

The Role of Inspirational Motivation and Career Path on Employee Performance Through Job Loyalty as an Intervening Variable in the X Industry in Cileungsi District - West Java

Immanuel

Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: immanuel99@gmail.com

Abstract. *The increasingly dynamic business environment demands that companies increase their competitiveness through effective human resource management. Employee performance is a crucial factor in achieving organizational goals. In this context, companies need to understand the various factors that contribute to improving employee performance, including motivation from management, career path development, and employee loyalty. This study aims to analyze the influence of inspirational motivation and career path on employee performance, with job loyalty as an intervening variable in the furniture industry. This study used a quantitative approach with a survey method through the distribution of questionnaires to company employees. Data analysis was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with the assistance of SmartPLS software. The results of the study indicate that career path has a positive effect on job loyalty, while inspirational motivation has a positive effect on employee performance. On the other hand, inspirational motivation has not been proven to influence job loyalty, career path has not been proven to directly influence employee performance, and job loyalty has not been proven to influence employee performance. Furthermore, job loyalty cannot act as an intervening variable in the relationship between inspirational motivation and employee performance or between career path and employee performance. This study concludes that improving employee performance is more effective through strengthening inspirational motivation provided by leaders, while career paths play a greater role in increasing employee loyalty, this is because career paths are already in a policy that certain periods will automatically increase. The research findings also show that work loyalty has not been able to be a mechanism that bridges the influence of motivation and career development on employee performance. Furthermore, companies need to strengthen inspirational leadership practices and develop a more focused career management system that is integrated with performance management to improve the effectiveness of human resource management.*

Keywords: *Career Path; Employee Performance; Furniture Industry; Inspirational Motivation; Job Loyalty.*

1. Introduction

The furniture industry company in Cileungsi District, Bogor Regency, West Java Province is a privately owned business entity. It is responsible for serving the needs of the community, especially in the field of equipment for the needs of the community, offices, hospitals, educational institutions, public areas, and others. To support smooth operations, the furniture industry company must strive extra hard to maintain customer satisfaction. Having an important role in maintaining service quality, the furniture industry company must be supported by quality human resources (Pasha, 2024). Human resources with good performance can ultimately produce good employee performance (Ardhani and Ratnasari, 2019).

Employee performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities (Mangkunegara, 2021). Performance improvement is a key objective for both employees and organizations. Organizations desire optimal employee performance to improve work results and organizational profits. Employees, on the other hand, are interested in self-development and job promotion. To fulfill both of these desires, a sound performance management system is required (Bangun, 2016).

According to Safrida, Syah, and Asmara (2023) Employee performance is an important factor, if employee performance is high then the overall productivity of the organization will also increase.

Furthermore, several variables influence employee performance, including leadership. The role of leadership in a company significantly determines its success. Leadership has a strong influence on organizational life. Among the various leadership styles, one is transformational leadership (Sujana & Ardana, 2020). Transformational leadership is a leader who is able to motivate employees to do more than what they are expected to do in the organization by providing an attractive picture of the future and encouraging employees to actualize their desires within the organization (Alamri, 2023). In principle, transformational leadership motivates subordinates to do better than they are capable of (Dari & Suryani, 2023). In other words, it can increase subordinates' self-confidence or self-belief, which in turn can influence performance improvement (Baan, Pongtuluran & Kannapadang, 2024).

One dimension of transformational leadership is inspirational motivation, which encompasses a leader's ability to provide a vision that inspires and motivates employees. Leaders who can clearly communicate organizational goals and provide strong motivation can create a positive work environment. Inspired employees have higher levels of commitment and work morale, which can positively impact their performance.

The importance of inspirational motivation extends beyond increasing productivity to an organization's ability to retain and attract top talent. In an era where competition for qualified human resources is fierce, having a leader who can... inspiring becomes a strategic key (Prabowo, 2024).

In addition to inspirational motivation, career paths are instruments that have a positive and significant partial influence on employee performance (Emi, 2021). According to Elmer H. Burrack and Nicholas J. Mathys (2006), a career ladder is a ladder whose rungs depict different levels in a person's career. There are several levels or stages from the lowest level in the world of work, including: Fresh Graduate, Junior, Experienced, Senior, Principal, Manager, and Director.

2. Research Methods

This research is explanatory research. According to Sugiyono (2019), explanatory research is a research method that aims to explain the position of the variables studied and the influence between one variable and another. This research was conducted to test the proposed hypothesis, so it is expected to explain the relationship and influence between the independent variables and the dependent variable in the hypothesis. To test the hypothesis, the research objective was used structural equation modeling (SEM). According to Ghozali (2018), Structural Equation Model (SEM) is an equation model based on components and variance. Covariance-based Structural Equation Model is generally used to test theories or causality. In this study, SEM was used to analyze the influence of inspiration, motivation, and career path on employee performance mediated by job loyalty.

3. Results and Discussion

3.1. Data Collection Description

The population in this study were employees of a furniture industry company in Cileungsi District - West Java, who came from three departments namely the Production Department, the Sales Marketing Department, and Other Departments (Procurement, HRD and Finance Departments). The questionnaire distribution process was carried out through G-Form which was distributed online via WhatsApp which was carried out from June 25, 2026 - June 30, 2026, 100 responses were obtained. The data was then verified and 100 answers were obtained because they met the respondent criteria, namely employees with permanent employee status and employees who had worked for at least the last 6 months in a furniture industry company in Cileungsi District - West Java. Furthermore, 100 answers after verification had met the requirements as respondents, so the data used came from the answers of 100 respondents. The data were analyzed based on the results of the questionnaire distribution which were then processed using Smart PLS4 Software. The description of the respondents can be explained as follows:

3.1.1. Respondent Overview

Based on the research that has been conducted, data on the characteristics of employees of furniture industry companies in Cileungsi District, West Java is presented as follows:

Table 3.1 Respondent Characteristics

Characteristics	Frequency (N=100)	Percentage (%)
Gender		
Man	81	81
Woman	19	19
Age		
18-26 years old	13	13
27-35 years old	53	53
36-45 years old	22	22
>45 years	12	12
Education		
JUNIOR HIGH SCHOOL	1	1
High School/Equivalent	46	46
D3	11	11
S1	39	39

S2	3	3
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Source: Primary Data 2025

Based on the data in Table 3.1, it can be seen that the characteristics of employees in furniture industry companies in Cileungsi District, West Java, the majority of respondents were male, 81 people (81%). Meanwhile, 19 employees in furniture industry companies in Cileungsi District, West Java, were female. This indicates that. The majority of employees at furniture manufacturing companies in Cileungsi District, West Java, are male. This is because the work at furniture manufacturing companies in Cileungsi District, West Java, involves production tasks such as lifting, cutting, installing, and shipping products, which are essential parts of operations that tend to be dominated by men.

Employees of furniture industry companies in Cileungsi District - West Java aged between 18-26 years were 13 people (13%), employees aged between 27-35 years were 25 people (25%), employees aged between 36-45 years were 22 people (22%), and employees aged over 45 years were 40 people (40%).

This indicates that the majority of employees of furniture industry companies in Cileungsi District, West Java, are aged 26-35 (53%). This indicates that furniture industry companies in Cileungsi District, West Java, have a relatively young and productive workforce. Employees at this age are generally at their peak productivity, both physically and mentally. They tend to adapt more easily to new technologies and have high work enthusiasm. Young employees often have innovative ideas that can help the company continue to grow. The younger generation tends to be more receptive to change and adapt to a dynamic work environment. The age of 26-35 is also a crucial period for career development. Employees at this age. These are usually pursuing a higher career level and have the motivation to continue learning and developing.

Employees of furniture industry companies in Cileungsi District - West Java with junior high school education level of 1 person (1%), high school/equivalent of 46 people (46%), employees with D3 education level of 11 people (11%), employees with S1 education level of 39 people (39%), and employees with S2 education level of 3 people (3%). This shows that the majority of employees of furniture industry companies in Cileungsi District - West Java have high school/equivalent education level (46%). This shows that the furniture industry in Cileungsi District, West Java has an experienced and competent workforce, especially in the furniture industry sector. This indicates that furniture industry companies in Cileungsi District - West Java strive to have human resources capable of running complex and strategic company operations in the furniture industry sector. S1 graduates generally have a deeper understanding of theory and concepts, as well as better analytical and problem-solving skills. This is important to face operational challenges and technological development in the

furniture industry sector. A bachelor's degree also equips employees with the management skills necessary to manage various operational aspects of the furniture industry, from production, installation, interior projects to customer service.

3.1.2. Descriptive Analysis of Variables

Descriptive analysis aims to determine the responses or characteristics of respondents to questions posed for each variable, including inspirational motivation, career path, job loyalty, and employee performance. To determine respondents' responses to each variable, this study grouped them into one score category using a scale range with the following formula (Umar, 2012). The index number can summarize the degree of respondents' perception of the indicators of the variables in the study.

How to calculate the respondent's answer index can be done using the following formula:

- The lowest assessment score is 1
- The highest assessment score is 5
- Interval = (Maximum Value – Minimum Value) / (Number of Classes) = (5-1)/3 = 1.3

Thus the interval is explained as follows:

1.00 – 2.29 = Low

2.30 – 3.59 = Currently

3.60 – 5.00 = Tall

3.2. Partial Least Squares Structural Equation Modeling (PLS-SEM)

The data processing technique in this research was carried out by *Partial Least Squares Structural Equation Modeling* (PLS-SEM) which consists of 3 stages, namely outer model testing, inner model testing and hypothesis testing with the following results:

3.2.1. Outer Model Evaluation

The measurement model, also known as the outer model, describes the relationship between latent variables and their indicators. For To ensure the accuracy of this model, we need to perform two types of testing, namely validity and reliability testing.

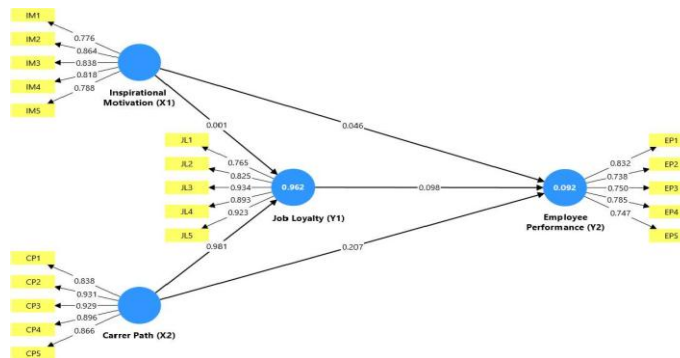


Figure 3.2.1 Pre-Elimination Measurement Model (Outer Model)

3.2.2. Pre-Elimination Outer Model Evaluation

Based on the image above, the outer loading value to provide understanding will be described in the following table and the pre-elimination outer loading evaluation is carried out to identify indicators that have a low contribution to the latent construct. In the initial stage of the analysis, the measurement model (outer model) is evaluated using all indicators contained in the research instrument. The evaluation is carried out through convergent validity testing by looking at the outer loading value of each indicator. And from the image, it can be seen that several indicators have a relatively lower loading than other indicators, therefore further evaluation is carried out to ensure that all indicators meet the convergent validity criteria, and for the SmartPLS test results, there is only one significant relationship, namely the influence of Career Path (X2) on Job Loyalty (Y1) with a p-value of 0.000 (<0.05), which means that Career Path is proven to have a positive effect on Job Loyalty.

In addition, the relationship between Inspirational Motivation (X1) and Job Loyalty (Y1), Inspirational Motivation (X1) and Employee Performance (Y2), Career Path (X2) and Employee Performance (Y2), and Job Loyalty (Y1) and Employee Performance (Y2) are all insignificant because they have a p-value > 0.05 as shown in the table below:

Table 3.2.2 Path Coefficients – p values (pre-elimination)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STD EV)	P values
<i>Career Path (X2) → Employee Performance (Y2)</i>	0.207	0.122	0.607	0.342	0.733
<i>Career Path (X2) → Job Loyalty (Y1)</i>	0.981	0.980	0.006	157.89 2	0.000
<i>Inspirational Motivation (X1) → Employee Performance (Y2)</i>	0.046	0.038	0.142	0.322	0.748
<i>Inspirational Motivation (X1) → Job Loyalty (Y1)</i>	0.001	-0.000	0.019	0.060	0.952
<i>Job Loyalty (Y1) → Employee Performance (Y2)</i>	0.098	0.193	0.589	0.167	0.868

And in the specific indirect effect test as in table 3.2.2 below, Job Loyalty is proven to mediate the influence of Career Path on Employee Performance significantly with an indirect effect coefficient value of 0.335, T-statistics of 3.031 and P-value of 0.002 (<0.05), thus, the mediation hypothesis is accepted.

Meanwhile, in the specific indirect effect test, Job Loyalty was not proven to mediate the influence of Inspirational Motivation on Employee Performance because the T-statistics value was 1.394 (<1.96) and the P-value was 0.163 (>0.05), thus, the mediation hypothesis was rejected.

3.3. Outer Model Conclusion

From the results that have been evaluated, both Cross Loading, AVE, Fornell-Larcker, and HTMT, it can be concluded:

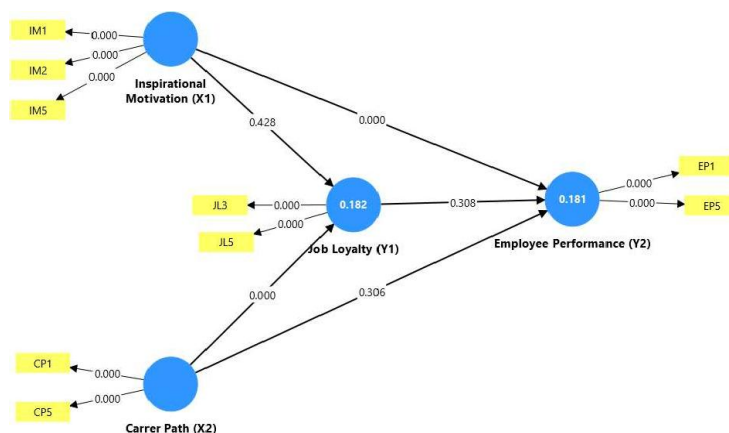
- Convergent Validity is met ($AVE > 0.50$)
- Discriminant Validity is met (Cross Loading, Fornel -Larcker, *HTML*)
- Construct Reliability is met (Composite Reliability > 0.70)
- *Outer Model* can be declared valid and reliable, so that the analysis can be continued to the Inner Model (R^2 , Path Coefficient, f^2 , Q^2 , and hypothesis testing).

3.3.1. Inner Model Evaluation

After conducting an evaluation of the outer model and it was found that each construct has met the requirements of validity and reliability, then The next is the structural evaluation of the Inner Model. with results as follows:

Figure 3.3.1

Full Structural Model Partial Least Square (Inner Model)



Based on the image above, the results of the goodness of fit test, R-square (R^2), and f-square (F^2) can be explained.

3.3.2. Model Fit Test

In this study, the evaluation of model fit used SRMR, d_ULS, d_G, Chi square and NFI, with the following results:

Table 3.3.2. Results of the Goodness of Fit Model Test

Structural Model	Saturated model	Estimated model
SRMR	0.096	0.096
d_ULS	0.417	0.417
d_G	0.202	0.202
Chi-square	130,022	130,022
NFI	0.334	0.334

Based on Table 3.3.2, the SRMR value of 0.096 indicates that the model has met the goodness of fit criteria because it is below the maximum limit of 0.10. The d_ULS value of 0.417 and d_G of 0.202 also indicate a relatively low model error rate. Meanwhile, the NFI value of 0.334 is still below the recommended value of 0.90, so the overall model fit is not optimal. However, in the PLS-SEM approach, model testing focuses more on predictive ability and testing the relationships between constructs. Therefore, the research model can still be used for hypothesis testing because it has meets the validity and reliability criteria and has an SRMR value that indicates model fit.

3.3.3. R-square

The structural model is evaluated using R-square for the dependent construct. The R^2 value can be used to assess the influence of certain endogenous variables and whether exogenous variables have a substantive influence.

Table R-Square Test

<i>Variables</i>	<i>R-square</i>	<i>R-square adjusted</i>
<i>Employee Performance</i> <i>(Y2)</i>	0.181	0.155
<i>Job Loyalty (Y1)</i>	0.182	0.165

Based on the R-Square test in Table, the R-Square value of Job Loyalty (Y1) was 0.182. This indicates that the Inspirational Motivation and Career Path variables are able to explain 18.2% of the variation in Job Loyalty, while the remaining 81.8% is explained by other variables outside the research model, such as job satisfaction, compensation, work environment, organizational culture, and work-life balance.

Furthermore, the R-Square Employee Performance (Y2) value of 0.181 shows that the variables Inspirational Motivation, Career Path, and Job Loyalty are able to explain variations in Employee Performance.

Performance amounting to 18.1%, while the remaining 81.9% is explained by other factors not studied, such as competence, work discipline, work motivation, training and organizational commitment.

Based on the R-square assessment criteria in PLS-SEM, both R-square values are below 0.25, indicating that the model's ability to explain endogenous variables is still relatively weak. Nevertheless, the model can still be used for hypothesis testing because it meets the validity and reliability criteria in the outer model test.

a. F-square

The F^2 value criteria consist of three classifications: 0.02 (small/poor); 0.15 (moderate/sufficient); and 0.35 (large/good) (Setiaman, 2023). The following are the results of the F-Square test in this study:

Table F-Square Test

Variable Relationship	Career Path (X2)	Employee Performance (Y2)	Inspirational Motivation (X1)	Job Loyalty (Y1)
Career Path (X2)		0.011		0.166
Employee Performance (Y2)				
Inspirational_Motivation (X1)		0.112		0.007
Job Loyalty (Y1)		0.014		
Career Path (X2)				

F-Square (Effect Size) is used to determine how much influence an exogenous variable has on an endogenous variable. Unlike hypothesis testing which looks at significance, f^2 looks at the magnitude of the effect given, with the f^2 Assessment criteria (Cohen, 1988), if the f^2 Value < 0.02 (No effect); 0.02 – 0.14 (Small effect); 0.15 – 0.34 (Moderate effect) and ≥ 0.35 (Large effect).

Based on the f-square test results in Table 4.15, the influence of Career Path on Job Loyalty obtained an f^2 value of 0.166, which is categorized as a medium effect. This indicates that Career Path has a significant contribution in explaining changes in Job Loyalty. The influence of Inspirational Motivation on Employee Performance has an f^2 value of 0.112, which is categorized as a small effect.

Meanwhile, the influence of Career Path on Employee Performance (0.011), Inspirational Motivation on Job Loyalty (0.007), and Job Loyalty on Employee Performance (0.014) is below 0.02 so it is categorized as not having a substantive effect on the targeted endogenous variables.

Thus, the relationship that has the greatest contribution in this research model is the influence of Career Path on Job Loyalty, while other relationships only provide a small or very weak contribution in explaining the endogenous variables.

b. Hypothesis Testing

Hypothesis testing in this context aims to validate or refute the researcher's initial assumptions about the relationship between variables. This is a crucial step in quantitative research to ensure that the results obtained are not mere coincidence but reflect a real relationship in the population being studied.

c. Direct Effect Hypothesis Test (Path Coefficient)

To determine the structural relationship between latent variables, hypothesis testing must be performed on the path coefficients between the variables by comparing the p-value with alpha (0.05) or a t-statistic (>1.96). The p-value and t-statistic are obtained from the SmartPLS output using the bootstrapping method.

3.4. Discussion

The results of the study indicate that the direct influence is more dominant than the indirect influence. Inspirational Motivation is proven to have a positive and significant effect on Employee Performance with a coefficient of 0.323, while the indirect effect through Job Loyalty is only 0.009 and is not significant. These findings indicate that increasing Employee Performance more effectively obtained through increasing Inspirational Motivation directly than through job loyalty. Furthermore, Career Path has a positive and significant influence on Job Loyalty with a coefficient of 0.392. However, neither the direct influence of Career Path on Employee Performance nor the indirect influence through Job Loyalty shows statistical significance. These results indicate that Job Loyalty has not been able to function as a mediating variable in the relationship between Career Path and Employee Performance. Thus, it can be concluded that all indirect influences in this study are smaller than the direct influence, so the mediation model involving Job Loyalty is not proven. Employee Performance is more influenced by Inspirational Motivation directly than through the mechanism of job loyalty.

4. Conclusion

Based on the results of data analysis using the Partial Least Square-Structural Equation Modeling (PLS-SEM) method on the influence of Inspirational Motivation and Career Path on Employee Performance with Job Loyalty as an intervening variable, the following conclusions can be drawn:

1. Inspirational Motivation did not significantly influence job loyalty. The test results showed a coefficient value of 0.081, a t-statistic of 0.792, and a p-value of 0.428. This indicates that increasing inspirational motivation has not significantly increased employee loyalty.
2. Career Path has a positive and significant effect on Job Loyalty.

3. The test results showed a coefficient value of 0.392 with a T-statistic of 3.509 and a P-value of 0.000. These findings indicate that the better the career path management provided by the company, the higher the level of employee loyalty to the organization.
4. Inspirational Motivation has a positive and significant effect on Employee Performance. The test results show a coefficient value of 0.323 with a T-statistic value of 3.541 and a P-value of 0.000. This finding indicates that leadership ability in providing motivation, vision and inspiration to employees, it can directly improve employee performance.
5. Career Path does not have a significant effect on Employee Performance. The test results show a coefficient value of 0.109 with a T-statistic value of 1.023 and a P-value of 0.306. This indicates that the existence of a career path has not been able to directly improve employee performance, this condition indicates that although the company has provided clear career development opportunities, it has not directly encouraged improved employee performance. Empirically, this phenomenon can be explained by the implementation of a career path system that has been carried out periodically and has become part of organizational policy, so that its existence is no longer perceived as a major factor influencing improved employee performance. Thus, the improvement of employee performance is more influenced by other factors, especially inspirational motivation provided by the leadership.
6. Job Loyalty does not significantly influence Employee Performance. The test results show a coefficient value of 0.116 with a T-statistic of 1.020 and a P-value of 0.308. This finding indicates that employee loyalty has not been able to make a significant contribution to improving employee performance.
7. Job Loyalty was unable to mediate the influence of Career Path on Employee Performance. The results of the indirect effect test showed a coefficient value of 0.046 with a T-statistic value of 0.950 and a P-value of 0.342. Thus, the influence of career path on employee performance does not occur through job loyalty.
8. Job Loyalty was unable to mediate the influence of Inspirational Motivation on Employee Performance. The results of the indirect effect test showed a coefficient value of 0.009 with a T-statistic value of 0.470 and a P-value of 0.638. These results indicate that inspirational motivation is more effective in improving employee performance directly than through job loyalty.
9. The R-Square value for Job Loyalty of 0.182 indicates that Inspirational Motivation and Career Path are only able to explain 18.2% of the variation in Job Loyalty, while 81.8% is influenced by other factors outside the research model. In addition, the R-Square value for employee performance of 0.181 indicates that inspirational motivation, career path, and job loyalty are only able to explain 18.1% of employee performance, while 81.9% is influenced by other factors not studied.

Overall, this research shows that inspirational motivation is the most influential factor in improving employee performance, while career path is more important. plays a role in increasing employee job loyalty. However, job loyalty has not been proven to improve employee performance or function as a mediating variable in the relationship between

inspirational motivation and career path on employee performance. Thus, employee performance improvements in the companies studied were more influenced by inspirational motivational factors provided by leaders than by work loyalty mechanisms. Furthermore, the low R-Square value indicates that there are still various other factors outside the research model that have the potential to be more dominant in influencing employee loyalty and performance, such as job satisfaction, compensation, competence, work environment, employee engagement, work discipline, and organizational commitment.

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