

Improving the Performance of Human Resources at KPPBC TMP a Semarang Through Work Motivation and Work Satisfaction Supported by Talent Management

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Abstract. *This study aims to analyze the effect of career development on work motivation, job satisfaction, and human resource (HR) performance at the Supervision and Customs and Excise Service Office (KPPBC) Type Madya Pabean a Tanjung Emas Semarang. This research adopts a quantitative approach using a census method, where the entire population of 203 employees is included as the research sample. Data collection was conducted through questionnaires using a Likert scale from 1 to 5, while data analysis was performed using the Partial Least Square (PLS) method. The results indicate that talent management has a positive impact on job satisfaction. Additionally, talent management contributes positively to increasing work motivation. This study also proves that job satisfaction plays a role in improving HR performance positively. Furthermore, this research confirms that work motivation has a positive influence on HR performance. These findings provide implications for organizations to enhance career development strategies to drive higher job satisfaction and work motivation, ultimately leading to improved HR performance.*

Keywords: *Career Development; Job Satisfaction; HR Performance; Talent Management; Work Motivation.*

1. Introduction

Today, organizations are striving to maintain their presence in the global market, amidst challenges such as globalization, intense competition, and technological advancements. Organizations today must shift from focusing solely on increasing productivity and differentiating their products and services to prioritizing their unique resources, especially human capital (Jocelyne & Kariuki, 2020). Recognizing employees as their most important

asset, organizations that manage their human capital effectively are more likely to achieve their goals and sustain performance over time (Ahmed et al., 2018). As noted by Assensoh-Kodua, (2019) the key to an organization's success and growth lies in strategically placing skilled employees in appropriate roles, recognizing that talented individuals are fundamental to gaining competitive advantage and achieving significant levels of performance.

Talents are a major source of competitive advantage for today's corporate world (Damarasri & Ahman, 2020). The rise in the knowledge economy has resulted in more focus on sourcing and retaining talented workforce (Razzaq et al., 2019). The best talent is essential in achieving the best results (Al Rinadra et al., 2023). The system effective talent management builds a winning organization by using appropriate strategies at various levels (Himma Ulya, 2022).

Inclusive Talent Development which is one of the approaches in Talent Management is becoming an increasingly important step for the growth of individual talent and sustainable organizational performance towards a stable competitive advantage as explained by the RBV - VRIO model. However, important limitations in talent development research including an unbalanced view of talent management, a lack of balance between individual talent growth and organizational performance, and other methodological weaknesses, are very interesting ground for further research (Kaliannan et al., 2023a). Organizations consider talent as an important asset that underlies sustainable competitive advantage and outstanding performance (Kwon & Jang, 2022). Therefore, organizations are increasingly focusing on identifying and implementing talent management strategies that are in line with global market demands. The main goal of talent management is to improve organizational performance sustainably, achieving outstanding results that in line with operational and strategic objectives (Saputra et al., 2020).

Although many studies on talent management are available in various countries and industries, covering both developed and developing countries, only a few have been conducted in the government sector (Aina & Atan, 2020). Within government institutions, there is a marked "talent crisis" characterized by a declining number of available talents, a lack of mechanisms to retaining outstanding talent, high employee turnover rates, and ineffective human resource strategies, including those related to compensation and benefits, as expressed by (Aina & Atan, 2020).

In the literature review, it was found that talent management analysis, career development, and talent development have a positive and significant influence on employee performance (Al Rinadra et al., 2023). However, there are other studies that show that although the influence is positive, it is not significant (Dermawan et al., 2022). This indicates a research gap that needs to be explored further.

If an organization fails in its human resource management, this can have an impact on hampering the achievement of the organization's mission, including its performance and

profitability, and preventing employees from developing and improving their skills and competencies. Providing motivation will improve employee performance (Niati et al., 2021). Bundtzen (2020) emphasized that although related, motivation and job satisfaction are not synonymous. Job satisfaction is only one aspect of the motivation process, with motivation primarily focused on goal-oriented behavior and job satisfaction on the fulfillment obtained through various rewards and activities related to work. Van Den Broeck et al (2021) also noted that an employee may still lack motivation even though they enjoy activities related to work.

Meanwhile, Salim et al (2018) highlighted the importance of compensation and rewards in Human Resource Management, stating that they greatly influence employee commitment and retention. Competitive compensation packages are essential for retaining a skilled workforce, as employees are motivated to stay in an organization where they feel valued and rewarded well (Kwok et al., 2016)

Employee satisfaction not only reflects fair treatment but also correlates with increased worker performance and organizational outcomes (Supriyanto, 2018). In addition, it is a driver for employee retention and productivity, influenced by factors such as career opportunities, job influence, teamwork, and job challenges (Dekoulou & Trivellas, 2015).

2. Research Methods

This research method is an analysis that is shown in the development and growth of a situation and only provides a description of a certain situation by describing the characteristics of the research object (Umar, 2012).

3. Results and Discussion

3.1. Respondent Description

The respondents of this study were all HR at the Semarang Type A Customs and Excise Supervision and Service Office, totaling 203 employees. The research process was carried out by distributing research questionnaires on February 3-16, 2025. The results of the distribution of research questionnaires obtained 203 questionnaires that were completely filled out and could be processed. With diversity in gender, age, education, and length of service, the results of this study can provide a more comprehensive picture of the characteristics of employees in the organization. A complete description of the respondents can be presented below:

1. Gender

The respondents who were samples in this study had characteristics that were grouped based on gender as follows.

Table 4.1
Respondent Description Based on Gender

Gender	Frequency	Percentage
Man	153	75.4
Woman	50	24.6
Total	203	100.0

Source: Primary data processing, 2025.

Table 4.1 shows that there are 153 male respondents, amounting to 75.4%, and 50 female respondents, amounting to 24.6%. Based on gender diversity, it can be seen that the number of male employees is more dominant than female respondents.

2. Age

The respondents who were the samples in this study had characteristics that were grouped based on age level as follows.

Table 4.2
Respondent Description Based on Age

Age	Frequency	Percentage
21 - 30 years	79	38.9
31 - 40 years	80	39.4
41 - 50 years	28	13.8
51 - 60 years	16	7.9
Total	203	100.0

Source: Primary data processing, 2025.

Table 4.2 shows that the number of respondents aged 21-30 years reached 79 people (38.9%), while respondents aged 31-40 years numbered 80 people (39.4%). For the 41-50 age group, there were 28 respondents.

(13.8%), and the 51-60 age group consisted of 16 respondents (7.9%). From these data, it can be concluded that the largest age group is 31-

40 years old. This age group is often considered the peak age of productivity in the workforce. At this age range, individuals have sufficient work experience and more mature skills compared to younger age groups. They generally have developed better professional competencies, so they get more job opportunities and promotions within the organization.

3. Last education

The respondents who were the samples in this study had characteristics that were grouped based on education level as follows.

Table 4.3
Respondent Description Based on Last Education

last education	Frequency	Percentage
High School/Vocational School	3	1.5
IN	41	20.2
DIII	50	24.6
DIV	2	1.0
S1	92	45.3
S2	14	6.9
S3	1	0.5
Total	203	100.0

Source: Primary data processing, 2025.

The data presentation in Table 4.3 shows that most respondents have a bachelor's degree, with a total of 92 respondents (45.3%). Followed by respondents with a D3 education of 50 people (24.6%), D1 of 41 people (20.2%), D4 of 2 people (1.0%), and respondents from high school/vocational school level totaling 3 people (1.5%). In addition, there are 14 respondents (6.9%) who have a master's degree and 1 respondent (0.5%) who has a doctoral degree. The majority of employees have a bachelor's degree (S1). Employees with a minimum of a bachelor's degree also tend to have better learning capacity, so they are more adaptive to changes in technology and organizational policies.

4. Years of service

The respondents who were the samples in this study had characteristics that were grouped based on length of service as follows.

Table 4.4
Respondent Description Based on Length of Service

Years of service	Frequency	Percentage
0 - 10 years	103	50.7
11 - 20 years	69	34.0
21 - 30 years	22	10.8
> 30 years	9	4.4
Total	203	100.0

Source: Primary data processing, 2025.

Table 4.4 shows that the majority of respondents who have work experience between 0 to 10 years are 103 people (50.7%). Meanwhile, respondents with a work experience of 11 to 20 years reached 69 people (34.0%), a work experience of 21 to 30 years was 22 people (10.8%), and respondents who have worked for more than 30 years were 9 people (4.4%). The dominance of employees with a work experience of 0-10 years in employee data shows that the organization has active workforce dynamics, with high regeneration and provides opportunities for new employees to develop.

Multicollinearity Test

Multicollinearity testing is carried out before hypothesis testing. Multicollinearity is a condition that indicates a strong relationship between independent variables. The multicollinearity test procedure is by looking at the collinearity statistics (VIF) values in the inner VIF Values. If the inner VIF value is <5 , then it can be stated that there is no multicollinearity in the research model (Hair et al., 2019).

Table 4.14
Multicollinearity Test Results

Variable relationship	VIF
Job satisfaction -> HR performance	1,894
Talent management -> Job satisfaction	1,000
Talent management -> Work motivation	1,000
Work motivation -> HR performance	1,894

Based on the results of the multicollinearity test above, it is proven that all relationships between variables have VIF values of less than 5. This finding means that there are no multicollinearity problems in the model formed.

Goodness of fit evaluation

PLS analysis is a variance-based SEM analysis aimed at testing model theories that focus on predictive studies. Several measures to state the acceptance of the proposed model include R square and Q square (Hair et al., 2019).

R square

R-square (R^2) or coefficient of determination shows the extent of the contribution of the independent variable to the dependent variable. R square is a measure of how well a model explains observational data. Chin (1998) in (Abdillah, W., & Hartono, 2015) provides an interpretation of the R square value, namely low influence (0.19), medium (0.33), and high (0.67). The results of the calculation of the R-square value of the endogenous variable can be shown in the following table.

Table 4.15 R-Square Value

	R-square
Job satisfaction	0.216
HR Performance	0.520
Work motivation	0.315

The R square value of Job Satisfaction is 0.216, meaning that Job Satisfaction can be explained 21.6% by the Talent Management variable, while the remaining 78.4% is influenced by other variables outside the study. The R square value (0.216) is in the range of

0.19 - 0.33, meaning that the Job Satisfaction variable is influenced by Talent Management in the low category.

The coefficient of determination (R-square) obtained on the Work Motivation variable is 0.315, meaning that the Work Motivation variable can be explained 31.5% by the Talent Management variable. While the remaining 68.5% is influenced by other variables outside the study. The R square value (0.315) is in the range of 0.19 - 0.33, meaning that the Work Motivation variable is influenced by Talent Management at low.

The R square value of HR Performance is 0.520, meaning that HR Performance can be explained 52.0% by the variables Talent Management, Work Motivation and Job Satisfaction, while the remaining 48.0% is influenced by other variables outside the study. The R square value (0.520) is in the range of 0.33 - 0.67, meaning that the HR Performance variable is influenced by the Talent Management, Work Motivation and Job Satisfaction variables in the moderate category.

Q square

Q-Square (Q2) describes the measure of prediction accuracy, namely how well each change in exogenous/endogenous variables is able to predict endogenous variables. Q-Square predictive relevance for structural models is a measure of how well the observation values are generated by the model and also its parameter estimates. Size. Q square above 0 indicates that the model has good predictive relevance or model prediction suitability. The criteria for the strength of the model are measured based on Q-Square Predictive Relevance (Q2) according to Ghazali & Latan (2015, p. 80) as follows: 0.35 (strong model), 0.15 (moderate model), and 0.02 (weak model).

The results of the Q-Square value calculation for the structural model of this study are as follows:

Table 4.16 Q-square values

	SSO	SSE	Q ² (=1-SSE/SSO)
Job satisfaction	812,000	691,454	0.156
HR Performance	1218.000	774,187	0.364
Work motivation	1015.000	779,730	0.232

The Q-square (Q2) value for the Work Motivation variable (0.232), Job Satisfaction (0.156), which shows the Q square value is in the range of 0.15 to 0.35, so it can be said that the model has moderate predictive relevance. In the HR Performance variable, the Q-square (Q2) is 0.364, which means that Q2 is above 0.35, which means that the model has strong predictive relevance. This means that the estimated parameter value produced by the model is in accordance with the observation value or the structural model is stated to fit the data or has good suitability.

3.2. Discussion

The influence of talent management on job satisfaction.

This study proves that talent management has a positive effect on job satisfaction, the results of which are also reinforced by the results of previous studies which show that talent management has a significant effect on employee job satisfaction (Almomani et al., 2021; Hussain Hakro et al., 2022; Khairina & Games, 2022).

Measurement of Talent Management variables is reflected through the Acceptance indicator talent, Development talent, Retention talent.

While Satisfaction Work reflected through Satisfaction to wages And compensation, Satisfaction with workplace conditions, Satisfaction with the company's administration system and policies, and Cooperation between employees. The indicator with the highest outer loading value in the Talent Management variable is Talent Development, while in the Job Satisfaction variable, the indicator with the highest outer loading value is Satisfaction with Salary and Compensation. The correlational relationship between these two indicators shows that the more effective an organization is in developing its employees' talents, the higher the level of employee satisfaction them towards the salary and compensation given. In other words, when employees feel that the organization is trying to develop their skills and careers, they tend to value the compensation received more, thereby increasing their motivation and loyalty to the company.

The indicator with the lowest outer loading value in the Talent Management variable is Talent Recruitment, while in the Job Satisfaction variable, the indicator with the lowest outer loading value is Satisfaction with Workplace Conditions. The correlational relationship between these two indicators shows that the better the talent recruitment process in the organization, the higher the level of employee satisfaction with their work environment conditions. Thus, optimal talent recruitment not only contributes to team effectiveness but also improves employee perceptions of workplace conditions, which in turn can improve employee satisfaction and retention.

The Influence of Talent Management on HR Work Motivation

This study proves that talent management has a positive effect on work motivation, the results of which are also strengthened by the results showing a positive and significant effect between talent management and motivation (N. Barkhuizen et al., 2014b; Damanik et al., 2020).

Measurement of talent management variables is reflected through the indicators of talent acceptance, talent development, talent retention. While the variables Work motivation is reflected through indicators of physiological needs, safety needs, social needs, appreciation needs, and self-actualization needs.

The indicator with the highest outer loading value in the Talent Management variable is Talent Development, while in the Work Motivation variable, the indicator with the highest outer loading value is the Need for Recognition. The correlation between these two indicators shows that the more optimal an organization is in developing its employees' talents, the greater their need for recognition for their achievements and contributions. This means that when employees are given the opportunity to develop their skills, improve their competencies, and expand their professional capacity, their expectations for recognition and appreciation from the organization also increase.

The indicator with the lowest outer loading value in the Talent Management variable is Talent Acceptance, while in the Work Motivation variable, the indicator with the lowest outer loading value is Self-Actualization Needs. The correlation between these two indicators shows that the better the talent acceptance system in the organization, the higher the individual's drive to achieve self-actualization in their work. This means that the right talent acceptance process can create a work environment that encourages self-development and optimal achievement. Conversely, if talent acceptance is not carried out properly, employees may feel underappreciated, lacking opportunities to develop, or even unmotivated to reach their peak potential.

The Influence of Job Satisfaction on HR Performance

This research proves that job satisfaction has a positive effect on HR performance, the results of which are also reinforced by the results. study which states that there is a positive relationship between job satisfaction and employee performance (Haryono et al., 2019; Jin et al., 2016; Nguon, 2022b; Nisar & Rasheed, 2020; Satrio Muntazeri & Adi Indrayanto, 2018; Supriyanto, 2018). Measurement of the Job Satisfaction variable is reflected through Satisfaction with salary and compensation, Satisfaction with condition workplace, satisfaction with system company administration and policies, and cooperation between employees, while the HR performance variable is reflected through the indicators of Quality, Quantity, Timeliness, Cost effectiveness, Level of supervision required, Interpersonal relationships.

The indicator with the highest outer loading value in the Job Satisfaction variable is Satisfaction with Salary and Compensation, while in the HR Performance variable, the indicator with the highest outer loading value is the Level of Supervision Required. The correlation between these two indicators shows that the higher the employee satisfaction with the salary and compensation given, the higher the level of supervision required in the organization. This means that although employees who are satisfied with their salary and compensation tend to have higher motivation, this does not necessarily guarantee an increase in performance independently.

In many cases, organizations still need to implement an effective monitoring system to ensure that work is carried out according to established standards. Good monitoring can

help direct employees to stay focused, improve work discipline, and ensure that their performance is in line with company goals.

The indicator with the lowest outer loading value in the Job Satisfaction variable is Satisfaction with Workplace Conditions, while in the HR Performance variable, the indicator with the lowest outer loading value is Punctuality. The correlation between these two indicators shows that the higher the level of employee satisfaction with workplace conditions, the better the punctuality in completing their tasks and responsibilities. This means that a comfortable, clean, safe, and supportive work environment can improve employee efficiency and discipline in managing their time.

The Influence of Ownership Motivation on HR Performance

This study proves that work motivation has a positive effect on HR performance, the results of which are also reinforced by research results which state that work motivation has a significant effect on employee performance (Sugiarti, 2021).

Measurement of the work motivation variable is reflected through the indicators of physiological needs, safety needs, social needs, appreciation needs, self-actualization needs, while the HR performance variable is reflected through the indicators of quality, quantity, punctuality, Cost effectiveness, Level of supervision required, Interpersonal relationships.

The indicator with the highest outer loading value in the Work Motivation variable is the Need for Appreciation, while in the HR Performance variable, the indicator with the highest outer loading value is the Level of Supervision Required. The correlation between these two indicators shows that the higher the employee's need for appreciation and recognition for their performance, the higher the level of supervision required in the organization.

This means that employees who have a high drive for recognition, whether in the form of verbal appreciation, financial incentives, promotions, or formal recognition, tend to need more intensive direction and monitoring. This can happen because individuals with a high need for recognition often want to ensure that their efforts and contributions are seen and recognized by their superiors or management. With closer supervision, they can receive clearer feedback on their achievements and how they can improve their performance further.

The indicator with the lowest outer loading value in the Work Motivation variable is the Need for Self-Actualization, while in the HR Performance variable, the indicator with the lowest outer loading value is Punctuality. The correlation between these two indicators shows that the higher the individual's drive to achieve self-actualization in their work, the better the punctuality in completing tasks and responsibilities. This means that employees who have a high need for self-actualization tend to be more disciplined in managing their time because they have an intrinsic drive to achieve their maximum potential.

4. Conclusion

Based on the formulation of the problem contained in this study, namely "The Influence of Career Development on Work Motivation, Job Satisfaction and HR Performance at KPPBC TMP A Semarang", the research questions that arise are: 1. The results of this study confirm that Talent Management has a positive and significant influence on Job Satisfaction. In other words, the better the process of talent recruitment, talent development, and talent retention in the organization, the higher the level of employee job satisfaction. 2. This study proves that Talent Management plays a positive and significant role in increasing Work Motivation. This means that effective talent recruitment, optimal talent development, and good talent retention contribute to increasing employee motivation in working. 3. This study shows that Job Satisfaction has a positive and significant impact on HR Performance. Factors such as satisfaction with salary and compensation, workplace conditions, administrative systems and company policies, and cooperation between employees play a role in improving the quality of HR performance. 4. This study proves that Work Motivation has a positive and significant effect on HR Performance. This means that the fulfillment of physiological, safety, social, appreciation, and self-actualization needs contributes to improving the quality and quantity of work, timeliness, cost effectiveness, the level of supervision required, and interpersonal relationships in the work environment.

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