

EFFECT OF KNOWLEDGE MANAGEMENT AND TALENT MANAGEMENT ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS INTERVENING VARIABLE

Sitti Rizki Mulyani¹⁾, Muhammad Ridwan²⁾, Rio Andhika Putra³⁾,
Vicky Brama Kumbara*⁴⁾, Yulanda Putri⁵⁾

¹²³⁴⁵Universitas Putra Indonesia YPTK Padang

*Corresponding Email : vickybramakumbara@upi.ptk.ac.id

Vol.16 No.2 | Jun, 2022

Submit :

11/04/2022

Accept :

11/06/2022

Publish :

20/06/2022

Abstract

Background: This study aims to examine how much influence knowledge management and talent management have on the performance of general bureau employees at the West Sumatra Governor's Office with job satisfaction as an intervening variable. **Method:** collecting data by distributing questionnaires, with a sample of 60 respondents. The analytical method used is SMART PLS 3.0. **Result:** results of this study are (I) Knowledge management has a positive and significant effect on job satisfaction. (II) Talent management has a positive and significant effect on job satisfaction. (III) Knowledge management has a positive and significant effect on employee performance. (IV) Talent management has a positive and non-significant effect on employee performance. (V) job satisfaction has a positive and significant effect on employee performance. (VI) Knowledge management has a positive and significant effect on employee performance through job satisfaction. (VII) Talent management has a positive and insignificant effect on employee performance through job satisfaction. **Conclusion:** contribution of knowledge management and talent management variables to employee performance is 5%. The contribution of knowledge management and talent management variables to job satisfaction is 86%.

Keywords: Knowledge Management, Talent Management, Employee Performance And Job Satisfaction

© 2022 Lembaga Layanan Pendidikan Tinggi Wilayah X. This is an open access article under the CC Attribution 4.0 license (<https://creativecommons.org/licenses/by/4.0/>).



INTRODUCTION

In an organization Human Resources is an important role in achieving the goals of the organization, therefore organizations need good Human Resources. Human resources are also a factor that determines success in an organization. Although supported by technology and abundant resources, without the support of good human resources and having optimum performance, activities in an organization will not run well.

Employee performance is a very important thing in an organization where to achieve its goals, so that various policies must be carried out by the organization to improve the performance of its employees, Handoko in Murty (Sujadi, 2020). Therefore, one way to improve employee performance is to conduct a performance appraisal.

According to Dalkir (Jsiap et al., 2020:2), Knowledge Management or KM for short is a systematic coordination within an organization that manages human resources, technology, processes and organizational structures in order to increase value through reuse and innovation. This coordination can be achieved through creating, sharing and applying knowledge by using the experiences and actions the company has taken for the sake of continuous organizational learning.

Talent management is a set of processes an organization undertakes to identify, develop, retain and place the right people in the right places. The application of talent management in an organization is not only limited to the organization's ability to recruit and lay off its employees,

but is a continuous process where the organization must search, recruit, develop to provide promotions, compensation for what has been done.

Job satisfaction is a positive attitude from the workforce including feelings and behavior towards their work through the assessment of one job as a sense of appreciation in achieving one of the important values of the job (Afandi, 2018: 74). *Performance*, or performance is the effect of work achieved by someone in an organization, in accordance with the responsibilities and authorities in an effort to achieve organizational goals. There is a relationship between individual performance and organizational performance, in other words, if the employee's performance is good, the organizational performance is also good.

Another explanation defines performance as the work that has been achieved in completing the tasks and responsibilities given within a certain time.

Knowledge Management according to **Horwic** and **Armacost** defines the creation, capture, transfer and access of appropriate knowledge and information when needed to make better decisions, act appropriately and deliver results in support of business strategy. *Knowledge Management* according to **Barclay** and **Murray** defines that knowledge management is the management of maintaining the continuity of business activities that gets explicit attention which is then reflected in strategies, policies, and practices at all levels of the organization.





RESEARCH METHODS

This research was conducted at the General Bureau of the Governor's Office of West Sumatra Province, which is located at JL. Jendral Sudirman No. 51, Padang Pasir, West Padang District, Padang City, West Sumatra.

The population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to study and then draw conclusions (Sugiyono, 2018: 117). The research population is a set of objects that are determined through certain criteria that are included in the object. The object in question can be a person or a document that is seen as the object of research. In this study, the population was employees at the General Bureau of the West Sumatra Governor's Office with a total of 87 people. The employees who are the subjects of this research are permanent employees at the General Bureau of the West Sumatra Governor's Office.

The sample is part of the number and characteristics possessed by the population (Sugiyono, 2018: 118). While the sample size is a step to determine how large the sample is taken when conducting a study. In this study, the sample was all permanent employees of the General Bureau of the West Sumatra Governor's Office, totaling 60 people.

Data collection for use in this study was carried out by distributing questionnaires, the respondents were adjusted according to the proposed criteria and the questionnaires were distributed to the respondents. The Smart-PLS application is used to process the data acquisition in this study.

RESULTS AND DISCUSSION

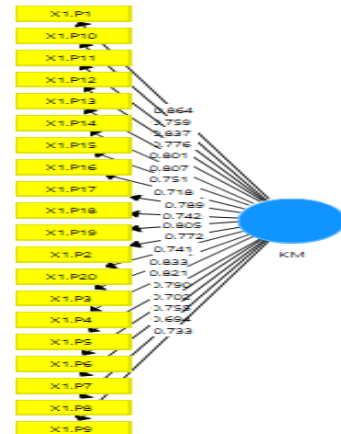


Figure 1. Outer Loadings Variable Knowledge Management (KM)

Research on knowledge management variables in this study is explained by 20 statements that have been tested in the previous questionnaire test. Where the statement item is denoted by KM (knowledge management). The outer model test aims to see the correlation between item scores or indicators and variable scores or constructs. A statement item is said to be valid if it has a convergent validity value above 0.5. The following is an attachment to the results of data processing from SmartPLS.

Based on the results of testing the outer data model using SmartPLS, a correlation value is produced between the statement items and the latent variable, namely the knowledge management variable as shown in Figure 1. In general, a decent or valid Convergent validity value has been found, where each of the existing statement items has a convergent validity value above 0.5.

To determine the level of model feasibility and the validity of all statement items, it can also be seen by paying attention to the t-statistical value or t-count





of each statement item. Where if the t-statistic value is greater than the t-table value of 1.96 with a data error tolerance of 5% then the item is declared valid, whereas if the t-statistic value is smaller than the t-table value of 1.96 with a data error tolerance 5% then the item is declared invalid [5]. The following is the value of the outer model of each statement item for the Knowledge Management variable in Table below:

Detail	Original Sample (O)	Standard Deviation (STDEV)	T Statistic	State
Km 1 <- KM	0.864	0.139	6.237	Valid
Km 2 <- KM	0.772	0.143	5.397	Valid
Km 3 <- KM	0.833	0.162	5.131	Valid
Km 4 <- KM	0.821	0.162	5.068	Valid
Km 5 <- KM	0.790	0.155	5.095	Valid
Km 6 <- KM	0.702	0.161	4.351	Valid
Km 7 <- KM	0.755	0.182	4.136	Valid
Km 8 <- KM	0.694	0.176	3.950	Valid
Km 9 <- KM	0.733	0.189	3.886	Valid
Km 10 <- KM	0.759	0.159	4.766	Valid
Km 11 <- KM	0.837	0.151	5.532	Valid
Km 12 <- KM	0.776	0.128	6.043	Valid
Km 13 <- KM	0.801	0.174	4.592	Valid
Km 14 <- KM	0.807	0.170	4.742	Valid
Km 15 <- KM	0.751	0.195	3.845	Valid
Km 16 <- KM	0.718	0.182	3.952	Valid
Km 17 <- KM	0.789	0.158	4.986	Valid
Km 18 <- KM	0.742	0.150	4.941	Valid
Km 19 <- KM	0.805	0.133	6.056	Valid
Km 20 <- KM	0.741	0.163	4.551	Valid

From table above, it can be seen that all *knowledge management* (KM) variable statement items have a convergent validity value or original sample estimate value above 0.5 and with a statistical t value or t-count above 1.96 on an error rejecting data of 5%. For this reason, it can be concluded that all existing items already have good or measurable validity to represent knowledge management variables in hypothesis assessment.

The research on talent management variables in this study is explained by 20 statements that have been tested in the previous questionnaire test. Where the statement item is denoted by R (Talent management). The outer model test aims to see the correlation between item scores or indicators and variable scores or constructs. A statement item is said to be valid if it has a convergent validity value above 0.5. The following is an attachment to the results of data processing from *SmartPLS*.

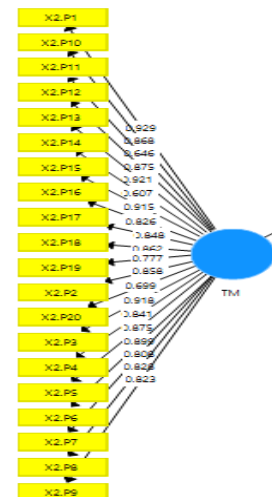


Figure 2. Outer Loadings Variable Talent Management





Based on the results of testing the *outer data model* using SmartPLS, a correlation value is produced between the statement items and the latent variable, namely the talent management variable as shown in Figure 4.3. In general, a decent or valid Convergent validity value has been found, where each of the existing statement items has a convergent validity value above 0.5. To determine the level of model feasibility and the validity of all statement items, it can also be seen by paying attention to the t-statistical value or t-count of each statement item. Where if the t-statistic value is greater than the t-table value of 1.96 with a data error tolerance of 5% then the item is declared valid, whereas if the t-statistic value is smaller than the t-table value of 1.96 with a data error tolerance 5% then the item is declared invalid [5]. The following is the outer model value of each statement item for the talent management variable in Table bellow :

Detail	Original Sample (O)	Standard Deviation (STDEV)	T Statistic	State
TM 1<- TM	0.929	0.025	36.617	Valid
TM 2<- TM	0.858	0.059	14.608	Valid
TM 3<- TM	0.918	0.030	30.701	Valid
TM 4<- TM	0.841	0.075	11.221	Valid
TM 5<- TM	0.875	0.046	18.864	Valid
TM 6<- TM	0.899	0.040	22.270	Valid
TM 7<- TM	0.808	0.073	11.095	Valid
TM 8<- TM	0.828	0.068	12.115	Valid
TM 9<- TM	0.823	0.095	8.702	Valid
TM 10<- TM	0.868	0.040	21.678	Valid
TM 11<- TM	0.646	0.097	6.627	Valid
TM 12<- TM	0.875	0.037	23.783	Valid
TM 13<- TM	0.921	0.026	35.328	Valid
TM 14<- TM	0.607	0.113	5.382	Valid
TM 15<- TM	0.915	0.030	30.729	Valid
TM 16<- TM	0.826	0.065	12.681	Valid
TM 17<- TM	0.848	0.046	18.629	Valid
TM 18<- TM	0.862	0.038	22.461	Valid
TM 19<- TM	0.777	0.081	9.618	Valid
TM 20<- TM	0.699	0.096	7.303	Valid

Table 2. Value of Outer Loadings Variable Talent Management (TM)

From table above, it can be seen that all statement items for the talent management variable have convergent validity or original sample estimate values above 0.5 and with t-statistical values or t-counts above 1.96 for an error rejecting data of 5%. For this reason, it can be concluded that all existing items have good or measurable validity to represent the talent management variable in the hypothesis assessment.

Outer assessment model with Convergent Validity for Employee Performance Variables

The talent management variable research in this study is explained by 32 statements that have been tested in the previous questionnaire test. Where the statement item is denoted by KP (Employee Performance). The outer model test aims to see the correlation between item scores or indicators and variable scores or constructs. A statement item is said to be valid if it has a convergent validity value above 0.5. The following is an attachment to the results of data processing from SmartPLS.



Figure 3. Employee Performance Variable Outer Loadings (KP)





Based on the results of testing the outer data model using SmartPLS, a correlation value is produced between the statement items and the latent variable, namely the buying interest variable as shown in Figure 4.4. In general, a decent or valid Convergent validity value has been found, where each of the existing statement items has a convergent validity value above 0.5. To determine the level of model feasibility and the validity of all statement items, it can also be seen by paying attention to the t-statistical value or t-count of each statement item. Where if the t-statistic value is greater than the t-table value of 1.96 with a data error tolerance of 5% then the item is declared valid, whereas if the t-statistic value is smaller than the t-table value of 1.96 with a data error tolerance 5% then the item is declared invalid [5]. The following is the value of the outer model of each statement item for the talent management variable in Table below:

Detail	Original Sample (O)	Standard Deviation (STDEV)	T Statistic	State
KK 1<-KK	0.817	0.079	10.279	Valid
KK 2<-KK	0.534	0.155	3.446	Valid
KK 3<-KK	0.649	0.134	4.852	Valid
KK 4<-KK	0.724	0.114	6.343	Valid
KK 5<-KK	0.700	0.115	6.083	Valid
KK 6<-KK	0.756	0.085	8.878	Valid
KK 7<-KK	0.721	0.091	7.917	Valid
KK 8<-KK	0.570	0.136	4.184	Valid
KK 9<-KK	0.676	0.121	5.566	Valid
KK 10<-KK	0.697	0.122	5.710	Valid
KK 11<-KK	0.767	0.110	6.994	Valid
KK 12<-KK	0.822	0.077	10.634	Valid
KK 13<-KK	0.818	0.082	9.937	Valid
KK 14<-KK	0.506	0.188	2.687	Valid
KK 15<-KK	0.577	0.128	4.505	Valid
KK 16<-KK	0.898	0.028	32.113	Valid
KK 17<-KK	0.845	0.051	16.705	Valid
KK 18<-KK	0.865	0.042	20.368	Valid
KK 19<-KK	0.814	0.074	10.944	Valid
KK 20<-KK	0.832	0.051	16.427	Valid

Table 3. Value of Outer Loadings Job satisfaction (KK)

From Table above, it can be seen that all job satisfaction (KK) variable statement items have a convergent validity value or an original sample estimate value above the value of 0.5 and with a statistical t value or t-count above 1.96 on an error rejecting the data of 5%. For this reason, it can be concluded that all existing items already have good or measurable validity to represent the Job Satisfaction (KK) variable in the hypothesis assessment.

The next testing process is testing the inner model or structural model which aims to determine the relationship between constructs as hypothesized. The structural model is evaluated by considering the R-Square value for the endogenous construct from the effect it receives from the exogenous construct. The following is the structural model of the test results using SmartPLS :

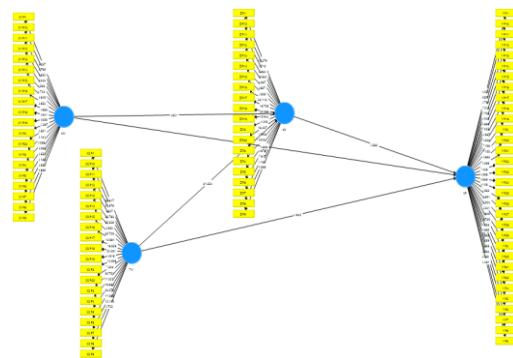
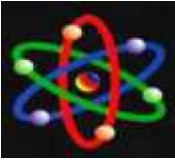


Figure 4. Structural Model

Based on Figure 4.6, the above structural model can be formed Equation Model as follows:

1. Model Equation I, is an illustration of the magnitude of the influence of knowledge management and talent management constructs on job satisfaction with the existing coefficients plus the error rate which is an estimation error or cannot be explained in the research model.





$$\begin{aligned} \text{Job satisfaction} &= 1 \text{ knowledge} \\ &\text{management} + 2 \text{ talent management} + e1. \\ \text{Job satisfaction} &= 0.921 \text{ knowledge} \\ &\text{management} + 31.254 \text{ talent management} \\ &+ e1. \end{aligned}$$

2. Equation II, is an illustration of the magnitude of the influence of the constructs of knowledge management, talent management and job satisfaction on employee performance with each of the existing coefficients for each construct plus an error which is an estimation error.

$$\begin{aligned} \text{Employee performance} &= 1 \text{ knowledge} \\ &\text{management} + 2 \text{ talent management} + 3 \\ &\text{Job satisfaction} + e1. \\ \text{Employee performance} &= 0.826 \\ &\text{Knowledge management} + 0.940 \text{ talent} \\ &\text{management} + 2.582 \text{ Job satisfaction} + \\ &e1. \end{aligned}$$

Next, as explained earlier, the assessment of the inner model is evaluated through the R-Squared value, to assess the effect of certain exogenous latent constructs on the endogenous latent constructs whether they have a substantive effect. The following is the estimated R-Square in Table below:

Variabel	R Square
Kinerja Pegawai	0.058
Kepuasan kerja	0.867

Table 4. Evaluation of R Square

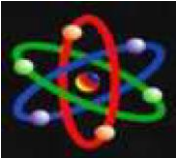
In Table above, it can be seen that the R-Square value of the employee performance construct is 0.058 or 5% which illustrates the magnitude of the influence received by the employee performance construct from the knowledge management and talent management constructs or is the simultaneous influence of the knowledge management and talent management constructs on employee

performance. Meanwhile, the R-Square value for the job satisfaction construct is 0.867 or 86%, indicating the magnitude of the influence given by knowledge management, talent management and job satisfaction in explaining or influencing employee performance. The higher the R-Square value, the greater the ability of the exogenous construct to explain the endogenous variables so that the better the structural equations formed.

There is a significant positive effect of knowledge management on Job satisfaction for employees at the General Bureau of the West Sumatra Governor's Office. Where is the t-statistic or t-count with a t-table of 1.96 at 5% alpha. Where the value of t-statistics > t-table 1.96 at 5% alpha or 2.456 > 1.96 therefore H0 is rejected and H1 is accepted, in other words there is a significant positive effect of knowledge management on job satisfaction of employees in the General Office Bureau. Governor of West Sumatra. The results of this study are in line with research [6], [7] and [8] where the results show that knowledge management has a positive and significant effect on job satisfaction.

There is a positive and insignificant effect of knowledge management on job satisfaction for employees at the General Bureau of the West Sumatra Governor's Office. Where is the t-statistic or t-count with a t-table of 1.96 at 5% alpha. Where the value of t-statistics > t-table 1.96 at 5% alpha or 31,254 > 1.96 therefore H0 is rejected and H2 is accepted, in other words there is a significant positive effect of Talent management on job satisfaction for employees in the General Office Bureau. Governor of West Sumatra. The results of





this study are in line with studies [9], [10] and [11] which the results show that talent management has a positive and significant effect on job satisfaction.

There is a significant positive effect of knowledge management on employee performance at the General Bureau of the West Sumatra Governor's Office. Where is the t-statistic or t-count with a t-table of 1.96 at 5% alpha. Where the value of t-statistics $>$ t-table 1.96 at 5% alpha or $4,908 > 1.96$ therefore H_0 is rejected and H_3 is accepted, in other words there is a significant positive effect of knowledge management on employee performance in employees in the General Office Bureau. Governor of West Sumatra. The results of this study are in line with research [12], [13] and [14] which the results show that knowledge management has a positive and significant effect on employee performance.

There is a significant positive influence on talent management on employee performance at the General Bureau of the West Sumatra Governor's Office. Where the t-count 2.551 is greater than the t-table 1.993 and the level is significantly smaller than alpha ($0.010 < 0.05$). Thus H_0 is accepted and H_4 is rejected, which means Talent management has a positive and significant effect on employee performance at the General Bureau of the Governor's Office of West Sumatra. The better the talent management, the higher the employee's performance. The results of this study are in line with research [15], [16] and [17] where the results show that talent management has a positive and insignificant effect on employee performance.

There is a significant positive effect of job satisfaction on employee performance in the General Bureau of the West Sumatra Governor's Office. Where is the t-statistic or t-count with a t-table of 1.96 at 5% alpha. Where the value of t-statistics $>$ t-table 1.96 at 5% alpha or $3,598 > 1.96$ therefore H_0 is rejected and H_5 is accepted, in other words there is a significant positive effect on job satisfaction on employee performance in employees at the General Office Bureau. Governor of West Sumatra. The results of this study are in line with research [6], [8] and [8] where the results show that job satisfaction has a positive and significant effect on employee performance.

There is a positive and significant influence of knowledge management on employee performance through job satisfaction for employees at the General Bureau of the West Sumatra Governor's Office. Where is the t-statistic or t-count with a t-table of 1.96 at 5% alpha. Where the value of t-statistics $<$ t-table 1.96 at 5% alpha or $5.312 > 1.96$ therefore H_0 is rejected and H_6 is accepted, in other words there is a significant positive effect of knowledge management on employee performance through job satisfaction for Bureau employees. General Office of the Governor of West Sumatra. The results of this study are in line with research [18], [5] and [19] where the results show that knowledge management has a positive and significant effect on employee performance through job satisfaction.

There is a positive and insignificant effect of talent management on employee performance through job satisfaction for employees at the General Bureau of the West Sumatra Governor's Office. Where is





the t-statistic or t-count with a t-table of 1.96 at 5% alpha. Where the value of t-statistics < t-table 1.96 at 5% alpha or $0.579 < 1.96$ therefore H_0 is accepted and H_1 is rejected, in other words there is an insignificant positive influence on talent management on employee performance through job satisfaction on employees General Bureau of the West Sumatra Governor's Office. The results of this study are in line with research [6], [7] and [20] where the results show that talent management has a positive and insignificant effect on employee performance through job satisfaction.

CONCLUSION

Knowledge management has a positive and significant effect on job satisfaction. Talent management has a positive and significant effect on job satisfaction. Knowledge management has a positive and significant effect on employee performance. Talent management has a positive and non-significant effect on employee performance. Job satisfaction has a positive and significant effect on employee performance. Knowledge management has a positive and significant effect on employee performance through job satisfaction. Talent management has a positive and insignificant effect on employee performance through job satisfaction. The contribution of knowledge management and talent management variables to employee performance is 5%. The contribution of knowledge management and talent management variables to job satisfaction is 86%. The rest is influenced by other variables outside this research.

BIBLIOGRAPHY

- I. N. A. S. & D. Sujadi, "e-ISSN 2716-4381 (media online) Journal Research Management (," vol. 02, no. 1, pp. 90–101, 2020.
- J. S. Jsiap, M. Pengembangan, S. D. M. Menuju, and A. Bersinergi, "Jurnal siap (jsiap)," vol. I, pp. 23–27, 2020.
- Fachreza, S. Musnadi, and M. S. A. Majid, "Pengaruh Motivasi kerja, lingkungan kerja, dan budaya organisasi terhadap kinerja karyawan dan dampaknya pada kinerja Bank Aceh Syariah di Kota Banda Aceh," J. Magister Manaj., vol. 2, no. 1, pp. 115–122, 2018, [Online]. Available: <https://www.google.com/url?sa=t&rc=j&q=&esrc=s&source=web&cd=5&ved=2ahUKEwibpYLVvfoAhVlFssKHVs0CKQQFjAEegQIBRAB&url=http%3A%2F%2Fwww.jurnal.unsyiah.ac.id%2FJMM%2Farticle%2Fdownload%2F10326%2F8110&usg=AOvVaw2aPZ08rzu2fkSG1q71JsmZ>.
- Adianto and Sugiyanto, "Pengaruh Pelatihan dan Pengembangan Kerja terhadap Kinerja Karyawan PT Bank Negara Indonesia (Persero) Tbk," Pros. Semin. Nas., vol. 7, no. 4, pp. 499–509, 2019.
- G. B. Saputro and H. Siagian, "Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan Melalui Variabel Intervening Motivasi Kerja Di Head





- Office PT. Marifood,” *Agora*, vol. 5, no. 3, pp. 1–8, 2017.
- J. K. Turangan, “PENGARUH KOMPETENSI, DISIPLIN KERJA DAN PROFESIONALISME TERHADAP KINERJA GURU DI SMA NEGERI 1 MANADO,” vol. 5, no. 2, pp. 1402–1411, 2019.
- H. T. Clara I. A. Waterkamp, “PENGARUH PROFESIONALISME, KOMITMEN ORGANISASI DAN KEPUASAN KERJA TERHADAP KINERJA KARYAWAN PADA PT. BANK RAKYAT INDONESIA (PERSERO) CABANG MANADO,” vol. 5, no. 2, pp. 2808–2818, 2017.
- Q. S. Aruan and M. Fakhri, “Pengaruh Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Lapangan Departemen Grasberg Power Distribution PT. Freeport Indonesia,” *Modus*, vol. 27, no. 2, pp. 141–162, 2018.
- M. F. Cahyadi and E. Sujana, “Pengaruh Religiusitas, Integritas, dan Penegakan Peraturan Terhadap Fraud pada Pengelolaan Keuangan Desa,” *J. Ilm. Akunt. dan Humanika*, vol. 10, no. 2, p. 136, 2020, doi: 10.23887/jiah.v10i2.25919.
- R. Lukito, “Pengaruh organizational citizenship behaviour terhadap kinerja karyawan melalui kepuasan kerja pada produksi PVC di UD. Untung Jaya Sidoarjo,” *Agora*, vol. 8, no. 2, 2020.
- M. Anggraini, “Pengaruh Perceived Organizational Support terhadap Organizational Citizenship Behavior Dengan Job Engagement dan Job Satisfaction Sebagai Variabel Mediasi,” pp. 1–21, 2017.
- S. Farisi, M. E. Azhar, and R. Daulay, “MODEL EMPIRIS ORGANIZATIONAL CITIZENSHIP BEHAVIOR DAN KINERJA DOSEN PERGURUAN TINGGI SWASTA,” no. 32, pp. 145–165, 2017, doi: 10.24034/j25485024.y2020.v4.i2.4159.
- W. D. Sunanda, “PENGARUH KEPEMIMPINAN ISLAMI DAN RELIGIUSITAS TERHADAP KINERJA KARYAWAN MELALUI KEPUASAN KERJA KARYAWAN SEBAGAI VARIABEL INTERVENING (Studi Kasus pada Waroeng Spesial Sambal),” *J. Ilmu Manajemen, UNY*, vol. 17, pp. 20–36, 2019.
- F. L. Sari, “Pengaruh Good Corporate Governance dan Loyalitas Karyawan terhadap kinerja karyawan di PT Panglima Ekspres Surabaya,” 2021.
- B. D. Dian, Sumantri, “Pengaruh Motivasi Kerja dan Lingkungan Kerja terhadap





Disiplin Kerja Pegawai pada
BKPSDMD Kabupaten Batang Hari,”
vol. 1, no. 1, pp. 52–62, 2021.

N. Hisamuddin, “PENGARUH GOOD
CORPORATE GOVERNANCE
TERHADAP KINERJA
KEUANGAN BANK UMUM
SYARIAH Nur Hisamuddin,” pp.
109–138, 20017.

I. Q. Fajrin and H. Susilo, “Pengaruh Gaya
Kepemimpinan Terhadap Kinerja
Karyawan dengan Motivasi Kerja
sebagai Variabel Intervening (Studi
pada Karyawan Pabrik Gula Kebon
Agung Malang),” *J. Adm. Bisnis*, vol.
61, no. 4, pp. 117–124, 2018.

I. Suryadi and S. Efendi, “Pengaruh
Motivasi Intrinsik, Kepuasan Kerja
Dan Budaya Organisasi Terhadap
Kinerja Pegawai Biro Kepegawaian
Di Badan Kepegawaian Negara (Bkn)
Jakarta,” *J. Ilmu Manaj.*, vol. 14, no.
2, pp. 109–124, 2018.

Hermawan, “Pengaruh Promosi dan Lokasi
terhadap Keputusan Pembelian
Konsumen Cafe Imah Babaturan Kota
bandung,” *J. Chem. Inf. Model.*, vol.
53, no. 9, pp. 1689–1699, 2018.

A. G. O. W. Rachmawati, “Pengaruh
Consumer Knowledge, Brand Image,
Religiusitas, Dan Lokasi Terhadap
Keputusan Menjadi Nasabah Pada
Bank Syariah,” *Liquidity*, vol. 8, no.
2, pp. 1–13, 2019

