacles, so that what became the requirements in this study were fulfilled.

Discriminant Validity Test

Table 4. Discriminant Validity

Variable	Construct Reliability	Variance Extracted
Motivation (X1)	0.89	0.731
Work Culture (X2)	0.949	0.787
Commitment (X3)	0.922	0.798
Leadership Style (X4)	0.919	0.74

Source: Processed Results of AMOS 21, 2021

Discriminate validity testing using the AVE value is carried out by comparing the root value of the AVE of each construct with the correlation between the construct and the other constructs. It is recommended that the AVE value should be greater than 0.5. This table shows that the value of the variance extracted for each construct is greater with the correlation between the construct and the other constructs. So it can be concluded that it has good discriminant validity.

Results of Data Analysis

This study uses Structural Equation Modeling (SEM) analysis. The software used for this research is IBM SPSS AMOS 21. The theoretical model that has been described in the path diagram will be analyzed based on the data obtained.

Assessing Structural Model Identification

Table 5. Computation of Degrees of Freedom

Number of distinct sample moments:	378
Number of distinct parameters to be estimated:	75
Degrees of freedom (378 - 75):	303

Source: Results of Processed Data from Amos, 2021

The table above is the result of the AMOS output which shows a model df value of 303. This indicates that the model in this study is included in the over identified category because it has a positive df value. The estimated standardized regression weight (loading factor) value indicates that there is no estimate value > 1, so there is no estimation error, which is called the Heywood Case (HC). Therefore, the offending estimate does not exist in the research data so that the next stage of analysis can be carried out.

Structural Goodness of Fit Test

Table 6. Structural Goodness of Fit Test

Goodness of Fit Index	Cut off Value	Analysis Results	Model Evaluation
Chi-Square	Smaller than Chi-Square Table (120;0.05)= 146.567	497.881	Marginal
Significant Probability	≥ 0.05	0	Marginal
CCMIN/df	< 2.00	1.643	Fit
G F I	≥ 0.90	0.771	Marginal
A G F I	≥ 0.90	0.714	Marginal
T L I	≥ 0.95	0.945	Marginal
C F I	≥ 0.95	0.953	Fit
N F I	≥ 0.90	0.889	Marginal
I F I	≥ 0.95	0.953	Fit
RMSEA	0.05 - 0.08	0.074	Fit

Source: Processed Results of AMOS 21, 2021

Chi-Square is very sensitive to sample size. The value of X in this study is 497,881 with a probability of 0.000. The results of this Chi-Square indicate that the non-hypothesis which states that the model is the same as the empirical data is accepted, which means that the model is good. The overall goodness of fit measurement above indicates that several models are in the good category, so that the proposed model is acceptable.

Measurement Model Fit test

The measurement model test is to test the relationship between indicators and latent variables. By combining the structural and measurement model tests, it is possible to test measurement error as an integral part of SEM and perform factor analysis together with hypothesis testing. In the measurement model test, the chi square results are 497,881, the df is 303 and the probability is 0.000. The results of testing the model hypothesis indicate that this model is in accordance with the data or good for the data used in this study. The Chi Square value is 497,881 and is affected by the degree of freedom value. In this study the value of the degree of freedom is 303 and if the value of the degree of freedom is smaller than the chi square value will decrease.

Structural Equation

The results of the Standardized Regression Weights test aim to see the relationship between exogenous variables and endogenous variables. With the results of the processed data above, obtaining the results of Standardized Regression Weights in the model, a model equation can be made in the research as follows:

1. Structure of Equation 1

$$Y1 = \beta1X1 + \beta2X2 + \beta3X3 + \beta4X4$$

$$\text{Job Satisfaction} = 0.024 * \text{Motivation} + 0.011 * \text{Work Culture} + 0.829 * \text{Commitment} + 0.223 * \text{Leadership Style}$$

2. Equation Structure 2

$$Y2 = \beta5X1 + \beta6X2 + \beta7X3 + \beta8X4 + \beta9Y1$$

$$\text{Employee Performance} = 0.808 * \text{Motivation} + 0.088 * \text{Work Culture} + 0.639 * \text{Commitment} + 0.782 * \text{Leadership Style} + 0.818 * \text{Employee Performance}$$

Based on the structural equation of the model can be explained as follows: The motivation variable has a positive relationship to job satisfaction, which is equal to 0.024. This value means that if employee motivation increases by 1 unit assuming other factors are constant, then job satisfaction can increase by 0.024 units and vice versa. That is, the better the motivation, the higher the job satisfaction of employees at the *Pekerjaan Umum dan Penataan Ruang* (PUPR) Office of Kampar Regency. The work culture variable has a positive relationship to job satisfaction, which is equal to 0.011. This value means that if work culture increases by 1 unit assuming other factors are constant, it can increase job satisfaction by 0.011 units and vice versa. That is, the better the work culture, the higher the job satisfaction of employees at the *Pekerjaan Umum dan Penataan Ruang* (PUPR) Office of Kampar Regency. The commitment variable has a positive relationship to job satisfaction, namely 0.829. This value means that if employee commitment increases by 1 unit assuming other factors are constant, then job satisfaction can increase by 0.829 units and vice versa. That is, the better the employee's commitment, the higher the job satisfaction of employees at the *Pekerjaan Umum dan Penataan Ruang* (PUPR) Office of Kampar Regency. The leadership style variable has a positive relationship to job satisfaction, which is equal to 0.223. This value means that if the leadership style increases by 1 unit assuming other factors are constant, it can increase job satisfaction by 0.223 units and vice versa. That is, the better the leadership style, the higher the job satisfaction of employees at the Department of *Pekerjaan Umum dan Penataan Ruang* (PUPR) in Kampar Regency. The motivation variable has a positive relationship to employee performance, which is equal to 0.808. This value means that if employee motivation increases by 1 unit assuming other factors are constant, then employee performance can increase by 0.808 units and vice versa. That is, the better the motivation, the better the performance of employees at the *Pekerjaan Umum dan Penataan Ruang* (PUPR) Office of Kampar Regency. The work culture variable has a positive relationship to employee performance, which is equal to 0.088. This value means that if work culture increases by 1 unit assuming other factors are constant, it can increase employee performance by 0.088 units and vice versa. That is, the better the work culture, the better the performance of employees at the *Pekerjaan Umum dan Penataan Ruang* (PUPR) Office of Kampar Regency. The commitment variable has a positive relationship to employee performance, namely 0.639. This value means that if employee commitment increases by 1 unit assuming other factors are constant, then employee performance can increase by 0.639 units and vice versa. That is, the better the commitment of employees, the better the performance of employees at the *Pekerjaan Umum dan Penataan Ruang* (PUPR) Office of Kampar Regency. The leadership style variable has a positive relationship to employee performance, which is equal to 0.782. This value means that if the leadership style increases by 1 unit assuming other factors are constant, it can increase employee performance by 0.782 units and vice versa. That is, the better the leadership style, the better the performance of employees at the *Pekerjaan Umum dan Penataan Ruang* (PUPR) Office of Kampar Regency. The job satisfaction variable has a positive relationship to employee performance, which is equal to 0.818. This value means that if employee job satisfaction increases by 1 unit assuming other factors are constant, then employee performance can increase by 0.818 units

and vice versa. That is, the better the employee's job satisfaction, the better the employee's performance at the *Pekerjaan Umum dan Penataan Ruang* (PUPR) Office of Kampar Regency.

Hypothesis Test

Table 7. Regression Weights

Hypothesis	Exogenous Variable	Endogenous Variable	Estimate	Critical Ratio	P-Value
H1	Motivation	Job satisfaction	0.024	0.077	0.938
H2	Work Culture	Job satisfaction	0.011	0.050	0.960
H3	Commitment	Job satisfaction	0.829	2.841	0.004
H4	Leadership Style	Job satisfaction	0.223	1.338	0.181
H5	Motivation	Employee Performance	0.808	2.971	0.012
H6	Work Culture	Employee Performance	0.088	0.395	0.693
H7	Commitment	Employee Performance	0.639	1.952	0.078
H8	Leadership Style	Employee Performance	0.782	2.451	0.002
H9	Job satisfaction	Employee Performance	0.818	2.736	0.009

Source: Processed Results of AMOS 21, 2021

Based on the data above, the following nine research hypotheses can be tested:

Testing the Effect of Motivation on Job Satisfaction

Based on the results of testing the motivation variable on job satisfaction, it shows a p-value of 0.938 which is proven to be greater than the 10% alpha value influence on the job satisfaction of employees of the Office of *Pekerjaan Umum dan Penataan Ruang* (PUPR) Kampar Regency.

Testing the Effect of Work Culture on Job Satisfaction

Based on the results of testing the work culture variable on job satisfaction, it shows a p-value of 0.960 which is proven to be greater than the alpha value of 10%. Because the p-value is greater than alpha, it means that the proposed hypothesis is rejected, where in this study work culture is proven to have no effect on job satisfaction of employees of the Public Works and Spatial Planning Office of Kampar Regency.

Testing the Effect of Commitment on Job Satisfaction

Based on the results of testing the commitment variable on job satisfaction, it shows a p-value of 0.004 which is proven to be smaller than the alpha value of 10%. Because the p-value is lower than alpha, it means that the proposed hypothesis is accepted, where in this study commitment is proven to have an effect on job satisfaction of employees of the Public Works and Spatial Planning Office of Kampar Regency.

Testing the Effect of Leadership Style on Job Satisfaction

Based on the results of testing the leadership style variable on job satisfaction, it shows a p-value of 0.181 which is proven to be greater than the alpha value of 10%. Because the p-value is greater than alpha, it means that the proposed hypothesis is rejected, wherein in this study the leadership style proved to have no effect on job satisfaction of employees of the Public Works and Spatial Planning Office of Kampar Regency.

Testing the Effect of Motivation on Employee Performance

Based on the results of testing the motivational variable on employee performance, it shows a p-value of 0.012 which is proven to be smaller than the alpha value of 10%. Because the p-value is greater than alpha, it means that the proposed hypothesis is accepted, where in this study motivation influences the performance of employees of the Public Works and Spatial Planning Office of Kampar Regency.

Testing the Effect of Work Culture on Employee Performance

Based on the results of testing the work culture variable on employee performance, it shows a p-value of 0.693 which is proven to be greater than the alpha value of 10%. Because the p-value is greater than alpha, it means that the proposed hypothesis is rejected, where in this study work culture is proven to have no effect on the performance of employees of the Public Works and Spatial Planning Office of Kampar Regency.

Testing the Effect of Commitment on Employee Performance

Based on the results of testing the commitment variable on employee performance, it shows a p-value of 0.078 which is proven to be smaller than the alpha value of 10%. Because the p-value is lower than alpha, it means that the proposed hypothesis is accepted, where in this study commitment is proven to have an effect on the performance of employees of the *Pekerjaan Umum dan Penataan Ruang* (PUPR) of Kampar Regency.

Testing the Effect of Leadership Style on Employee Performance

Based on the results of testing the leadership style variable on employee performance, it shows a p-value of 0.022 which is proven to be smaller than the alpha value of 10%. Because the p-value is lower than alpha, it means that the proposed hypothesis is accepted, where in this study leadership style is proven to influence the performance of employees of the Public Works and Spatial Planning Office of Kampar Regency.

Testing the Effect of Job Satisfaction on Employee Performance

Based on the results of testing the variable job satisfaction on employee performance, it shows a significance value of 0.009 which is proven to be smaller than the alpha value of 10%. Because the p-value is smaller than alpha, it means that the proposed hypothesis is accepted, where in this study job satisfaction is proven to have an effect on the performance of employees of the *Pekerjaan Umum dan Penataan Ruang* (PUPR) of Kampar Regency

Research Discussion**The Effect of Motivation on Job Satisfaction**

The results of this study indicate that motivation is proven to have no effect on employee job satisfaction, meaning that employees are motivated or not motivated at work is proven to have no impact on the level of satisfaction felt by employees of the Public Works and Spatial Planning Office of Kampar Regency. This is possible because even though employees already have strong motivation in carrying out their work, the income received by one employee with another employee remains the same, which means that the income received by an employee at this time is not determined by the quality and quantity of work produced by the employee. So that this condition creates a feeling of dissatisfaction for some employees who have high motivation at work because employees with poor work results still get the same amount of income. That way, it is proven that the employee's sense of satisfaction at work is not influenced by the level of employee motivation in carrying out their duties.

The Effect of Work Culture on Job Satisfaction

The results of this study indicate that work culture has proven to have no effect on employee job satisfaction, meaning that whether good or bad the development of employee work culture does not have an impact on employee job satisfaction at the Public Works and Spatial Planning Office of Kampar Regency. This is possible because even though the culture that is currently developing is not good, such as there are still employees who do not come to work, employees who enter and leave work are not in accordance with applicable regulations or there are still employees who are not at work during working hours but the income they receive received by each of these employees remains the same as employees who are disciplined at work. That way, between employees who have good and bad habits in the organization are proven to have no impact on the level of satisfaction they feel at work.

The Effect of Commitment on Job Satisfaction

The results of this test indicate that commitment has proven to have an effect on employee job satisfaction, meaning that high or low employee commitment in carrying out their duties has proven to have an impact on the level of job satisfaction felt by employees of the Public Works and Spatial Planning Office of Kampar Regency. This shows that employees who have a strong commitment to achieving organizational goals will have a high level of job satisfaction, this is because these employees already feel emotionally attached to carry out their work optimally so that if the work target is achieved in accordance with predetermined targets it will bring about a sense of satisfaction within himself so that the employee will have a strong desire to continue to survive in the organization. That way, the higher the employee's commitment, the satisfaction he feels will also increase.

The Effect of Leadership Style on Job Satisfaction

The results of this study indicate that leadership style (Desmulyati, Sudarno, & Komardi, 2018) has proven to have an effect on job satisfaction of employees of the Public Works and Spatial Planning Office of Kampar Regency, meaning that whether the leadership style is good or not has proven to have an impact on job satisfaction felt by employees at work. This means that the leadership style does not yet have an important role in influencing employee job satisfaction, one of which is because the leadership style in establishing communication

relationships with staff employees is not yet effective. The effectiveness of communication that exists between the leadership and staff should be able to make a good contribution to the supervision carried out by the leadership. In addition, the absence of an impact on dissatisfaction felt by employees also arises because the leadership has not carried out supervision with full attention, so that as a result employees do not work carefully in accordance with applicable laws and regulations and the error rate at work is also increasing. In addition, so that employees feel more satisfied at work, leaders must increase their attention to employees by making efforts so that employees have a level of knowledge, ability, creativity, innovation and expertise in carrying out their work properly and in accordance with applicable laws and regulations.

The Effect of Motivation on Employee Performance

The results of this study indicate that work motivation has proven to have an effect on employee performance, meaning that employees are motivated or not motivated at work has proven to have an impact on the level of performance achievement of employees of the *Pekerjaan Umum dan Penataan Ruang* (PUPR) of Kampar Regency. This means that work motivation functions as a driving force for employees in carry out a series of behavioral processes in achieving goals that contain elements that include elements of arousing, directing, maintaining, showing intensity, being continuous and having goals where the employee works. With the existence of work motivation, it will become the driving force that creates the excitement of an employee's work so that they want to work together, work effectively and integrated to achieve optimal work results. Work motivation is a factor that influences employees to behave in their work, so that work motivation becomes a process that shows individual intensity, direction and persistence as an effort to achieve the goals set by the organization. So that in this case to improve (Renaldo, Sudarno, & Hutahuruk, 2020a) employee performance achievements, leaders need to pay more attention to the level of employee motivation when carrying out assigned tasks such as by providing opportunities for high achieving employees to develop their careers as a manifestation of the recognition from the leadership for the effectiveness of employee work.

The Effect of Work Culture on Employee Performance

The results of this study indicate that work culture has proven to have no effect on the performance of employees of the Public Works and Spatial Planning Office of Kampar Regency, which means that the culture that develops within the organization is good or not has no impact on the level of employee performance at work. This is possible because agencies have not been able to create a much better working culture climate by formulating policies, values and rules that have direction to achieve agency goals. With changes in policies, values and rules within the agency, employees are expected to be able to follow the work culture to the fullest by implementing or implementing existing policies, values and rules so that in this way, work culture will have an impact on the level of employee performance.

The Effect of Commitment on Employee Performance

The results of this study indicate that commitment has proven to have an effect on employee performance, which means that high or low employee commitment has proven to have an impact on the level of performance achievement of employees of the Public Works and Spatial Planning Office of Kampar Regency. This means that the higher the commitment of employees will have a better impact on the level of achievement of employee performance because employees who are committed to an organization will view the values and interests of the organization as integrated with their personal goals. The work that is his duty is understood as personal interest and has a desire to always be loyal for the sake of organizational progress so that the employee will work optimally. Employees who are committed to work will also generate strong positive behavior (Nyoto, Renaldo, Karuppanan, Bhuiyan, & Kumarasamy, 2021) with a sense of pride in the organization and related to identification and loyalty to the organization in achieving its goals so that in this case it will be able to have an impact on employee performance achievements.

The Effect of Leadership Style on Employee Performance

The results of this study indicate that leadership style is proven to have an effect on employee performance at the *Pekerjaan Umum dan Penataan Ruang* (PUPR) Office of Kampar Regency, meaning that good or bad leadership style is proven to have an impact on employee performance levels. This means that in order for employees to be able to produce their best performance, leaders must be able to maximize leadership styles such as innovation styles, two-way communication styles with staff, motivational styles for employees, supervising work styles and delegation styles for staff employees. By optimizing this style, the leader will become a reliable mediator by focusing on resolving conflicts that occur within the organization and the attitude of the leader will be integrated, rational, objective and neutral so that employee performance becomes more optimal.

The Effect of Job Satisfaction on Employee Performance

The results of this study indicate that job satisfaction (Hafni, Renaldo, Chandra, & Thaief, 2020) has proven to have an effect on the performance of employees of the Public Works and Spatial Planning Office of Kampar Regency, meaning that the level of job satisfaction felt by employees has proven to have an impact on the level of employee performance. This means that a high level of job satisfaction will encourage an employee to always devote his energy, thoughts and time to the successful achievement of organizational goals. Conversely, if these needs are not met, dissatisfaction will arise at work. As a result of this dissatisfaction, among others, the level of productivity and employee performance has decreased. So that in achieving optimal organizational goals, employee job satisfaction is an important aspect to pay attention to in improving employee performance achievements.

5.0 CONCLUSION

Based on the results of the research that has been done, it can be concluded that (1) motivation has no effect on job satisfaction, (2) work culture has no effect on job satisfaction, (3) commitment has an effect on job satisfaction, (4) leadership style has no effect on job satisfaction, (5) motivation has an effect on employee performance, (6) work culture has no effect on employee performance, (7) commitment has an effect on employee performance, (8) leadership style has an effect on employee performance and (9) job satisfaction has an effect on employee performance.

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