

# The Influence of Workload, Work Motivation, and Job Satisfaction on Employee Performance at the Lubuk Pakam Pratama Tax Services Office

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**Abstrak.** Penelitian ini bertujuan untuk menguji pengaruh tanggung jawab, motivasi kerja, dan kepuasan kerja secara individu dan kolektif terhadap kinerja pegawai pada Kantor Pelayanan Pajak Pratama Lubuk Pakam. Penelitian dilakukan di Kantor Pelayanan Pajak Pratama Lubuk Pakam yang berlokasi di Jalan P. Diponegoro Nomor 30A Medan Wilayah Sumatera Utara kode pos 20152 dengan populasi sebanyak 122 orang dan jumlah sampel sebanyak 55 orang. Pengumpulan data dilakukan dengan wawancara, survei, dan dokumentasi. Data dianalisis menggunakan perangkat lunak IBM Statistics for Product and Service Solution (SPSS) versi 24, menggunakan analisis regresi berganda. Berdasarkan temuan penelitian diketahui bahwa tanggung jawab mempunyai dampak negatif terhadap kinerja pegawai Kantor Pelayanan Pajak Pratama Lubuk Pakam. Hal ini didukung dengan hasil analisis uji  $t$  ( $-3,528 < 2,008$ ) pada  $n = 55$  dengan tingkat signifikansi 95%. Motivasi kerja berpengaruh terhadap kinerja pegawai Kantor Pelayanan Pajak Pratama Lubuk Pakam, dibuktikan dengan analisis uji  $t$  ( $8,587 > 2,008$ ) pada  $n = 55$  dengan tingkat signifikansi 95%. Kepuasan kerja juga berpengaruh terhadap kinerja pegawai Kantor Pelayanan Pajak Pratama Lubuk Pakam yang ditunjukkan dengan analisis uji  $t$  ( $2,065 > 2,008$ ) pada  $n = 55$  dengan tingkat signifikansi 95%. Nilai uji  $F$  ( $F\text{-hitung} > F\text{ tabel}$ ) sebesar  $36,178 > 2,79$  menunjukkan bahwa secara bersama-sama terdapat pengaruh positif dan signifikan tanggung jawab, motivasi kerja, dan kepuasan kerja terhadap kinerja pegawai Kantor Pelayanan Pajak Pratama Lubuk Pakam.

**Kata kunci:** Beban kerja; Motivasi Kerja; Kepuasan Kerja; Kinerja Karyawan.

**Abstract.** This study aims to assess the influence of responsibility, work motivation, and job satisfaction individually and collectively on employee performance at the Lubuk Pakam Pratama Tax Services Office. The research was conducted at the Lubuk Pakam Pratama Tax Services Office, located at Jalan P. Diponegoro Number 30A, Medan, North Sumatra Region, postal code 20152, with a population of 122 individuals and a sample size of 55 individuals. Data collection involved interviews, surveys, and documentation. The data were analyzed using version 24 of the IBM Statistics for Product and Service Solution (SPSS) software, employing multiple regression analysis. Based on the findings of the study, it was observed that responsibility had a negative impact on the performance of employees at the Lubuk Pakam Pratama Tax Services Office. This was supported by the results of the  $t$ -test analysis ( $-3.528 < 2.008$ ) at  $n = 55$  with a significance level of 95%. Work motivation influenced the performance of employees at the Lubuk Pakam Pratama Tax Services Office, as evidenced by the  $t$ -test analysis ( $8.587 > 2.008$ ) at  $n = 55$  with a significance level of 95%. Job satisfaction also affected the performance of employees at the Lubuk Pakam Pratama Tax Services Office, as indicated by the  $t$ -test analysis ( $2.065 > 2.008$ ) at  $n = 55$  with a significance level of 95%. The  $F$ -test value ( $F\text{-count} > F\text{ table}$ ) of  $36.178 > 2.79$  indicates that collectively, there is a positive and significant impact of responsibility, work motivation, and job satisfaction on the performance of employees at the Lubuk Pakam Pratama Tax Services Office.

**Keywords:** Workload; Work Motivation; Job Satisfaction; Employee Performance.

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## Introduction

The place of an organization or association in a nation has a vital spot; aside from assisting the state's pay, it can likewise help the public authority by opening doors to work. Human resources are needed to carry out these responsibilities. Regardless of its structure or purpose, an organization's most important resource is its workforce. Human resources (HR) in an organization's working framework are one of the capital business sectors, assuming a significant role in accomplishing organization objectives. HR is significant on the grounds that they impact the viability and productivity of the association, and HR is the association's fundamental consumption in completing its obligations. As a foundation or association, each association should keep on developing. The capacity to develop well empowers him to be solid in keeping up with his reality as well as in consistently creating himself to accomplish his objectives. Hence, organizations need to oversee and foster HR well. Since the way into an organization's prosperity isn't just mechanical predominance and the accessibility of assets, Notwithstanding, the human element is a significant variable as well. Worker execution in an organization is the main part of the organization. It might be said that representatives are the core of the organization. Worker execution can be utilized as a benchmark for progress or disappointment in dealing with the organization. The output produced by the functions or dimensions of work or profession performed by human resources or employees over a given period, in accordance with the responsibilities assigned to them, is known as employee performance. Execution is work completed by an individual or gathering in an association as per their power and obligation to accomplish hierarchical objectives as per the law, without violating the law, and as per ethics and morals. As a result, performance is very important for both the company and its employees.

When determining employee performance, workload is one of the factors taken into consideration. Responsibility is doing an excessive number of assignments or not giving sufficient opportunity to get done with jobs. Things that should be avoided are

representative responsibilities that are too inordinate because of an irregularity among work and the quantity of representatives, or worker jobs that are excessively low because of such a large number of representatives (Lukito & Alriani, 2019). Jobs that are too heavy or light will bring about work shortcomings. The responsibility given to workers should be balanced with the capacities and skills of the actual representatives. On the off chance that this isn't offset by the capacities they have, then it will continuously create issues for the workers. Different sorts of requests and focuses that are expanding and turning out to be more mind-boggling will cause both physical and mental exhaustion in representatives, assuming the worker can't coordinate existing requirements with his capacities. In this manner, unique consideration regarding the advancement of representative execution is vital for the progress of an association in accomplishing its requirements. Totok (Sudiyanto, 2020) led research entitled *The Impact of Occupation Fulfillment and Responsibility on Representative Execution at the Banyuasin Labor Supply and Immigration Administration*. The consequences of the examination show that, to some degree, responsibility emphatically affects worker execution at the Banyuasin Labor Supply and Immigration Administration.

The following component that can impact representative execution is work inspiration. Work inspiration is the arrangement of the main thrust that makes an individual's craving to work, so they need to cooperate, work successfully, and be incorporated with every one of their assets and endeavors to accomplish work fulfillment. Inspiration capabilities as a main thrust or support for representatives to work industriously to accomplish organization objectives well. Giving inspiration is vital in each organization. Inspiration is something that causes, channels, and supports the human way of behaving to endeavor to accomplish the most extreme outcomes. Employees who are highly motivated at work will always be inspired and enthusiastic about their work, and they will be able to push themselves to work harder. A decent worker will keep on being roused and add to the progress of the organization. The more enthusiastic an employee is about making

the company better, the better. Asmiatiningsih & Noor (2021) led research entitled The Impact of Compensation, Work inspiration and Work Capacity on the Presentation of KPP Pratama Raba Bima Representatives. This study found that KPP Pratama Raba Bima employees' performance was positive and significantly impacted by work motivation.

Another component that can impact worker execution is work fulfillment. Work fulfillment is a wonderful or genuinely sure condition that comes from an individual's evaluation of their work or work insight. An individual's positive perception of their job is known as job satisfaction, and it is the outcome of an assessment of its characteristics. Job satisfaction, as defined by (Wijaya, 2018), is a person's perception of various aspects of their work. Insight can be individuals' sentiments and perspectives towards their work. Positive or negative feelings and attitudes are possible. In the event that an individual has an uplifting outlook towards his work, he is happy with his work; on the other hand, in the event that a representative has a negative demeanor towards his work, he is disappointed with his work. Sembiring *et al.*, (2022) led research entitled The Impact of Occupation Fulfillment on the Exhibition of Workers at the Karo Rule Fisheries Administration. This study found that employee's performance at the Karo Regency Fisheries Service was significantly influenced by job satisfaction.

Nurcahyo (2015) states that presentation is an examination of the exhibition results accomplished by representatives with foreordained guidelines. (Farisi *et al.*, 2021) expressed that the meaning of representative execution is the quality and amount of work results accomplished by a representative in completing his obligations as per the obligations given to him. As per (Aprilia *et al.*, 2017), responsibility is the errands given to laborers or representatives to be finished at a specific time utilizing the abilities and capability of the labor force. (Kasmarani, 2012) further makes sense of the fact that responsibility is something that emerges from the cooperation between the requests for errands in the workplace, which is utilized as a working

environment, and the abilities and views of laborers. Jufrizen & Sitorus (2021), states that inspiration is a component that urges an individual to do a specific movement; subsequently, inspiration is in many cases deciphered as a variable that drives an individual's way of behaving. Marzuki *et al.*, (2018): Inspiration is an expertise in guiding representatives and associations to work effectively so that workers' longings and hierarchical objectives are all the while accomplished. As per Zikri & Harahap (2022), job satisfaction is a person's general attitude toward their work as the difference between what a worker gets and what they think they should get. Besides, Akilah & Rahman (2020) states that work fulfillment is the point at which a representative can feel whether his work is charming or terrible to do.

## Research Methodology

This study employs a quantitative research approach as the collected data will be in numerical form. Further analysis of the gathered data will involve mathematical procedures. According to Sugiyono (2016), the population refers to a generalized set of items or subjects with specific characteristics determined by researchers for study, leading to subsequent conclusions. The sample, as defined by Sugiyono (2013), is a subset of the population, representing its number and characteristics. Factors, in this study, are concepts with varying values, as defined by Nurlan (2019). Operational definitions, in this context, are processed based on inputs from various experts, sources, and previous research. One or more references, along with justifications for utilizing the definitions, serve as the foundation for these operational definitions. The validity of the research instrument, according to Arikunto (2019), is an assessment of the instrument's credibility. The validity test is employed to determine whether a questionnaire is valid. Ghazali (2018) states that a questionnaire is considered valid if the statements within the questionnaire can reveal what the questionnaire intends to measure.

Results and Discussion

Validity test

Instrument legitimacy testing should be visible in the Revised Thing Complete Connection segment. On the off chance that the connection number acquired is more prominent than the basic number ( $r\text{-count} > r\text{-}$

table), then the instrument is supposed to be legitimate. In view of the legitimacy test, it very well may be reasoned that all questions to quantify each exploration variable are announced to be legitimate. The aftereffects of the variable legitimacy test are as per the following:

Table 1. Variable Validity Test

Variable	Instrumen	r- count	r- table	Description
Workload (X1)	1) BK1	0.628	0.265	Valid
	2) BK2	0.778	0.265	Valid
	3) BK3	0.826	0.265	Valid
	4) BK4	0.787	0.265	Valid
	5) BK5	0.856	0.265	Valid
	6) BK6	0.876	0.265	Valid
	7) BK7	0.869	0.265	Valid
	8) BK8	0.811	0.265	Valid
	9) BK9	0.801	0.265	Valid
	10) BK10	0.686	0.265	Valid
Work motivation (X2)	1) MK1	0.502	0.265	Valid
	2) MK2	0.625	0.265	Valid
	3) MK3	0.671	0.265	Valid
	4) MK4	0.389	0.265	Valid
	5) MK5	0.605	0.265	Valid
	6) MK6	0.666	0.265	Valid
	7) MK7	0.761	0.265	Valid
	8) MK8	0.482	0.265	Valid
	9) MK9	0.696	0.265	Valid
	10) MK10	0.676	0.265	Valid
Job satisfaction (X3)	1) KK1	0.609	0.265	Valid
	2) KK2	0.494	0.265	Valid
	3) KK3	0.437	0.265	Valid
	4) KK4	0.269	0.265	Valid
	5) KK5	0.530	0.265	Valid
	6) KK6	0.761	0.265	Valid
	7) KK7	0.761	0.265	Valid
	8) KK8	0.684	0.265	Valid
	9) KK9	0.754	0.265	Valid
	10) KK10	0.568	0.265	Valid
Employee Performance (Y)	1) KP1	0.581	0.265	Valid
	2) KP2	0.757	0.265	Valid
	3) KP3	0.789	0.265	Valid
	4) KP4	0.764	0.265	Valid
	5) KP5	0.808	0.265	Valid
	6) KP6	0.778	0.265	Valid
	7) KP7	0.699	0.265	Valid
	8) KP8	0.705	0.265	Valid
	9) KP9	0.761	0.265	Valid
	10) KP10	0.710	0.265	Valid

Reliability Test

In the wake of completing a legitimacy test, the following stage is to do an information dependability test to see if the instrument is solid by checking the Cronbach's Alpha worth out. Unwavering quality testing is completed to see if the estimating gadget utilized is

dependable and stays reliable assuming the estimation is rehashed. If the Cronbach's Alpha of a questionnaire is greater than 0.6, it is considered reliable. This shows that the examination information is announced solid.

Table 2. Variable Reliability Test

Variable	Cronbach's Alpha	Reliability Limits	Description
Workload (X1)	0.780	0.6	Reliabel
Work motivation (X2)	0.730	0.6	Reliabel
Job satisfaction (X3)	0.726	0.6	Reliabel
Employee Performance (Y)	0.773	0.6	Reliabel

From the table information above, it tends to be seen that the aftereffects of the dependability test estimation show that Cronbach's alpha in every section of the variable is more prominent than 0.6 (unwavering quality cutoff), so it very well may be expressed that the instrument is dependable.

Hypothesis Testing

Hypothesis testing using the t test, to be explicit by zeroing in on the decided t regard from the backslide results to conclude the effect of the free element to some degree on the reliant variable with a significance level in this survey using alpha of 5% or 0.05. The significance level (sig.) shows the worth of the determined t test portion for each free

component. In the event that the p-regard is more humble than the predefined level of significance or the decided t (in the t segment) is more noticeable than the (not entirely set in stone from two-followed  $\alpha = 5\%$  df-k, where k is the amount of independent elements), then, the value of the free component somewhat generally influences the reliant variable (as in Ha is recognized and Ho is excused, all things considered, there is an effect between the independent variables on the subordinate variable).With df=n-k-1 (in this review, df = 55 - 4 - 1 = 50), a critical degree of 5% is utilized to work out the t table, bringing about a t table worth of 2.008 that is displayed in table as follows:

Table 3. Partial Test (t Test)  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.378	5.198		.265	.792
BebanKerja	-.355	.101	-.430	-3.528	.001
MotivasiKerja	.981	.114	.753	8.587	.000
KepuasanKerja	.346	.168	.269	2.065	.044

a. Dependent Variable: KinerjaPegawai.

Hypothesis Testing with F Test

The aftereffects of the F test show that the autonomous factors mutually impact the dependent variable if the p-esteem (in the sig. section) is more modest than the predetermined degree of meaning (of 5%) or the determined F (in segment F) is more prominent than the F table. The value of the F

table is 2.79 when df1 = k-1 and df2 = n-k are used to calculate it. That is, df1 = 4 minus 1 = 3, and df2 = 55 minus 4 = 51. In the mean time, the consequences of the F test with the assistance of the SPSS program should be visible in the table underneath:

Table 4. Simultaneous Test Results (F Test)  
ANOVA<sup>a</sup>

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	587.473	3	195.824	36.178	.000 <sup>b</sup>
	Residual	276.054	51	5.413		
	Total	863.527	54			

a. Dependent Variable: KinerjaPegawai

b. Predictors: (Constant), KepuasanKerja, MotivasiKerja, BebanKerja.

In view of the F test Anova test or synchronous test over, the determined F is 36.178 at  $\alpha = 5\%$  or 0.05 with an importance level of 0.000 in light of the fact that the likelihood esteem (0.000) is a lot more modest than 0.05, so the relapse model can be utilized to foresee that responsibility (X1), work inspiration (X2), and work fulfillment (X3) as free factors together (all the while) impact representative execution (Y). In other words, because F count > F table, namely  $36.178 > 2.79$ , workload (X1), work motivation (X2), and job satisfaction (X3) all have a positive and significant impact on employee performance simultaneously, this indicates that if the organization implements workload (X1), motivation (X2), and job satisfaction (X3) simultaneously, it will influence increasing employee performance (Y). On the other hand, if workload (X1), motivation (X2), and job satisfaction (X3) are implemented separately, it will influence decreasing employee performance (Y).

### The Influence of Workload, Work Motivation and Job Satisfaction on Employee Performance

Based on the results of the calculations, it can be concluded that Pakam Pratama Tax Service Office employee performance is positively and significantly impacted by workload, work motivation, and job satisfaction simultaneously. Accordingly, all the while, the aftereffects of this examination are as per the hypothesis, which expresses that responsibility, work inspiration and occupation fulfillment are influential for representative execution. The positive and huge impact of responsibility, work inspiration and occupation fulfillment applied at the Pakam Pratama Duty Administration Office will further develop representative execution. This implies that responsibility, work inspiration and occupation fulfillment play a significant part in further

developing representative exhibition. This likewise demonstrates the way that you can take care of your responsibilities proficiently without requiring a ton of guidelines and management from your bosses, have arrived at the work norms set by the organization so the outcomes are good, are consistently serious and exhaustive in finishing jobs, consistently focus on the directions given by your bosses in getting done with responsibilities, consistently enter and go home as per working hours guidelines, complete errands as per the predetermined time/on time, consistently do undertakings totally as per time, have a feeling of obligation in completing assignments/work, have the option to figure out together well in conveying work, Have drive that is valuable in assisting with finishing better work.

### The Effect of Workload on Employee Performance

To some degree, the consequences of this exploration show that responsibility adversely affects worker execution at the Pakam Pratama Expense Administration Office. This impact shows that responsibility isn't in accordance with representative execution; as such, high responsibility will impact low worker execution. This influence demonstrates that applicants to the Pakam Pratama Tax Service Office should not worry about their workload. This is obvious from the responses of respondents who, on average, differ in that the objectives I need to accomplish at work are clear, I have sufficient opportunity to finish my work, I need to work rapidly to finish my work, during my breaks I additionally take care of my responsibilities, feel that the work allocated by the organization surpasses my capacities, requires high focus in finishing the work, frequently does two or more positions simultaneously, can leave the workplace when work time is done, feels that the designation of undertakings and authority given by the organization isn't as per my



abilities, and can leave the workplace when work time is finished.

### **The Influence of Work Motivation on Employee Performance**

Work motivation has a positive and significant effect on employee performance, according to some of this study's findings. At the end of the day, satisfying work inspiration at the Pakam Pratama Expense Administration Office will impact representative execution. This shows that work inspiration is extremely essential and critical to be executed at the Pakam Pratama Assessment Administration Office. This is clear from the responses of respondents who by and large concur that they generally need to make progress in accomplishing the work they have been given, the honors given by the organization can spur me in working, the work given is as per my capacities and makes me tested, the compensation I get it is as per my desires, the neatness in my work area is very great, work wellbeing is ensured by the organization, the Lubuk Pakam Pratama Duty Administration Office offers me the chance to get a higher position, I don't surrender when I get an admonition from my bosses, yet become more roused, consistently attempt to don't commit errors in work, consistently attempt to finish work as per the principles of the Lubuk Pakam Pratama Expense Administration Office.

### **The Effect of Job Satisfaction on Employee Performance**

Part of this study's findings indicate that employee performance at the Pakam Pratama Tax Service Office is positively impacted by job satisfaction. Positive impact shows that the impact of occupation fulfillment is in a similar course as representative execution, or all in all, great job fulfillment will impact great/high worker execution, as well as the other way around, on the off chance that great job fulfillment isn't met, then worker execution will be low/terrible. The huge impact shows that work fulfillment plays a significant part in further developing representative presentation at the Pakam Pratama Expense Administration Office. This is obvious from the responses of respondents who for the most part concur that the assignments given are as per my capacities,

the work I get is as per my desires, the compensation framework where I work is as per material guidelines, the sum and kind of remittances got it is as per relevant guidelines, my supervisor generally manages me at work and regularly looks at the consequences of his representatives' work, is content with advancements (expansions ready) that frequently happen in the organization, is content with the appraisal for advancements in light of worker accomplishments and work results, my manager generally give me support, the authority generally gives guidance to representatives in each work so all representatives work with full discipline, assuming there are issues working, I get moral help from individual associates and inspiration from bosses.

### **Conclusion**

The performance of employees at the Lubuk Pakam Pratama Duty Administration Office is influenced by a combination of responsibility, work inspiration, and job satisfaction. The findings of the study reveal a significant impact, with statistical evidence supporting these correlations. The F count value, which compares the influence of responsibility, work inspiration, and job satisfaction on employee performance, surpasses the F-table value ( $36.178 > 2.79$ ) at a sample size (n) of 55 with a significance level of 95%. Interestingly, the analysis indicates that responsibility has a somewhat negative effect on employee performance. The t count value for responsibility is less than the t-table value ( $-3.528 < 2.008$ ) at a significance level of 95%. This implies that while responsibility is a factor, its impact on performance is not overwhelmingly positive. Conversely, both work inspiration and job satisfaction exhibit a more favorable relationship with employee performance. The t count values for work inspiration ( $8.587 > 2.008$ ) and job satisfaction ( $2.065 > 2.008$ ) are higher than the corresponding t-table values at a significance level of 95%. These results suggest that higher levels of work inspiration and job satisfaction are associated with enhanced employee performance at the Lubuk Pakam Pratama Duty

Administration Office. In conclusion, the interplay of responsibility, work inspiration, and job satisfaction significantly influences employee performance at the Lubuk Pakam Pratama Duty Administration Office, providing valuable insights for organizational management and human resource strategies.

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