

The influence of leadership style, work environment and competency on employee performance: job satisfaction as an intervening variable at the Labour and Transmigration Office in the Province of Riau Islands

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Abstract

Purpose: This study aimed to analyze the effect of Leadership Style, Work Environment, and Competence on Employee Performance through Job Satisfaction as an intervening variable at the Riau Islands Provincial Manpower and Transmigration Office, totaling 105 employees of the Riau Islands Provincial Manpower and Transmigration Office.

Methodology: The research method uses a quantitative approach with partial least squares (PLS) analysis techniques using SmartPLS version 4.0.

Results: The results show that Leadership Style and Work Environment have a positive but insignificant effect on Employee Performance, while Competence and Job Satisfaction have a positive and significant effect. Furthermore, Leadership Style, Work Environment, and Competence have a positive and significant effect on Job Satisfaction. Job Satisfaction does not mediate the effect of Leadership Style on Performance, but it does mediate the effects of Work Environment and Competence on Employee Performance.

Conclusions: Competence is a direct driver of employee performance, whereas Leadership Style and Work Environment exert their influence indirectly through Job Satisfaction. Enhancing job satisfaction can significantly improve performance.

Limitations: This study was limited to one government office in a specific province, which may affect the generalizability of the findings. The use of self-reported data may also introduce biases.

Contribution: This study contributes to the public sector human resource development literature by identifying key factors that influence employee performance and highlighting the mediating role of job satisfaction.

Keywords: *Competence, Employee Performance, Job Satisfaction, Leadership Style, Work Environment*

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1. Introduction

The Manpower and Transmigration Service of the Riau Islands Province is one of the regional apparatuses formed based on the Regulation of the Governor of the Riau Islands Number 59 of 2017, The Position, Organizational Structure, Duties and Functions and Work Procedures of Regional

Apparatuses, which has the main task of carrying out regional government affairs in the field of Manpower and Transmigration, carrying out deconcentration tasks and other tasks assigned by the governor in accordance with applicable laws and regulations, and carrying out its functions, namely carrying out tasks in the field of training and placement of workers, industrial relations and supervision of labor, community development and transmigration areas, as well as preparing settlements and placement of transmigrants in accordance with applicable laws and regulations (Fadli, Nugraha, & Setiani, 2020).

Related to the above, the number of civil servants based on data from the General and Personnel Subsection in 2021 (as of August) was 101. Civil Servants of the Riau Islands Province Manpower and Transmigration Office Strategic Plan 2021-2026 II - 12 Group III dominates the total Civil Servants in the Riau Islands Province Manpower and Transmigration Office with 85 people (84.16%). Group III or PENATA is a rank level for civil servants in groups III/a to III/d with the following hierarchical designations: PENATA MUDA, PENATA MUDA TINGKAT I, PENATA, and PENATA TINGKAT I. When viewed from the requirements of the group, those who occupy this group are those with formal education of S1 or Diploma IV level and above or equivalent qualifications. From these provisions, it can be assumed that jobs at the PENATA rank level have begun to demand expertise in a particular field of science, with an in-depth understanding of scientific principles (Rahu, Neolaka, & Djaha, 2023). With a comprehensive understanding of something, the STAFF is no longer just an implementer but is responsible for GUARANTEE the QUALITY of the work process and output of Group II or the REGULATOR level. Based on the staffing conditions of the Manpower and Transmigration Service of the Riau Islands Provincial Government, it can be concluded that the existing human resources need to be optimized to carry out the main tasks and functions of the Manpower and Transmigration Service (Endi, Fanggidae, & Ndoen, 2023).

The current problem is that the leader has been replaced by the transfer of employees at the subsection-head level. This change causes fluctuations in employee performance. Different leadership patterns, less-than-optimal adaptation, and mastery of tasks in the new place are the causes, not to mention problems with existing leaders. The success of a leader in moving others to achieve predetermined goals is highly dependent on authority and the leader's ability to create motivation within each subordinate (Jusup, Christian, & Muzijat, 2022; Murniawati & Achmad, 2024). The ability that a person has is potential, where a person is not necessarily willing to mobilize all or her potential to achieve optimal results; therefore, there is still a need for encouragement so that an employee or member is willing to use all of his potential. To achieve maximum employee performance, the application of the right leadership style from superiors is one of the factors that can move, direct, guide, and motivate employees to achieve more in their work. A leader can influence morale, job satisfaction, security, quality of work life, and, especially, the level of achievement of an organization (Mariyatha, 2023).

In terms of employee performance of the Manpower and Transmigration Service of the Riau Islands Provincial Government, it is reflected in one of its missions, which is to build a work environment that can motivate employees to work with strong and consistent discipline. However, the ongoing phenomenon is that there are several employees who have a mindset that only fulfills their duties. Employee performance focuses only on doing work according to the section in which the employees work. Therefore, in measuring employee performance, we must reflect on the results of this study (Muliyanto, Indrayani, Satriawan, Ngaliman, & Catrayasa, 2023; Zairina, Wibisono, Ngaliman, Indrayani, & Satriawan, 2023). Not only do work environment factors have a significant influence on declining employee performance, work atmosphere factors include disharmony between some employees and leaders or between one employee and another in the agency, which has an impact on poor communication between employees and leaders or with other employees, as well as the availability of inadequate facilities causing employees to feel uncomfortable and bored with the existing work environment (Tirta, 2023). Thus, employees are not optimal in providing services to the community, making the community judge the condition of the work environment in the agency because they feel dissatisfied with the services provided (Tiimub et al., 2023).

Based on initial observations made by researchers, some employees are still lazy in carrying out their work, so the work cannot be completed within the time that has been planned previously. In addition, the performance of employees is also considered less able to carry out their duties properly, due to the lack of employee knowledge of what is being done, the lack of facilities or facilities to help the smooth running of employee work activities, and the level of employee discipline, which is still a problem that can affect employee performance and organizational productivity in the agency.

Based on the background and existing phenomena, a research gap has been found, so this can be used as a basis for researchers to conduct research on **"The Influence of Leadership Style, Work Environment, and Competency on Employee Performance: Job Satisfaction as an Intervening Variable at The labor And Transmigration office In The province of Riau Islands."**

2. Literature Review

2.1 Performance

Performance can also be defined as the result of a certain work process in a planned manner at the time and place of the employee and organization concerned (Monyei, Okeke, & Nwosu, 2021). Performance development is a learning activity that meets the long-term general needs. Development is seen as improving the quality of human resources through education and training programs to improve everything that is owned so that it becomes better or bigger than before. Human resource development refers to efforts to improve the potential of human resources to become larger, better, and of higher quality (Chijioke, John-Akamelu, & Ejiofor, 2021). Performance will also be important because performance will be able to reflect the measure of the success of the leadership elements in managing the organization and Human Resources in an organization (Maharani, Yahya, Putra, & Pramono, 2023).

Theoretically, Mangkunegara (2017) explains that performance is the result of work in terms of the quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to them. Therefore, what is meant by the quantity of work is the level of good or bad results obtained, whereas quantity is the amount obtained from the results of work. Employee performance indicators were used to measure the performance of employees.

2.2 Leadership style

Leadership style is a technique for carrying out leadership. Furthermore, leadership style can also be interpreted as a behavioral norm used by someone when the person tries to influence the behavior of others. In this case, the effort to align perceptions between people who influence behavior and those who will be influenced becomes very important (Cialdini, 1996; Geber, Baumann, Czerwinski, & Klimmt, 2021).

A leader needs to think about the most appropriate leadership style, namely one that can maximize performance and is easy to adjust to all circumstances and conditions in the organization. Leadership style forms the basis for classifying leadership. Leadership style is a comprehensive pattern of a leader's actions, both visible and invisible, to subordinates. Leadership style describes a consistent combination of the philosophy, skills, traits, and attitudes that underlie a person's behavior. Thus, the most appropriate leadership style is one that can maximize productivity, job satisfaction, and growth, and is easy to adjust to the situation. Therefore, leadership style has three basic patterns: prioritizing task implementation, cooperative relationships, and results achieved (Aburumman & Wasfi Alrweis, 2024).

2.3 Work Environment

According to Sedarmayanti (2018), the work environment is the entire tool and material faced where a person works, their work method, and work arrangements, both as individuals and as a group. According to Rahman and Shanjabin (2022), the work environment is the condition around workers when they carry out their duties, which influences workers when performing their work to operate company operations. The work environment plays an important role for workers so that in completing their tasks, they can be carried out effectively and efficiently. According to SUNYOTO (2015), the work environment is a very important component when employees perform work activities. Paying attention to a good work environment or creating working conditions that can motivate employees will have an

impact on employee performance at work.

In addition, according to Sudaryo, Aribowo, and Sofiati (2018) the work environment is the environment where employees do their daily work. A conducive work environment provides a sense of security and improves employees' ability to work effectively. In addition, the work environment can also affect employee emotions; for example, if employees like the work environment where they work, they will be comfortable in their workplace to carry out activities, so that work time is used effectively and optimistically, and employees' work performance is also high. The work environment concerns the physical and psychological aspects that directly or indirectly affect employees in carrying out their work (Hamalik, 2016).

2.4 Competence

Competence is a set of knowledge, skills, and behaviors that a person must possess when carrying out their professional duties. According to Wibowo (2016), competence is the basic foundation of a person's characteristics and indicates how to behave or think, equate situations, and provide support over a fairly long period of time. The essence of this competence lies in the serious willingness to develop others and their impact rather than a formal role, either by sending people to training programs regularly to meet the needs of employees and agencies or in another way by working to develop colleagues, the community and even superiors.

Teamwork and cooperation means a serious willingness to work together to become more competitive. Self-concept, including self-confidence and self-control. Self-confidence is the ability to control emotions and reduce negative actions when angry, when faced with opposition or rude actions from others, or when working in stressful conditions. Self-control is more often found in lower-level managerial and contributor positions with high stress levels. Knowledge includes 1) always seeking information and 2) technical expertise, including knowledge related to employees (can be technical, professional, or managerial) and the motivation to expand, utilize, and distribute that knowledge. Skills, including analytical and conceptual thinking. Analytical thinking is the ability to understand a situation by breaking it down into smaller parts or by seeing the implications of a situation in detail. This competence allows individuals to think analytically or systematically about complex issues. Conceptual thinking involves understanding a situation or problem by placing each part in a whole to obtain a larger picture. The ability to identify patterns or relationships between situations that are not clearly related, identify fundamental or key issues in complex situations, and conceptualize thinking is creative, conceptual, or inductive.

2.5 Job Satisfaction

Darsono and Siswandoko revealed that job satisfaction is a set of pleasant or unpleasant employee feelings based on material and psychological (non-material) rewards. Satisfaction or dissatisfaction arises when employees evaluate the rewards and supporting facilities received after completing their work and whether they satisfy expectations. Job satisfaction is an interesting and important problem because of its widespread use in the interests of individuals, society and industry.

According to Sudaryo et al. (2018), job satisfaction is a feeling of pleasure or discomfort regarding work based on expectations of rewards given by the agency. According to Sudaryo et al. (2018), job satisfaction can be measured using the following indicators: 1) Turnover: if the job satisfaction felt by employees is high, then turnover is low. Employees who are less satisfied usually have higher turnover rates. (2) The level of absenteeism and less satisfied employees tends to have a high level of attendance (absence). They were not present for illogical or subjective reasons either. 3) Older employees tend to feel more satisfied than younger employees. It is assumed that older employees are more likely to adapt to their work environments. Young employees usually have ideal expectations about the world of work; therefore, a gap or imbalance between their expectations and the reality of work can cause them to become dissatisfied. 4) Employees who occupy higher job levels tend to be more satisfied than those who occupy lower ones. Employees with a higher level of work demonstrate good work abilities, actively express ideas, and are creative in their work.

According to Wibowo (2017), job satisfaction is a general attitude towards one's work, as the difference between the amount of rewards received by workers and the amount of rewards they believe they should receive. The more satisfied the needs of employees in an organization, the more optimal the level of performance and productivity of its employees, so that organizational goals are increasingly achieved. Essentially, job satisfaction is an individual phenomenon. Each individual has a different level of satisfaction, which is adjusted to the personal value system that applies to them. The higher the assessment of an activity in accordance with the wishes of the individual, the higher the satisfaction with the activities performed.

2.6 Hypothesis

2.6.1 The Influence of Leadership Style on Performance

Leadership style is a set of characteristics used by leaders to influence subordinates to achieve the organization's goals. Leadership is a pattern of behavior and strategies that are preferred and often applied by leaders. This indicates that leadership style is related to improved employee performance. The better the leadership style applied, the greater its impact on performance. Leadership is a process of influencing others, understanding and agreeing with what needs to be done, how the task is carried out effectively, and facilitating individual and collective efforts to achieve common goals to improve employee performance.

This is in line with Mukmin and Prasetyo (2021), who stated that leadership style has a direct and significant influence on employee performance. The more appropriate the choice of leadership style, the more enthusiastic employees will be in completing their tasks, thereby improving their performance. H1: Leadership Style has a direct effect on Employee Performance at the Manpower and Transmigration Service of the Riau Islands Provincial Government.

2.6.2 The Influence of the Work Environment on Performance

The work environment is everything around the employee that affects them, such as the surrounding environment, work methods, and work arrangements used to perform the work. Physical and non-physical work environments can easily influence employees' work enthusiasm in achieving their work targets. However, when the work environment is uncomfortable and even interferes with employee concentration while working, it negatively impacts employee job satisfaction.

This is in line with the research of Ningrum et al. (2022), who stated that the work environment has a positive and significant effect on performance. The more comfortable the work environment in an organization, the higher the employees' performance.

H2: The work environment has a direct effect on employee performance at the Manpower and Transmigration Service of the Riau Islands Provincial Government.

2.6.3 The Influence of Competence on Performance

Competence is the basic capital required to carry out any work in any form and scope. Employees will be more creative in working efficiently and effectively to achieve optimal work results, which in the end can achieve the goals that have been set. In other words, competence greatly supports the achievement of high employee performance; the higher the employee's competence, the higher their performance. This happens because, with the employee's competence, they will be increasingly able to carry out the tasks assigned to them.

This is in line with the research by Agustinah, Naser, and Mulyono (2020), which states that competence has a positive and significant effect on employee performance. The more competent an employee, the higher their performance.

H3: Competence has a direct effect on Employee Performance at the Manpower and Transmigration Service of the Riau Islands Provincial Government.

2.6.4 The Influence of Job Satisfaction on Performance

Job satisfaction influences productivity, absenteeism, employee turnover, speaking up, ignoring, and loyalty. This means that there is one factor related to job satisfaction, namely, work productivity or the

result of the comparison between the amount of output and the amount of labor input. Work productivity is the result of work in terms of the quantity achieved by an employee in carrying out their duties according to the responsibilities given to them. Therefore, it can be stated that work productivity is identical to performance, and the relationship is positive, meaning that the higher the job satisfaction, the higher the work productivity (performance), and vice versa, the lower the job satisfaction, the lower the performance.

This is in line with Kusuma and Lina (2018), who stated that job satisfaction has a positive and significant effect on employee performance. If the level of employee job satisfaction is high, the employee performance will also improve.

H4: Job Satisfaction has a direct effect on Employee Performance at the Manpower and Transmigration Service of the Riau Islands Provincial Government.

2.6.5 The Influence of Leadership Style on Job Satisfaction

The better the leadership style applied, the greater the impact on employee satisfaction. Leadership style is a manifestation of a leader's behavior, which concerns their ability to lead. Leaders who are effective in applying a certain leadership style must first understand who their subordinates are who leads them, understand the strengths and weaknesses of their subordinates, and understand how to use the strengths of subordinates to compensate for the weaknesses they have so that they can influence the behavior or job satisfaction of their employees.

This is in line with Mukmin and Prasetyo's (2021) research, Mukmin and Prasetyo (2021) which states that leadership style has a positive and significant effect on job satisfaction. The right leadership style makes employees feel safe and comfortable, thereby increasing employee job satisfaction.

H5: Leadership Style has a direct effect on Job Satisfaction at the Manpower and Transmigration Service of the Riau Islands Provincial Government.

2.6.6 The Influence of Work Environment on Job Satisfaction

Job satisfaction significantly affects the work environment. The better the work environment or one of its indicators, namely the relationship between employees and employees or with superiors, the better and more solid the job satisfaction is. On the other hand, if the relationship is not good and not communicative, it will create poor job satisfaction because it requires other people to work together, and workplace building is maximized to create comfortable and safe conditions to increase employee job satisfaction.

This is in line with the research of Sumerdana and Heryanda (2021), who stated that the work environment has a positive and significant effect on employee job satisfaction. If the work environment is comfortable and safe, employees will feel happy, which can increase their job satisfaction.

H6: The Work Environment has a direct effect on Job Satisfaction at the Manpower and Transmigration Service of the Riau Islands Provincial Government.

2.6.7 The Influence of Competence on Job Satisfaction

Competence can affect job satisfaction; high competence increases a person's job satisfaction. This shows that if competence is increased, it will encourage an increase in job satisfaction, which is certainly beneficial for the employee performance. An employee's high level of competence makes them more confident in achieving job satisfaction.

This is in line with Hidayat et al. Hidayat, Mattalatta, and Sani (2020), who state that competence has a direct influence on job satisfaction. If employees have sufficient or even greater competence, they can increase their job satisfaction because they feel more confident completing their work.

H7: Competence has a direct influence on Job Satisfaction at the Manpower and Transmigration Service of the Riau Islands Provincial Government.

2.6.8 The Influence of Leadership Style on Performance through Job Satisfaction as an Intervening Variable

The right leadership style increases job satisfaction and employee performance. Thus, employees can perform their jobs optimally and completely. Employees need information from every job they do; therefore, the better the communication, the better the work results. However, on the other hand, if there is a lack of communication, it will affect the leadership style and employee performance, thereby reducing the level of employee job satisfaction.

This is in line with research by Jopanda (2021), who stated that indirect leadership style through job satisfaction has a significant influence on employee performance.

H8: Leadership Style has an indirect effect on employee performance through job satisfaction as an intervening variable at the manpower and transmitting service of the Riau Islands provincial government.

2.6.9 The Influence of Work Environment on Performance through Job Satisfaction as an Intervening Variable

A conducive work environment provides a sense of security and allows employees to work optimally and efficiently. An adequate work environment creates a good atmosphere that increases employee satisfaction. An increase in job satisfaction can affect employees' performance. This is in line with Khatimah (2021), who stated that competence has an indirect and significant effect on employee performance, which is mediated by job satisfaction.

H9: The Work Environment has an indirect effect on employee performance through job satisfaction as an intervening variable in the manpower and transmitting services of the Riau Islands provincial government.

2.6.10 The Influence of Competence on Performance through Job Satisfaction as an Intervening Variable

Competence is an important skill or knowledge that employees possess in a particular field. Competence leads to employees' satisfaction at work. Performance is optimal if it is in accordance with the possessed competence. The higher the employee's competence, the higher their performance. This shows that competence, consisting of motives, traits, self-concepts, knowledge, and expertise possessed by employees, is one way to increase job satisfaction.

H10: Competence has an indirect effect on Employee Performance through Job Satisfaction as an Intervening Variable at the Manpower and Transmigration Office of the Riau Islands Provincial Government.

Relationship between variables

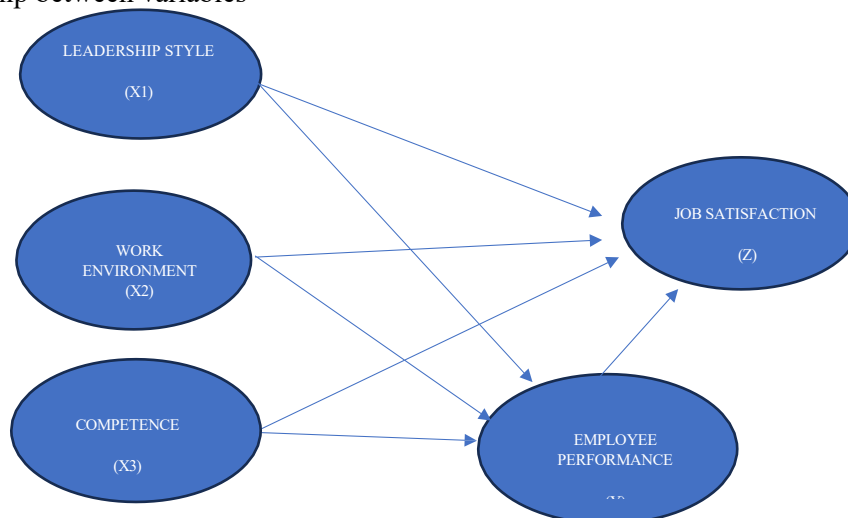


Figure 1. Relationship between variables

3. Research Methodology

3.1 Population

According to Sugiyono (2018), the population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. Determining the population is an important stage in the research. The population can provide useful information or data for research. The population in this study was 105 employees of the Manpower and Transmigration Service of the Riau Islands Provincial Government.

3.2 Sample

The subjects of this study were employees of the Manpower and Transmigration Office of the Riau Islands Province, with variables of Leadership Style, Work Environment, Competence, Employee Performance and Job Satisfaction of employees of the Manpower and Transmigration Office of the Riau Islands Provincial Government. In this study, the sampling technique used was non-probability sampling with the technique being saturated sampling (census). According to Sugiyono (2014), the saturated sampling technique is a sampling determination technique in which all members of the population are used as samples. The sample used in this study comprised the entire population of 105 employees of the Manpower and Transmigration Office of Riau Islands Province.

3.3 Definition of Variables and Measurement Scales

Table 1. Variable Instrument Grid

Variable	Dimensions/Indicators	Statement Items	Scale
Performance (Robbins, Mangkunegara and Afandi)	1. Quantity of work	1, 2, 3	Likert
	2. Punctuality	4, 5	
	3. Initiative	6, 7	
	4. Ability	8, 9	
	5. Communication	10, 11, 12	
Total		12	
Variable	Dimensions/Indicators	Statement Items	Scale
Leadership Style (Gary Yuki)	1. Visionary	1, 2, 3	Likert
	2. Mentor	4, 5, 6, 7	
	3. Affiliative (Combining)	8, 9	
	4. Democratic	10, 11, 12	
	5. Communicative	13, 14	
Total		14	
Variable	Dimensions/Indicators	Statement Items	Scale
Work environment (Rosa)	1. Lighting/lighting in the workplace	1, 2, 3	Likert
	2. Air circulation in the workplace	4, 5, 6	
	3. Noise in the workplace	7, 8, 9	
	4. Bad smell in the workplace	10, 11, 12	
	5. Safety in the workplace	13, 14, 15	
Total		15	
Variable	Dimensions/Indicators	Statement Items	Scale
Competence (Lestari)	1. <i>Task Skills</i>	1, 2, 3,	Likert
	2. <i>Task Management Skills</i>	4, 5, 6	
	3. <i>Contingency Management Skills</i>	7, 8, 9, 10	
	4. <i>Job Role Environment Skills</i>	11, 12, 13, 14	
	5. <i>Transfer Skills</i>	15, 16, 17, 18	
Total		18	
Variable	Dimensions/Indicators	Statement Items	Scale
Satisfaction (Robbins, Mangkunegara)	1. Job	1, 2, 3	Likert
	2. Salary or wages	4, 5, 6	
	3. Promotion	7, 8, 9, 10	

and Afandi)	4. Co-workers	11, 12, 13, 14
Total		14

3.4 Measurement Scale

The data analysis tool used was a questionnaire tested using Smart PLS version 4.0. The answers to each instrument item using the Likert scale ranged from strongly agree to strongly disagree.

Table 2. Likert Scale

Description	Scale
Strongly Agree	5
Agree	4
Neutral	3
Disagree	2
Strongly Disagree	1

3.5 Respondent Description

Respondent characteristics are presented in the following table:

Table 3. Respondent Characteristics

Gender	Total	Percentage
Male	53	50,48%
Female	52	49,52%
Total	105	100%
Age	Total	Percentage
21 s/d 30 Years	7	6,67%
31 s/d 40 Years	35	33,33%
41 s/d 50 Years	53	50,48%
More than 50 years	10	9,52%
Total	105	100%
Last education	Total	Percentage
SMA/SLTA	12	11,43%
S1	78	74,29%
S2	15	14,28%
Total	105	100%
Length of work	Total	Percentage
1-5 Years	10	9,52%
6-10 Years	20	19,05%
Over 10 years	75	71,43%
Total	105	100%

4. Result and Discussion

4.1 Measurement Model Analysis (Outer Model)

4.1.1 Internal Consistency Validity

Internal consistency analysis is a form of reliability analysis used to assess the consistency of results across items on the same test. Khan and Hossain (2021) stated that a latent variable can be said to have good reliability if the composite reliability value is greater than 0.7 and the Cronbach's alpha value is greater than 0.7.

Table 4. Internal Consistency Analysis

Cronbach's alpha	Composite reliability (rho a)	Composite reliability	Average variance
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			(rho_c)	extracted (AVE)
Employee_Performance	0,825	0,848	0,843	0,316
Work_Environment	0,885	0,887	0,901	0,399
Job_Satisfaction	0,829	0,843	0,861	0,420
Competence	0,944	0,951	0,951	0,564
Leadership_Style	0,904	0,918	0,921	0,467

Source: Processed Primary Data (SmartPLS 2024)

Based on the internal consistency analysis, the results show that all variables are reliable: the Leadership Style Variable (X1) has a composite reliability of 0.921, Work Environment (X2) is 0.901, Competence (X3) is 0.951, Employee Performance (Y) is 0.843, and Job Satisfaction (Z) is 0.861, all of which are greater than 0.600.

4.1.2 Convergent Validity

According to Ghazali and Ratmono (2017), a correlation can be said to meet convergent validity if it has a loading value greater than 0.7. The output shows that the loading factor is above the recommended value of 0.7. Therefore, the indicators used in this study met convergent validity.

Table 5. Convergent Validity

	X1	X2	X3	Y	Z
X1.1	0,705				
X1.2	0,757				
X1.3	0,721				
X1.4	0,738				
X1.5	0,707				
X1.6	0,805				
X1.7	0,777				
X1.8	0,762				
X1.9	0,750				
X1.10	0,837				
X1.11	0,773				
X1.12	0,729				
X1.13	0,829				
X1.14	0,746				
X2.1		0,748			
X2.2		0,806			
X2.3		0,794			
X2.4		0,725			
X2.5		0,805			
X2.6		0,793			
X2.7		0,852			
X2.8		0,832			
X2.9		0,839			
X2.10		0,834			
X2.11		0,828			
X2.12		0,851			
X2.13		0,780			
X2.14		0,800			

X3.1	0,772	
X3.2	0,814	
X3.3	0,838	
X3.4	0,764	
X3.5	0,779	
X3.6	0,833	
X3.7	0,836	
X3.8	0,791	
X3.9	0,837	
X3.10	0,791	
X3.11	0,736	
X3.12	0,813	
X3.13	0,809	
X3.14	0,862	
X3.15	0,853	
Y.1		0,848
Y.2		0,865
Y.3		0,862
Y.4		0,853
Y.5		0,848
Y.6		0,812
Y.7		0,825
Y.8		0,823
Y.9		0,754
Y.10		0,860
Y.11		0,757
Y.12		0,801
Z.1		0,791
Z.2		0,736
Z.3		0,824
Z.4		0,763
Z.5		0,828
Z.6		0,809
Z.7		0,862
Z.8		0,865
Z.9		0,862

Source: Processed Primary Data (SmartPLS 2024)

Based on the table above, it can be seen that the outer loading value for variables X1, X2, X3, Y, and Z, where the value of all question items in the five variables tested is greater than 0.7, all indicators in the five variables are declared valid.

4.1.3 Discriminant Validity

Discriminant validity aims to assess whether an indicator of a construct variable is valid by examining the Heterotrait-Monotrait Ratio of Correlation (HTMT) value; if the HTMT value is < 0.90 , then the variable has good discriminant validity (valid). (Hair, Hult, Ringle, & Sarstedt, 2014).

Table 6. Discriminant Validity

X1	X2	X3	Y	Z
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X1				
X2	0,511			
X3	0,467	0,887		
Y	0,389	0,895	0,675	
Z	0,479	0,754	0,785	0,735

Source: Processed Primary Data (SmartPLS 2024)

The results of discriminant validity in Table 9 show that the discriminant validity value of each indicator item against its construct was derived from the discriminant validity value. With that, it can be concluded that all constructs or latent variables already have better discriminant validity than the indicators in other blocks.

4.2 Structural Model Analysis (Inner Model)

4.2.1 Collinearity / Variance Inflation Factor / VIF

Collinearity testing is used to prove whether the correlation between latent variables/constructs is strong. A strong correlation indicates that the model contains problems from a methodological perspective because it affects the estimation of statistical significance. This problem is known as collinearity. The value used for the analysis was based on the variance Inflation Factor (VIF) value (Hair et al., 2014; Rahman & Shanjabin, 2022). If the VIF value is greater than 5.00, there is a collinearity problem; otherwise, there is no collinearity problem if the VIF value is <5.00 (Hair et al., 2014).

Table 7. Collinearity

	X1	X2	X3	Y	Z
X1				1,605	1,236
X2				1,489	1,164
X3				1,874	1,400
Y					
Z				1,536	

Source: Processed Primary Data (SmartPLS 2024)

The data above can be described as follows:

1. The VIF for the correlation of X1 with Y was $1.605 < 5.00$ (no collinearity problem).
2. The VIF for the correlation of X2 with Y was $1.489 < 5.00$ (no collinearity problem).
3. The VIF for the correlation of X3 with Y was $1.874 < 5.00$ (no collinearity problem).
4. The VIF for the correlation of Z with Y was $1.536 < 5.00$ (no collinearity problem).

Based on the data above, the correlations between X1 and Y, X2 and Y, X3 and Y, and Z and Y did not result in collinearity problems.

4.2.2 Testing the Significance of Structural Model Path Coefficients

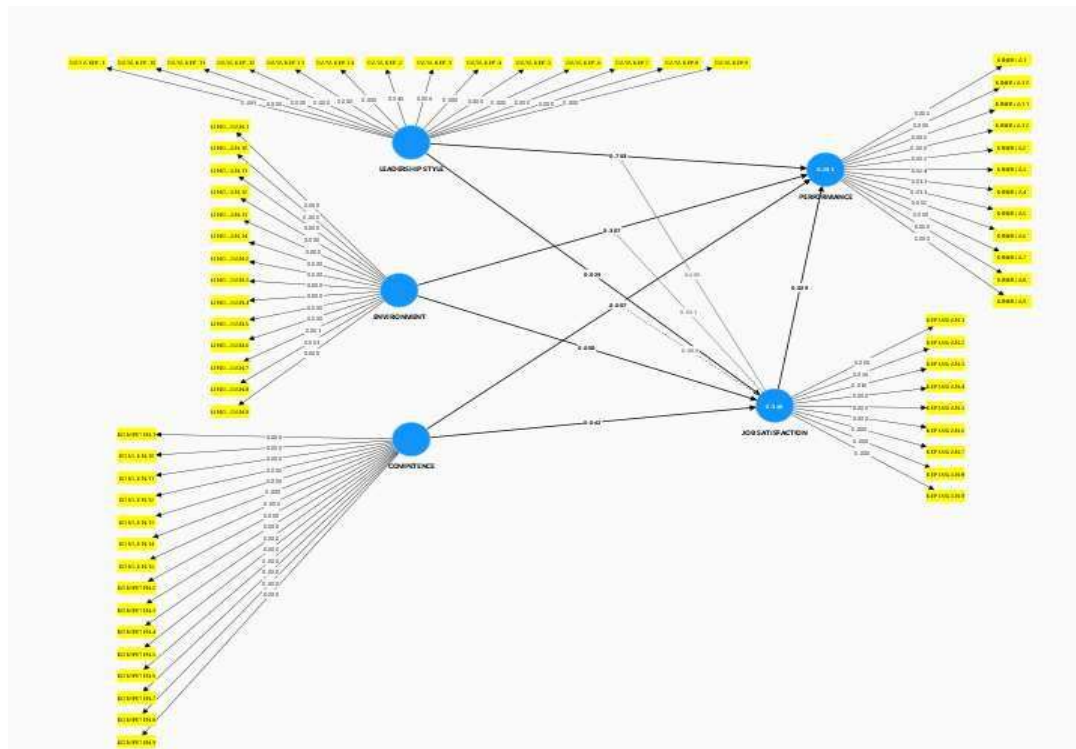


Figure 2. Research Model

4.3 Direct Effect Hypothesis Testing

The direct influence hypothesis test aims to prove the direct influence of one variable on another. If the path coefficient is positive, an increase in one variable is followed by an increase in another variable. If negative, an increase in one variable is followed by a decrease in the other. If the probability value (P-Value) < Alpha (0.05) then H_0 is rejected (the influence of a variable on another variable is significant). If the probability value (P-Value) > Alpha (0.05) then H_0 is accepted (the influence of a variable on another variable is not significant).

Table 8. Direct Effect Hypothesis

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1 -> Y	0.039	0.039	0.128	0.302	0,763
X2 -> Y	0.158	0.156	0.155	1.022	0,307
X3 -> Y	0.339	0.345	0.126	2.695	0,007
Z -> Y	0.289	0.296	0.133	2.178	0,029
X1 -> Z	0.196	0.222	0.087	2.245	0,025
X2 -> Z	0.379	0.402	0.090	4.222	0,000
X3 -> Z	0.209	0.201	0.103	2.034	0,042

Source: Processed Primary Data (SmartPLS 2024)

1. The direct effect of the Leadership Style variable (X1) on the Employee Performance variable (Y) has an original sample value of 0.039 with a T Statistic of 0.302 < 1.659 (positive); thus, an increase in the value of the Leadership Style variable (X1) will be followed by an increase in the Employee Performance variable (Y). The effect of Leadership Style (X1) on Employee Performance (Y) has a P-value of 0.763 < 0.05; therefore, it can be stated that the effect of Leadership Style (X1) on Employee Performance (Y) is positive and not significant.
2. The direct effect of the Work Environment (X2) on Employee Performance (Y) shows an original

sample value of 0.158 with a T Statistic of 1.022 (positive). This means that an increase in the work environment leads to an increase in the employee performance. However, the P-value is $0.307 > 0.05$, indicating that the effect is positive but not significant.

3. The direct influence of the competence variable (X3) on the Employee Performance variable (Y) has an original sample value of 0.339 with a T Statistic of $2.695 > 1.659$ (positive); thus, an increase in the value of the competence variable (X3) will be followed by an increase in the employee performance variable (Y). The influence of the competence variable (X3) on Employee Performance (Y) has a p-value of $0.007 < 0.05$, so it can be stated that the influence of Competence on Employee Performance is positive and significant.
4. The direct effect of Job Satisfaction (Z) on Employee Performance (Y) has an original sample value of 0.289 with a T Statistic of $2.178 > 1.659$ (positive); thus, an increase in the value of job satisfaction (Z) will be followed by an increase in employee performance (Y). The effect of the Job Satisfaction variable (Z) on Employee Performance (Y) has a p-value of $0.029 < 0.05$; therefore, it can be stated that the effect of Job Satisfaction (Z) on Employee Performance (Y) is positive and significant.
5. The direct effect of the Leadership Style variable (X1) on the Job Satisfaction variable (Z) had an original sample of 0.196 with a path T Statistic of $2.245 > 1.659$ (positive). Therefore, an increase in the value of the Leadership Style variable (X1) is followed by an increase in the Job Satisfaction variable (Z). The influence of the Leadership Style variable (X1) on Job Satisfaction (Z) has a p-value of $0.025 < 0.05$; therefore, it can be stated that the influence of Leadership Style (X1) on Job Satisfaction (Z) is positive and significant.
6. The direct influence of the Work Environment variable (X2) on the Job Satisfaction variable (Z) has an original sample value of 0.379 with a T Statistic of $4.222 > 1.659$ (positive); therefore, an increase in the value of the Work Environment variable (X2) will be followed by an increase in the Job Satisfaction variable (Z). The influence of the Work Environment (X2) on Job Satisfaction (Z) has a p-value of $0.000 < 0.05$; therefore, it can be stated that the influence of the Work Environment (X2) on Job Satisfaction (Z) is positive and significant.
7. The direct influence of the competence variable (X3) on the Job Satisfaction variable (Z) has an original sample value of 0.209 with a T Statistic of $2.034 > 1.659$ (positive); thus, an increase in the value of the competence variable (X3) will be followed by an increase in the job satisfaction variable (Z). The influence of the competence variable (X3) on Job Satisfaction (Z) has a P-value of $0.042 < 0.05$, so it can be stated that the influence of competence (X3) on Job Satisfaction (Z) is positive and significant.

4.4 Testing the Indirect Effect Hypothesis

The indirect influence hypothesis test aims to prove the influence of one variable on another through an intermediary variable. If the indirect influence coefficient $>$ direct influence coefficient, the intermediary variable mediates the relationship. Conversely, if the indirect influence coefficient $<$ direct influence coefficient, the intermediary variable does not mediate this relationship.

Table 9. Indirect Effect Hypothesis

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1 -> Z -> Y	0.057	0.065	0.039	1.449	0,147
X2 -> Z -> Y	0.412	0.404	0.191	2.153	0,031
X3 -> Z -> Y	0.183	-0.186	0.080	2.279	0,023

Source: Processed Primary Data (SmartPLS 2024)

1. The indirect effect of Leadership Style (X1) on Employee Performance (Y) with Job Satisfaction (Y) as an intervening variable has an original sample value of 0.057 with a T Statistic of 1.449 < 1.659 (positive). The effect of Leadership Style (X1) on Employee Performance (Y) mediated by

- Job Satisfaction (Z) had a p-value of 0.147 <0.05. The type of mediation produced is partial mediation. Therefore, it can be stated that the effect of Leadership Style (X1) on Employee Performance (Y) with Job Satisfaction (Z) as an intervening variable is positive and not significant.
2. The indirect effect of the Work Environment variable (X2) on the Employee Performance variable (Y) with Job Satisfaction (Z) as an intervening variable has an original sample value of 0.412 with a T Statistic of 2.153 > 1.659 (positive). The influence of the Work Environment variable (X2) on Employee Performance (Y) mediated by Job Satisfaction (Z) had a p-value of 0.031 <0.05. The type of mediation produced is partial mediation. Thus, it can be stated that the influence of the Work Environment (X2) on Employee Performance (Y) with Job Satisfaction (Z) as an intervening variable is positive and significant.
 3. The indirect influence of the competence variable (X3) on the Employee Performance variable (Y) with Job Satisfaction (Z) as an intervening variable has an original sample value of 0.183 with a T Statistic of 2.279 > 1.659 (positive). The influence of the competence variable (X3) on Employee Performance (Y) mediated by Job Satisfaction (Z) had a p-value of 0.023 <0.05. The type of mediation produced is partial mediation. Therefore, it can be stated that the influence of competence (X3) on Employee Performance (Y) with Job Satisfaction (Z) as an intervening variable is positive and significant.

4.5 Coefficient of Determination (R Square)

The determination coefficient (R Square) is used to evaluate the accuracy of a variable's prediction. In other words, to evaluate how the variation in the value of the dependent variable is influenced by the variation in the value of the independent variable in the path model.

Table 10. Coefficient of Determination (R Square)

	R-square	R-square adjusted
Y	0.281	0.227
Z	0.346	0.325

Source: Processed Primary Data (SmartPLS 2024)

In the table above, the results of the influence of Leadership Style (X1), Work Environment (X2), and competence (X3) on Employee Performance (Y) are 22.7%, and the remaining 77.3% are influenced by other variables outside those studied in this study. Meanwhile, in the table above, the results of the influence of Leadership Style (X1), Work Environment (X2), and competence (X3) on Job Satisfaction (Z) are 32.5%, and the remaining 67.5% is influenced by other variables outside those studied in this study.

5. Conclusion

5.1 Conclusion

The results of the data analysis findings in the discussion and hypothesis testing can be summarized as follows:

1. The direct influence of the Leadership Style variable (X1) on the Employee Performance variable (Y) indicated that the influence of Leadership Style (X1) on Employee Performance (Y) was positive and insignificant.
2. The direct influence of the Work Environment variable (X2) on the Employee Performance variable (Y) indicates that the influence of the Work Environment (X2) on Employee Performance (Y) is positive and insignificant.
3. The direct influence of the competence variable (X3) on the Employee Performance variable (Y) indicates that the influence of Competence on Employee Performance is positive and significant.
4. The direct influence of the Job Satisfaction variable (Z) on the Employee Performance variable (Y) indicated that the influence of Job Satisfaction (Z) on Employee Performance (Y) was positive and significant.
5. The direct influence of the Leadership Style variable (X1) on the Job Satisfaction variable (Z) indicated that the influence of Leadership Style (X1) on Job Satisfaction (Z) was positive and significant.

6. The direct influence of the Work Environment variable (X2) on the Job Satisfaction variable (Z) indicates that the influence of the Work Environment (X2) on Job Satisfaction (Z) is positive and significant.
7. The direct influence of the competence variable (X3) on the Job Satisfaction variable (Z) indicated that the influence of competence (X3) on Job Satisfaction (Z) was positive and significant.
8. The indirect influence of the Leadership Style variable (X1) on the Employee Performance variable (Y) with Job Satisfaction (Y) as an intervening variable can be stated as the influence of Leadership Style (X1) on Employee Performance (Y), and Job Satisfaction (Z) as an intervening variable is positive and insignificant.
9. The indirect influence of the Work Environment variable (X2) on the Employee Performance variable (Y) with Job Satisfaction (Z) as an intervening variable can be stated as the influence of the Work Environment (X2) on Employee Performance (Y) with Job Satisfaction (Z) as an intervening variable is positive and significant.
10. The indirect effect of the competence variable (X3) on the Employee Performance variable (Y) with Job Satisfaction (Z) as an intervening variable can be stated as the effect of competence (X3) on Employee Performance (Y) with Job Satisfaction (Z) as an intervening variable is positive and significant.
11. The R Square result of the effect of Leadership Style (X1), Work Environment (X2), and competence (X3) on Employee Performance (Y) is 22.7%, and the remaining 77.3% is influenced by other variables outside those studied. The table above shows that the results of the effect of Leadership Style (X1), Work Environment (X2), and competence (X3) on Job Satisfaction (Z) is 32.5%, and the remaining 67.5% is influenced by other variables outside those studied in this study.

5.2 Suggestions

Based on the results of the discussion and conclusions above, the suggestions in this study are as follows:

1. For companies and employees
 - a. Leaders should pay special attention to their employees and be more responsible. The success of employee performance is one of the elements in improving organizational performance. It is expected that by achieving a good and appropriate leadership style, the performance of the employees of the Manpower and Transmigration Service of the Riau Islands Provincial Government will improve. In this case, the leadership style should be either democratic or transformational.
 - b. The agency where employees work needs to pay attention to and create a work environment that makes employees feel at home and comfortable in completing their work. An agency can provide complete facilities and work tools to support its employees. The agency needs to pay attention to lighting in the workroom so that employees can work optimally and minimize working errors. A good work environment encourages employees to be enthusiastic and comfortable at work and can increase their sense of responsibility to improve their performance.
 - c. It is recommended that agencies retain employees who have extensive knowledge of the field of work, and that companies pay attention to employees who do not understand how to complete their tasks and responsibilities. To improve employee performance through competence, intensive education and training should be provided for the tasks that are the responsibility of employees. To improve employee performance, related agencies should pay more attention to and maximize the competencies possessed by employees to maintain consistency in the workplace. Providing training and opportunities to continue education can be a way for employee knowledge, skills and abilities to be utilized according to their field of work, so that the performance of each employee will be better.
 - d. To improve employee performance, leaders can motivate employees to be more enthusiastic and creative in their work. It is also necessary to be sensitive to immediately help co-workers after their own work is finished, so that, in addition to doing office work, employees also interact with each other, establishing good relationships between co-workers.
 - e. Satisfaction is an important factor in the entry and exit of an employee; therefore, agencies should pay more attention to what employees want to carry out their work, both in terms of providing compensation and supporting facilities to carry out responsibilities. Agencies must also increase

- employees' work motivation by improving the organizational culture. A good organizational culture implemented by employees motivates work, leading to job satisfaction.
2. Future research can develop the research model by including other variables that are not included in the model, such as organizational commitment, self-efficacy, and work motivation.

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