Determinants of job satisfaction among employees at the Ministry of Religious Affairs Office in Palembang

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Abstract

Purpose: This study aims to examine the influence of competence, independence, and professionalism of government internal auditors on audit quality at the Representative Office of the Financial and Development Supervisory Agency (BPKP) in South Sulawesi Province.

Research methodology: The study involved 40 respondents selected through random sampling from all internal auditors at the BPKP Representative Office. A quantitative approach was applied using primary data collected through questionnaires. Data were analyzed using descriptive statistics, normality and linearity tests, multicollinearity, heteroscedasticity, multiple regression, R Square, t-tests, and F-tests.

Results: The findings indicate that competence and professionalism significantly and positively affect audit quality, whereas independence has a positive but insignificant effect. Simultaneously, competence, independence, and professionalism collectively have a positive and significant impact on audit quality at BPKP South Sulawesi.

Conclusion: Audit quality is largely determined by competence and professionalism, highlighting the importance of expertise and professional standards in ensuring effective supervision. Independence alone is insufficient without strong competence and professionalism.

Limitation: The research was limited to a small sample size within a single regional office, which may restrict its generalizability. Broader studies across multiple regions and larger populations are therefore recommended.

Contribution: This study enriches the public sector auditing literature by highlighting the mediating role of competence and professionalism. Practically, it guides policymakers and BPKP to strengthen training, continuous professional development, and auditing standards to enhance accountability and effectiveness.

Keywords: *Compensation, Work Experience, Workload and Job Satisfaction*

How to Cite: Felya, F., Mursalin, M., & Heryati, H. (2024). Determinants of job satisfaction among employees at the Ministry of Religious Affairs Office in Palembang. *Global Academy of Business Studies*, 1(2), 93-102.

1. Introduction

Human resources are the Work Experience constituents of an institution and play an important role in the efforts of individual institutions as integral elements of the institution to function as important assets in achieving its vision and mission. An organization as a system consists of various interconnected components, and individual and organizational performance are significant because individual performance has a positive impact on the overall performance of the organization (Putri, Widajantie, &

Wilasittha, 2024). The work experience of individual human resources is greatly influenced by their work activities in HR management, which has many different interpretations, as stated by experts, forming a series of attitudes and behaviors in carrying out work activities according to the demands of the process they experience (Monyei, Okeke, & Nwosu, 2021). According to Rival (2019), compensation is something that employees receive as a contribution of services to the organization or company to employees, either in the form of material or non-material rewards for services provided to the company. According to SastradiporeaS (2020), workload is the process of determining the number of hours of work used or needed to add workload analysis, namely, the number of employees required to complete work during a certain period of time.

Purnomo and Hasibuan (2017), in their work titled "The Influence of Work Experience, Compensation, and Workload on Employee Job Satisfaction at the Office of the Ministry of Religion in Palembang City," stated that increased job satisfaction can serve as a material consideration for the company to develop human resources and the process achieved by an employee in carrying out their duties in accordance with the responsibilities given to them during their development.

The Office of the Ministry of Religious Affairs of Palembang City is responsible for the organization's personnel who provide news when not coming to work, and the rules of conduct have so far provided services to the community (Mohammed, Philip, & Labaran, 2024). Based on temporary observations, the phenomenon found at the Office of the Ministry of Religious Affairs of Palembang is determined by Employee Job Satisfaction, which is not optimal or not in accordance with what is expected under this condition. Work Experience, Compensation and Workload are factors that influence Employee Job Satisfaction, which occurs due to less conducive work environment conditions and a lack of employee interaction with their superiors.

2. Literature review
2.1. Definition of Work Experience
Santoso (2017) states that work experience is the ability to work better than someone who is just starting their career because experienced workers have learned from the challenges that will be given in the workplace. However, work experience is defined as "internalized understanding and experience of something obtained from experience, skills, or values that are integrated into one's potential" (Salwa, 2021). From the previous description, it can be concluded that work experience is a measure of a person's ability to work based on the length of service and degree of knowledge and expertise (Ameliah & Jatnika, 2024).

2.2. Function of Work Experience
According to Santoso (2017), work experience is the ability to perform better than someone who has just entered the workforce, as the individual has learned from activities that arise in their work. According to Salwa (2021), work experience is the understanding of something that is experienced and internalized, resulting in skills or values that are integrated into one's potential.

Enno (2018) stated that work experience serves several purposes.
1. Organizing,
2. Planning,
3. Staff members or staff
4. Guidance and leadership
5. Supervision (command).

There is a series of these qualities ranging from low to high. An overall picture of an organization's work experience can be formed by evaluating it based on the following seven criteria: Researchers have attempted to categorize and measure various aspects of work experiences to investigate the relationship between organizational form and success. The idea that certain civilizations are more productive than others motivates this study (Udodiugwu, 2024).

2.3 Types of Work Experience

Larasati (2018) states that there are two categories of work experiences.
1. Managerial type
   A work environment that encourages social interaction encourages workers to carry out tasks and projects in a manner that meets their personal development goals. This type of experience reinforces normative views on achieving self-actualization goals, valuing humanity, and advancing unification.
2. Operational type
3. Motivates staff to make extra efforts to maintain their positions and job security. This view reflects normative competitive forces.

Based on the criteria above, it can be concluded that work experience functions as an organizational value system that impacts employee behavior and work practices. In other words, it affects employees' behavior and their thoughts about work.

2.4 Definition of Compensation

According to Handayani (2019), compensation or remuneration is provided by an organization to its employees. According to Rival (2019), employees receive a service contribute to the organization or company. Based on the explanation above, it can be concluded that compensation is an award given by the company to employees in the form of material or non-material compensation for the employee's services given to the company (Yulianita, Subardin, & Zulfikri, 2024).

2.5 Compensation functions

According to Hamali (2018:6), the compensation functions are as follows:
1. Planning
   Planning is the activity of estimating the condition of the workforce so that it meets organizational needs effectively and efficiently to help realize the goals.
2. Organizing
   Organizing is an activity that manages employees by determining their division of work, work relationships, delegation of authority, integration, and coordination in the form of an organizational chart.
3. Briefing
   Direction is the activity of giving instructions to employees so that they want to cooperate and work effectively and efficiently in helping to achieve goals carried out by leaders who, with their leadership, will give direction to employees to perform all their tasks well.
4. Control
   Control is the activity of controlling employees to comply with organizational regulations and work according to the plan. If storage is available, corrective or refinement actions are taken.

2.6 The Difinition of Workload

According to Budiasa (2021), workload is a collection or number of tasks assigned by leadership to an employee that must be completed by an organizational unit or position holder within a certain period of time. Meanwhile, according to Vanchapo (2020), workload is a process that determines the amount of work that human resources will use to complete a job in a certain time. Based on the explanation above, it can be concluded that workload is a large amount of work that must be carried out, such as quite high working hours, a lot of work pressure, or in the form of a large amount of responsibility for work (Yulianita et al., 2024).

2.7 Workload Factors

According to Achyana and Sidiq (2016), workload factors are divided into two categories:
1. External factors
a. The tasks carried out are of a physical work nature, spatial layout, workplace, work tools and facilities, working conditions, and work attitudes, while tasks of a mental nature include the complexity of the work.

b. Work organizations include working periods, rest periods, shift work, night work, wage systems, organizational structure models, task delegation, and authority.
2. Internal factors
   Factors originating within the body are a result of reactions to external workloads. The reaction of the body is called strain, and the severity of the strain can be assessed objectively and subjectively.

2.8 Understanding Job Satisfaction
According to Suhada and Lubis (2020), Job Satisfaction is an employee's attitude towards work, which is related to the work situation, cooperation between employees, rewards, salary, and colleagues or work. According to Afandi (2018), work attitude or job satisfaction is a general attitude toward a person's work that shows the difference between the amount of reward a worker receives and the amount they believe they should receive.

Based on the above explanation, it can be concluded that job satisfaction is the comparison between the contribution and rewards that one obtains based on the employee's own subjective opinion.

2.9 Job Satisfaction Factors
According to Sutrisno (2019), factors that influence job satisfaction are
1. Opportunity for advancement
   In this case, there is an opportunity to gain experience and improve one's abilities at work.
2. Job security
   This factor supports job satisfaction, which is beneficial to employees. Safe conditions greatly influence employees' feelings toward their work.
3. Adequate facilities
   Hospital facilities, leave, pension funds, and housing are the standards of a position, and if they can be fulfilled, they will create a feeling of satisfaction.

3. Research methodology
3.1 Object and Research Location
This research was conducted at the Office of the Ministry of Religion, Palembang City, located on Jl. General Ahmad Yani, 14 Ulu, Seberang Ulu II District, Palembang City, South Sumatra 30264, Indonesia.

3.2 Research Methods
According to S. Sugiyono (2016) quantitative is a research method used to research certain populations or samples, data collection uses research instruments, data analysis is quantitative statistics, with the aim of describing and testing predetermined hypotheses. The associative method is a research problem formulation that examines the relationship between two or more variables.

This study uses associative quantitative research to determine the influence of work experience, compensation, and workload on employee job satisfaction at the Palembang City Ministry of Religion's Office.

3.3 Population and Sample
3.3.1 Population
The population is a generalized area consisting of objects and subjects that have certain qualities and characteristics determined by research for study and conclusions.
The population in this study was employees of the Palembang Ministry of Religion Office located at Jl. General Ahmad Yani, 14 Ulu, Kec. Seberang Ulu II, Palembang City, South Sumatra 30264, with 75 employees with Civil Servant (PNS) status.

3.3.2 Sample
The sample was a part of the number and characteristics of the population studied.
Sampling in this study used a saturated sampling technique (census), so that the population in this study was used as a research sample of 75 respondents.

3.4 Data Source

The data source used in this study was primary data. Sujarweni and Wiratna (2016) explain that primary data are obtained from respondents through questionnaires, focus groups, panels, or researchers' interviews with sources. The data source used in this study was primary data. Sujarweni and Wiratna (2016) explain that primary data are obtained from respondents through questionnaires, focus groups, panels, or researchers' interviews with sources.

3.5 Data Analysis Technique

The data collection technique used in this study was a questionnaire survey. Sugiyono (2017) explained that a questionnaire is a way to collect data by asking respondents questions using a questionnaire guide.

3.5.3 Reliability Test

According to Sugiyono (2017), reliability testing is conducted on question items that are considered valid. This test was used to measure a questionnaire, which is an indicator of a variable or construct. A questionnaire is considered reliable if a person's answers are consistent or stable over time. The reliability of the question items was measured by distributing the questionnaire to respondents once, and the score results were measured by the correlation between the answer scores on the same question item using SPSS for Windows Version 25 with the Cronbach's alpha facility. A construct or variable is considered reliable if it provides a Cronbach's alpha value of >0.60.

3.5.4 Classical Assumption Test

When analyzing multiple linear regression, the assumptions must be met so that the regression model does not provide biased results (best linear unbiased estimator/BLUE). The classic acceptance tests used in this research are normality, multicollinearity, heteroscedasticity, and classical assumption tests completed with SPSS for Windows Version 25.

1. Normality Test

   According to Sugiyono (2017), the normality test aims to determine whether the related and independent variables in the regression model have a normal distribution. Data normality was tested using the Kolmogorov-Smirnov test. Drawing conclusions to prove whether or not data follow a normal distribution is done by looking at the significance value. When Asymg. Sig. (2-tailed) is greater than 0.05, then the distribution is normal, and vice versa if the value of Asymp. Sig. (2-tailed) is less than 0.05, and the data distribution is not normal. If Sig < 0.05, the data distribution was not normal; If Sig > 0.05, the data distribution was normal.

2. Multicollinearity Test

   Multicollinearity is a perfect or definite linear relationship between some or all independent variables of the existing model. Due to multicollinearity, the regression coefficient is uncertain, and the standard error is infinite. This can introduce biases and specifications errors. The method for testing multicollinearity can be seen in the tolerance value or variance inflation factor (VIF). If the tolerance value is greater than 0.1 or the variance inflation factor (VIF) is smaller than 10, multicollinearity does not occur. If VIF > 10 or tolerance < 0.01, multicollinearity did not occur. Multicollinearity occurs if VIF < 10 or tolerance > 0.01.

3. Heteroscedasticity Test

   The heteroscedasticity test aims to test for the occurrence of residual variance from one observation period to another. Heteroscedasticity tests the difference in residual variance from one observation period to another. A scatterplot image pattern can be used to predict heteroscedasticity in capital. Regression does not occur if heteroscedasticity occurs if the data points are spread above and below or around the number 0, the data points do not gather only above or below, the data points should not form a wavy pattern, and the distribution of the data points should not be patterned.

3.5.5 Multiple Linear Regression Analysis

Multiple linear regression analysis is an analysis used to determine the accuracy of predictions whether there is a strong relationship between the dependent variable Job Satisfaction (Y) and the independent variables Work Experience (X1) Compensation (X2) and Workload (X3)

This analytical method can be used to analyze the influence of work experience, compensation, and workload on employee job satisfaction at the Palembang City Ministry of Religion Office and can be written as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

Information:
a= Constant
b1 ,b2 = Regression coefficient
X1= Work Experience
X2 = Compensation
X3 = Workload
Y= Job Satisfaction

4. Results and discussions
4.1 Classical Assumption Test
Table 2. Normality test

One-Sample Kolmogorov-Smirnov Test					
		Work experience	Compensation	Workload	Job satisfaction
N	75	75	75	75	N
Normal Parameters[a,b]	Mean	38.533	37.133	36.746	36.440
	Std.Deviatin	4.107	6.165	6.443	6.574
Most Extreme Differences	Absolute	.162	.114	.097	.073
	Positive	.106	.114	.097	.073
	Negative	-.162	-.111	-.073	-.062
Asymp. Sig. (2-tailed)[c]	<,001	.017	.080	.200[e]	Asymp. Sig. (2-tailed)[c]

Source: Data processed by researchers, (2024)

Based on Table 2, the significance value of the Work Experience variable produced (asymp.sig 0.15), the significance value of the compensation variable produced (asymp.sig 0.21), the significance value of the workload produced (asymptomatic 0.159), and the significance value of the Employee Job Satisfaction variable produced (asymptomatic 0.200) shows that the research variable has an asymptotic value (2-tailed) above the level of significance of 5% (0.05). Thus, it can be concluded that the data from the research variables are normally distributed.

4.2 Heteroscedasticity Test
The following figure illustrates the heteroscedasticity test used to determine whether there were signs of heteroscedasticity in the variables.
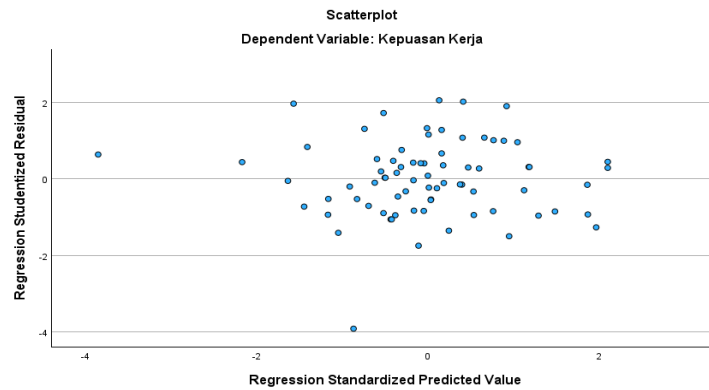
Figure 3. Heteroscedasticity Test
Source: Field data, 2024

The attached scatter plot image shows how the points were randomly distributed above and below the zero y-axis. Therefore, we can conclude that there is no heteroscedasticity in the regression model.

4.3 Multiple Linear Regression Analysis
Using multiple linear regression analysis, the impacts of workload, salary, and work experience on employees' job satisfaction were ascertained. The table presents the findings of this analysis.

Table 3. Multiple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.644	9.239		3.100	.003
	Work Experience	.133	.187	.083	.711	.480
	Compensation	.161	.124	.151	1.297	.199
	Workload	-.090	.119	-.088	-.759	.450

Source: Data processed by researchers, 2024

The following regression equation can be created using the data in the table above:

$$Y = 28.644 + 0.133X1 + 0.161X2 + 0.090X3 + e$$

The results of the multiple regression analysis and interpretation of the regression equation are as follows:
1. The constant value (a) with a negative sign is -0.759, which indicates the level of employee job satisfaction in the case of no change in work experience, fluctuation in workload, or zero (0).
2. Based on the regression coefficient value of 0.133 for the work experience variable, employee job satisfaction increases by 0.133 units for every increase in work experience of 0.133 units and decreases by 0.133 units for every decrease in work experience of 0.133 units.
3. The Compensation variable is 0.161, which indicates that workload decreases by 0.090 units for every decrease in employee job satisfaction and increases by 0.090 units for every increase in employee work enjoyment.
4. A workload variable of 0.090 means that an increase in work experience of 0.090 units means that every increase in employee job satisfaction is 0.090 units and vice versa. Workload decreases by 0.090 units if employees' job satisfaction decreases by one unit.

Table 4. t test

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.644	9.239		3.100	.003
	Work experience	.133	.187	.083	.711	.480
	Workload	.161	.124	.151	1.297	.199
		-.090	.119	-.088	-.759	.450

Source: Data processed by researchers, 2024

From the table above, because the significance value of the t-test including the independent variable is 0.480 or higher, Ho is accepted, and it appears that there is no significant relationship between the "work history" variable and employees from 0.05 satisfaction in job satisfaction. A statistical significance of 0.000 or less than 0.05, as determined by the t-test using the independent variable Salary, shows that Ho is rejected and Ha is accepted, and Workload and Employee Job Satisfaction measures are significantly correlated.

Ho: Work experience has a negligible impact on job satisfaction among employees.
Ha means that the value of the work experience variable is accepted at sig.480 or higher than 0.05, thus supporting the acceptance of Ho.

Ho showed that salary has no real impact on worker job happiness.
Ha: Acceptance of the variable. The conclusion Ho is accepted because the compensation value is sig.199 or greater than 0.05.

Ho: This shows that Workload and Employee Job Satisfaction do not have a significant relationship.

If the Workload variable obtains a sig.450 value or more than 0.05, as stated by Ha, the Ho hypothesis is supported.

4.4 F Test (Simultaneous)
Table 5. F Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	125.408	3	41.803	9.88	.414[b]
	Residual	3073.072	71	43.283		
	Total	3198.480	74			

a. Dependent Variable: Job Satisfaction
b. Predictors: (Constant), Workload, Compensation, Work Experience
Source: Data Processed by Researchers (2024)

Based on the above table, the Sig value is 0.000 or less than 0.05, which means that Ho is rejected and Ha is accepted. This means that work experience, compensation, and workload significantly influence employee job satisfaction at the Ministry of Religion Office in Palembang City.

4.5 The Effect of Work Experience (X1) on Employee Job Satisfaction (Y)
A sig value of 0.480 or more than 0.05 is found in the t-test findings with the independent variable of work experience, which indicates that Ho is accepted and the work experience variable has no real effect on employee job satisfaction. This research supports the findings of Arfian and Suhendri (2019) that there is a positive and insignificant influence of work experience, compensation, and workload on employee job satisfaction and a positive and insignificant influence on employee job satisfaction.

4.6 The Effect of Compensation (X2) on Employee Job Satisfaction (Y)

A sig value of 0.000 or less than 0.05 was obtained from the t-test findings involving the independent variable of employee job satisfaction, meaning that Ho was rejected and Ha was accepted. found that employees' job satisfaction also significantly affected. This study is consistent with the findings of Rosmaini and Hasrudy (2018), who showed that compensation has a significant partial effect on employee job satisfaction.

4.7 The Effect of Workload (X3) on Employee Job Satisfaction (Y)

Based on the results of the simultaneous F-test, the workload variable on employee job satisfaction has a significance value of 0.000 or less than 0.05, indicating that Ha is accepted and Ho is rejected. Workload significantly affected employee work and happiness. This study supports Sudarso's (2020) findings Sudarso (2020) that workload has a significant simultaneous influence on employee job satisfaction.

4.8 The Influence of Work Experience (X1), Compensation (X2) and Workload (X3) on Employee Job Satisfaction (Y)

Ha is accepted, and Ho is rejected because the variables of workload and employee work experience reach a significant value of less than 0.000 or at the same time 0.05 based on the results of the F-test. This shows how employee satisfaction is greatly influenced by stressful work experiences and heavy workloads. This study supports the findings of Fauzi and Warso (2019) that work experience, compensation, and workload significantly influence employee satisfaction.

5. Conclusions

5.1 Conclusion

Based on the above conclusions, the author provides the following suggestions.
1. Employee satisfaction at the Palembang City Ministry of Religious Affairs Office (Y) was influenced by the work experience variable (X1).
2. At the Palembang City Ministry of Religious Affairs Office, salary (X2) had a considerable influence on employee satisfaction (Y).
3. At the Palembang City Ministry of Religious Affairs Office, employee job satisfaction (Y) was influenced by workload (X3).
4. At the Palembang City Ministry of Religious Affairs Office, work experience (X1), salary (X2), and workload (X3) significantly influence employee job satisfaction (Y). The results of the significance values showed a value of 0.000 <0.05.

5.2 Suggestions

1. Workers have a good work experience, but it must be maintained and improved. To further improve the work experience of staff members, the office must develop a plan that inspires employees to perform demanding but careful tasks, even under pressure.
2. Incentives should be provided to recognize good work performance, such as allowances for outstanding work performance.
3. Workers may be given more work, but it must be commensurate with their level of expertise.
4. More variables can be added and used as indicators in future research. This is because several variables, including the Palembang City Ministry of Religious Affairs Office, still affect teachers' work happiness, comfort, workload, and work experience. Based on the above conclusions, the author provides the following suggestions.

5.3 Limitations

The problems discussed in this study are too broad if studied in depth, and the author realizes that time and ability are limited; therefore, the problem must be limited in a clear and directed manner. Thus, the problem did not worsen.

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