

Analysis of Organizational Justice, Competence and Work Motivation to Improve the Performance

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Abstract

This study examined the influence of organizational justice, competence, and work motivation on the performance of Denpasar city government. The results indicated that organizational justice, competence, and work motivation had positive and significant effects on employee performance. When employees perceive fairness and justice within the organization, possess the necessary competencies, and are motivated to excel in their work, it positively impacts their performance. The combined influence of these variables accounted for 60.4% of the variance in employee performance, indicating a relatively strong relationship. Based on the findings, it is recommended that Government Office focus on promoting fairness and justice, developing employee competencies, and sustaining motivation to enhance performance. Implementing policies and practices that ensure fairness, providing training and development opportunities, and fostering a supportive work environment can lead to a productive and satisfied workforce, resulting in improved performance outcomes and better service delivery to the community. However, it is essential to consider other factors that may also influence employee performance but were not included in this study.

Keywords: Performance, Organizational Justice, Competence, Motivation, Employee.

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1. Introduction

An organization is a consciously coordinated social group with identifiable boundaries that works continuously towards achieving goals. Employees are one of the most valuable assets of an organization. Therefore, in human resources management, it is important to manage employees while considering the needs and challenges the organization will face in the future, so that they can effectively carry out their assigned tasks [1]. A good organization will always strive to improve employee performance, aligning it with the outcomes achieved by the organization. Competent employees can be identified through their performance and the results they produce [2]. The success of an organization in achieving its objectives is influenced by the employees' efforts to maximize their capabilities in performing their duties and responsibilities. Therefore, every organization is expected to have reliable and high-performing employees. Consequently, it is hoped that employees can work to their maximum potential and be productive for the organization's benefit.

Performance is a fundamental aspect in any organizational setting, as it directly reflects the effectiveness and efficiency of individuals in accomplishing their assigned tasks and responsibilities. It encompasses the actual outcomes and achievements attained by individuals, taking into account their skills, knowledge, experience, level of dedication, and adherence to established standards and criteria [3], [4].

An individual's performance is not solely based on their personal attributes, but it is also influenced by external factors such as the work environment, available resources, and organizational support. Therefore, managing and optimizing performance requires a comprehensive approach that involves both the individual and the organization. A decline in performance, whether exhibited by an individual or a group within the organization, can have significant consequences. It can lead to reduced productivity, lower quality of work, missed deadlines, decreased customer satisfaction, and ultimately, an adverse impact on the organization's overall effectiveness and success [5].

The goals set by the management or workgroup drive and assess employees' performance based on how far they have achieved the established objectives. Performance is the output generated by each employee in terms of the quantity and quality of work produced, in line with the assigned tasks and responsibilities [6]. It is the result or level of success an individual achieves over a certain period in performing tasks compared to various possibilities, such as work standards, targets, or predetermined criteria agreed upon together. Performance is the outcome of an individual's work based on their competency, effort, and opportunities. An individual with high and optimal performance is considered productive, and such individuals are often sought after by companies to enhance their achievements [7]. Performance is the result achieved by an individual in performing their tasks based on

competency, experience, dedication, and within a specified timeframe and according to established standards and criteria [8]. It represents the work outcomes achieved by an individual or a group, such as work standards and predetermined targets, during a specific period, guided by norms, standard operating procedures, criteria, and functions within the company. If performance improves, the likelihood of achieving the company's goals increases. However, declining performance can lead to setbacks for the company, hindering its sustainability [9]. In summary, performance refers to the outcomes achieved by individuals or groups in carrying out their tasks, aligned with established standards, targets, and criteria. It is influenced by factors such as competency, effort, and opportunities. Enhancing performance is essential for organizations to succeed in reaching their objectives and maintaining their competitive position in the market.

The phenomenon observed in the Local Revenue (PAD) of Kota Denpasar from 2019 to 2021 shows a fluctuation in revenue figures. In 2019, the PAD of Kota Denpasar was recorded as 1,010,779,481 (in local currency). This figure represents the total revenue generated by the local government through various sources such as taxes, fees, and other income-generating activities. The specific factors contributing to this revenue figure may include economic conditions, tourism activities, local business performance, and government policies related to revenue collection. In 2020, the PAD decreased to 731,261,281. This decline in revenue could be attributed to the COVID-19 pandemic, which had a significant impact on the global economy and the tourism industry. Denpasar, being a popular tourist destination, likely experienced a reduction in tourism activities and related revenue streams. The pandemic's restrictive measures, travel restrictions, and lower visitor numbers would have affected businesses and subsequently impacted the local government's revenue. In 2021, the PAD increased to 792,362,414. This recovery in revenue suggests that there may have been improvements in economic conditions and the easing of pandemic-related restrictions. The fluctuations in PAD can also be influenced by factors performance of state civil apparatus. The performance of state civil apparatus, including their competence, motivation, and adherence to organizational justice principles, plays a vital role in revenue collection and management. Competent and motivated ASN members contribute to efficient revenue collection processes, high-quality service delivery, effective policy implementation, accountability, and transparency, all of which can positively influence the fluctuations in PAD.

Organizational fairness is a critical factor that significantly impacts employee performance and overall organizational effectiveness. When employees perceive that the company they work for treats all individuals equally, it creates a sense of justice and fairness within the workplace. Fairness in organizations encompasses various dimensions, including distributive

fairness, procedural fairness, and interactional fairness [10]. Distributive fairness refers to the perceived fairness in the distribution of rewards, resources, and outcomes among employees. Employees want to believe that their efforts and contributions are recognized and rewarded appropriately, and that there is equity in how rewards are allocated. Procedural fairness relates to the perceived fairness of the processes and procedures used in decision-making and resource allocation [11]. Employees want to feel that decision-making processes are transparent, consistent, and inclusive, allowing for their input and considering their perspectives. When employees perceive organizational fairness, it has a direct impact on their motivation, engagement, and job satisfaction. They feel more committed to the organization, are willing to exert extra effort, and are more likely to contribute to the achievement of organizational goals. Fair treatment also reduces negative emotions, such as feelings of injustice, resentment, and mistrust, which can be detrimental to employee morale and productivity [12].

Organizational justice is the combination of employees' attitudes towards their organization as a result of comparing the benefits they receive for their contributions to the organization with the benefits received by other employees [13]. Besides that, organizational justice as employees' perception of fair and equitable treatment within the organization [14]. If someone perceives differences in the recognition they receive for their efforts compared to other employees, it will decrease their motivation to work. Organizational justice is about equality, where employees feel that managers treat them all the same and do not discriminate. Organizational justice theory also treats employees with the feeling that their psychological needs for justice will be met by the organization [15]. One of the main approaches to organizational justice, suggests that individuals are motivated to maintain fair or equitable relationships among themselves and to avoid unfair relationships. Organizational justice is conceptualized as a combination of various dimensions. There are three main dimensions of organizational justice: distributive justice, procedural justice, and interactional justice. Organizational justice has three forms. First, distributive justice refers to the perceived fairness of actual organizational decisions. Second, procedural justice is the perceived fairness of the methods used to reach decisions. Third, interactional justice refers to the perceived fairness of interpersonal treatment [16].

Besides that, competence is a crucial factor that plays a significant role in determining employee performance and organizational success. It refers to the knowledge, skills, and attitudes that employees possess, enabling them to effectively carry out their job responsibilities and contribute to the achievement of desired outcomes [17]. Having competent employees is essential for organizations as they can perform their tasks with a high level of proficiency, efficiency, and effectiveness. Competence involves not only possessing the necessary technical skills but also having a deep

understanding of the job requirements, industry knowledge, and the ability to apply their knowledge in practical situations. Employees who are competent are well-equipped to handle the challenges and demands of their roles. They have the expertise and capabilities required to complete tasks, solve problems, make informed decisions, and adapt to changing circumstances. Their competence enables them to perform their job responsibilities accurately, consistently, and in a manner that aligns with organizational standards and expectations. Research studies have consistently shown a strong relationship between competence and performance. In a study found competence significantly influences employee performance, indicating that employees who possess higher levels of competence tend to achieve better results in their work [17]. Similarly, another study also revealed a significant impact of competence on performance, suggesting that employees' competencies directly contribute to their ability to meet job requirements and excel in their roles [11][18]. Organizations can foster competence among their employees through various strategies. This may include providing comprehensive training and development programs to enhance employees' knowledge and skills, offering mentoring or coaching opportunities to support their growth, and promoting a culture of continuous learning and improvement. Additionally, organizations can align their recruitment and selection processes to identify and hire individuals with the necessary competencies for specific roles. By prioritizing competence, organizations can enhance employee performance, productivity, and overall organizational effectiveness. Competent employees not only contribute to achieving desired outcomes but also inspire confidence, build credibility, and create a positive work environment. Continuous efforts to develop and maintain a competent workforce are vital for organizations to remain competitive and adapt to evolving business challenges and opportunities [19].

Competence refers to an individual's capacity to perform various tasks in a job. Additionally, it is stated that an individual's entire ability is essentially composed of two factors: intellectual ability and physical ability [17]. Competence demonstrates the skills and knowledge characterized by professionalism in a specific field as something essential or as a field's excellence. Competence also signifies the characteristics of knowledge and skills possessed or needed by individuals to effectively carry out their tasks and responsibilities, enhancing the standard of professional quality in their work [4]. Competence also signifies fundamental characteristics consisting of skills, knowledge, and other personal attributes that distinguish between a performing and non-performing individual. In essence, the core of competence serves as a determinant of predicting an individual's work success in a position [2], [5]. Competency analysis is primarily developed for career development, but determining the level of competence is needed to assess the effectiveness of expected performance

levels. Competence is also a fundamental characteristic of a worker that utilizes their deepest personal qualities and can influence their behavior when faced with work, ultimately affecting their ability to enhance work performance [20].

Another component that can influence employee performance is employee motivation. Motivation is a factor that drives an individual to engage in a specific activity, and it is often defined as a behavioral driving force [21]. Work motivation is a process where needs drive individuals to engage in a series of activities aimed at achieving specific goals [5]. Work motivation is an internal or external drive that grows within an individual to perform a job with high enthusiasm, utilizing all their abilities and skills, with the aim of achieving satisfactory work outcomes according to their desires [19], [22]. Several research studies have shown a relationship between performance and work motivation. For example, the study found that work motivation has a significant impact on employee performance [23]. This indicates that employees who are motivated to perform their work tasks with enthusiasm and utilize their abilities tend to achieve better performance outcomes. Motivation plays a crucial role in influencing employee behavior, engagement, and job satisfaction [3]. When employees are motivated, they are more likely to be proactive, committed, and persistent in their work. Motivated employees are driven by their desires to achieve personal and organizational goals, and they exhibit higher levels of productivity, creativity, and job performance. Organizations can enhance employee motivation by providing a supportive work environment, recognizing and rewarding employees' achievements, offering opportunities for growth and development, and fostering a positive organizational culture. Effective leadership, clear communication, and the alignment of individual goals with organizational objectives are also vital in promoting and sustaining employee motivation. In conclusion, employee motivation is a significant factor in influencing performance. Motivated employees are more likely to be productive, committed, and satisfied in their work. Organizations should prioritize creating a motivating work environment to enhance employee performance and achieve desired outcomes [24].

Motivation is an internal reaction triggered by external stimuli that influence individuals to pursue specific goals. Motivation involves the process of influencing or encouraging individuals or work groups from external sources to perform predetermined tasks. It is the condition or energy that directs employees towards achieving the goals of the organization in a focused manner [25]. Besides that, motivation is a process that generates intensity, direction, and persistent effort in individuals to reach their goals. It is a driving factor that compels individuals to engage in specific activities [26]. Motivation theories offer specific perspectives on human behavior. Understanding the content of these theories helps us comprehend the dynamic environment in which organizations operate, shedding

light on the involvement of managers and employees on a daily basis.

The purpose of the study is how factors that influence employee performance, such as organizational fairness, competence, and employee motivation, is to gain a deeper understanding of how these elements contribute to the overall effectiveness and success of an organization. By studying these factors, organizations can identify areas for improvement and implement strategies to enhance employee performance and productivity.

2. Research Method

2.1 Types and Location of Research

The research design is an essential aspect to consider when conducting a study to ensure that the objectives are effectively achieved. In this research, the focus is on examining the influencing relationship between two or more variables, which calls for a correlational or associative research design. Furthermore, considering the nature of the relationship being investigated, a causal relationship is adopted. The research methodology employed is quantitative that aims to gather broad but not in-depth information [27]. When the population size is too large, sampling from the population can be utilized. The research is conducted by the Denpasar city government, chosen based on the study's requirements and considerations. Overall, this research follows a correlational research design with a causal relationship focus, employing quantitative methods and targeting Denpasar city government as the research location.

2.2 Sampling Technique

In this study, the population consists of all employees from Denpasar city government, totaling 14.941 individuals. The determination of the sample size is done through calculations using the Slovin formula. Based on the calculation, it can be concluded that the observed sample size is 375 individuals. The sampling technique used in this research is random sampling, where 375 respondents are randomly selected from the population of 14.941 individuals.

2.3 Data Analysis Technique

The study employed the Multiple Linear Regression method for data analysis. Multiple Linear Regression is a statistical approach used to examine the relationship between a dependent variable and multiple independent variables. It aims to assess how the independent variables influence or predict the variability in the dependent variable. In this method, the dependent variable is the variable under investigation, while the independent variables are the variables believed to have an effect on the dependent variable. Through the Multiple Linear Regression model, coefficients or weights are estimated for each independent variable, indicating the magnitude and direction of their association with the dependent variable.

3. Result and Discussion

The hypothesis testing in this study utilized multiple linear regression analysis. The results of the testing for hypotheses can be observed in Table 1.

Table 1. Hypothesis Testing Result

Model	B	t	Sig.
(Constant)	2.887	0.862	0.391
Organizational Justice	0.169	3.424	0.001
Competence	0.145	3.308	0.001
Motivation	0.497	10.094	0.000
F Square	49.737		0.000
R Square	0.616		

Where B is Constant, t is t Value, and Sig is Significant

The hypothesis testing results for the variable of Organizational Justice in this study yielded a significant value of 0.001. The data processing phase utilized a significance level of 0.05. The obtained result shows that the significant value of 0.001 is less than 0.05, leading to the acceptance of the alternative hypothesis (Ha). Therefore, it can be concluded that Organizational Justice has a positive and significant influence on the Performance of the Denpasar city government. This finding suggests that when there is fairness and justice within the organizational structure, it positively impacts the performance of the Government Office. Employees who perceive a fair organizational environment are likely to be more motivated, satisfied, and committed, leading to improved performance outcomes. This aligns with previous studies that have also indicated a positive relationship between Organizational Justice and employee performance. The significance of this result emphasizes the importance of promoting fairness and justice within the organizational context. To enhance the performance of the Denpasar city government, it is recommended to focus on implementing policies and practices that ensure fairness in decision-making, resource allocation, rewards, and overall treatment of employees. By creating a just and equitable work environment, the Government Office can foster employee engagement, productivity, and satisfaction, ultimately improving their performance.

The hypothesis testing results for the variable of Competence in this study yielded a significant value of 0.001. The data processing phase utilized a significance level of 0.05. The obtained result shows that the significant value of 0.001 is less than 0.05, leading to the acceptance of the alternative hypothesis (Ha). Therefore, it can be concluded that Competence has a positive and significant influence on the Performance of the Denpasar city government. This finding suggests that when employees possess the necessary skills, knowledge, and abilities (competence) to perform their job effectively, it positively impacts the performance of the Government Office. Competent employees are more likely to demonstrate higher levels of proficiency, productivity, and problem-solving capabilities, resulting in improved overall performance. This aligns with previous studies that have also indicated a positive relationship between Competence and employee performance. To enhance the performance of the

Denpasar city government, it is recommended to focus on developing and nurturing employee competencies. This can be achieved through training programs, professional development initiatives, and performance feedback mechanisms. By investing in employee competence, the Government Office can improve its capacity to deliver quality services, meet organizational goals, and respond effectively to challenges and changes in its operating environment.

The hypothesis testing results for the variable of Work Motivation in this study yielded a significant value of 0.000. The data processing phase utilized a significance level of 0.05. The obtained result shows that the significant value of 0.000 is less than 0.05, leading to the acceptance of the alternative hypothesis (H_a). Therefore, it can be concluded that Work Motivation has a positive and significant influence on the Performance of the Denpasar city government. This finding suggests that when employees are motivated and driven to perform their tasks and responsibilities, it positively affects the performance of the Government Office. High levels of work motivation can lead to increased engagement, productivity, and commitment among employees, resulting in improved overall performance. The employees' motivation to excel and achieve organizational goals plays a vital role in enhancing their performance. To enhance the performance of the Denpasar city government, it is recommended to focus on promoting and sustaining employee motivation. This can be achieved through various strategies, such as providing recognition and rewards for high performance, fostering a positive work environment, offering opportunities for growth and advancement, and ensuring clear and meaningful goal-setting processes. By nurturing work motivation, the Government Office can create a more productive and satisfied workforce, leading to improved outcomes and service delivery.

Based on the hypothesis testing results, the obtained F-value is 49.737, and the significance value (sig) is 0.000, using a significance level (alpha) of 0.05. The result shows that the sig value of 0.000 is less than the alpha value of 0.05, leading to the conclusion that the variables of Organizational Justice, Competence, and Work Motivation have a significant influence on the Performance of the Denpasar city government. This finding indicates that all three variables, namely Organizational Justice, Competence, and Work Motivation, play important roles in determining the performance of the Government Office. When there is fairness in the organizational practices, employees possess the required competence to perform their tasks effectively, and they are motivated to excel in their work, it positively impacts the overall performance of the Government Office. To enhance the performance of the Denpasar city government, it is crucial to focus on improving organizational justice by ensuring fair treatment, transparency, and equity in decision-making processes. Additionally, efforts should be made to enhance employee competence through training, skill development programs, and continuous learning

opportunities. Moreover, motivating employees through various means, such as recognizing their achievements, providing challenging tasks, and fostering a supportive work environment, can contribute to improved performance. By addressing these three factors of organizational justice, competence, and work motivation, the Government Office can create an environment that promotes employee satisfaction, engagement, and commitment, ultimately leading to enhanced performance outcomes and better service delivery to the community.

Based on the information provided in Table 4.16, the Adjusted R-Square value is 0.616. This value indicates that the combined contribution of the variables Organizational Justice, Competence, and Work Motivation is 0.604 or 60.4% towards Employee Performance. The remaining 39.6% is influenced by other variables that were not examined in this study. The Adjusted R-Square is a measure of how well the independent variables explain the variation in the dependent variable. In this case, it suggests that the variables Organizational Justice, Competence, and Work Motivation account for a significant portion of the variation in Employee Performance. However, it's important to note that there are other factors not included in the study that also contribute to Employee Performance. The high Adjusted R-Square value indicates a relatively strong relationship between the variables being studied and Employee Performance. It suggests that improving Organizational Justice, Competence, and Work Motivation can have a substantial impact on enhancing Employee Performance. However, it's important for future research to consider other variables that may influence Employee Performance to get a more comprehensive understanding of the topic.

4. Conclusion

In conclusion, based on the results of the hypothesis testing and analysis conducted in this study, the following conclusions can be drawn: 1) Organizational Justice: The variable of Organizational Justice has a positive and significant influence on the Performance of the Denpasar city government. When there is fairness and justice within the organizational structure, it positively impacts the performance of the Government Office. Employees who perceive a fair organizational environment are likely to be more motivated, satisfied, and committed, leading to improved performance outcomes. 2) Competence: The variable of Competence has a positive and significant influence on the Performance of the Denpasar city government. When employees possess the necessary skills, knowledge, and abilities (competence) to perform their job effectively, it positively impacts the performance of the Government Office. Competent employees are more likely to demonstrate higher levels of proficiency, productivity, and problem-solving capabilities, resulting in improved overall performance. 3) Work Motivation: The variable of Work Motivation has a positive and significant influence on the

Performance of the Denpasar city government. When employees are motivated and driven to perform their tasks and responsibilities, it positively affects the performance of the Government Office. High levels of work motivation can lead to increased engagement, productivity, and commitment among employees, resulting in improved overall performance. 5) Combined Influence: The variables of Organizational Justice, Competence, and Work Motivation collectively have a significant influence on the Performance of the Government Office. The obtained F-value and significance value (sig) indicate that these variables play important roles in determining the performance of the Government Office. When there is fairness in organizational practices, employees possess the required competence, and they are motivated to excel in their work, it positively impacts the overall performance. 6) Adjusted R-Square: The Adjusted R-Square value of 0.616 suggests that the combined contribution of Organizational Justice, Competence, and Work Motivation is 0.604 or 60.4% towards Employee Performance. This indicates a relatively strong relationship between the variables studied and Employee Performance. However, it's important to consider other factors not included in the study that may also influence Employee Performance.

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