

Research Article

Boosting Employee Performance: The Impact of Career Development and Competitive Compensation

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Abstract

This research aims to find out how much influence work discipline and providing incentives have on employee performance at PT. TOA Galva Industries Department Speaker 1. The population in this study was speaker section 1 at PT. TOA Galva Industries Department Speaker 1. totaling 83 people. The research methods used in this research are regression, correlation, determination, t-test, r-test, and F-test. The research results show that both career development and compensation have a significant influence on employee performance. Effective career development can improve employee skills and motivation, while fair and competitive compensation can increase employee satisfaction and loyalty. The combination of these two factors contributes positively to increasing employee performance. This research provides practical implications for organizational management in designing effective career development strategies and compensation policies to improve employee performance and achieve organizational goals. Its managerial implication of these findings is that company management needs to pay attention to and develop effective career development programs and provide a fair and competitive compensation system. In this way, companies can improve overall employee performance, which will ultimately contribute to achieving organizational goals.

Keywords: Career Development, Compensation, Employee Performance.

JEL Classification: J24, J33, M52

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1. Introduction

Human resources are a very important factor that cannot be separated from an organization, whether institutional or company. In essence, human resources are humans who are employed in an organization as movers, thinkers, and planners to achieve the organization's goals (Putri & Renwarin, 2023). The resources owned by the company, such as capital and programs, can only work optimally if they are supported by human resources who have good performance. Many companies are aware of that element humans can provide a competitive advantage. In a changing competitive environment quickly, human resources are one important source of competitive advantage.

Mangkunegara (2020) defines performance (work achievement) as the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employee performance, namely how he does things related to a job, is the most assessed performance in an organization. Improved performance is desired by both employers and workers.

Ragupathi (2018) states that employee retention is a technique used by management to help employees stay with the organization for a long period of time. Karthi (2017) and (Wulandari & Dara, 2023) states that employee retention is the process of encouraging employees to stay with the organization for a maximum period or until the completion of the project. Employee retention is the ability of a company to retain employees who have the potential to remain loyal to the company (Susilo, 2018).

Because of this, the organization uses a variety of strategies to increase employee performance, such as offering fair compensation and promoting career development through education and training. Because they have received training and education relevant to the execution of their task, employees are expected to take full responsibility for their work through these processes.

Mangkunegara (2020) In order for both the business and the individuals in question to grow to the fullest potential, career development is a personal endeavor that assists staff members in planning their future careers inside the organization. Therefore, in order to carry out the strategy, an employee must execute specific actions. Because career development is a formal strategy used by the organization to guarantee that employees have the necessary training, skills, and experience when needed, it has an effect on employee performance (Kaseger, 2018).

Ansory and Indrasari (2018) define compensation as an incentive paid in the form of pay and salary to employees for services rendered on a regular basis and in a specific amount by the business in exchange for their energy commitment toward the achievement of company goals. According to Swaminathan (2018), raising job happiness will have a positive impact on worker quality and help the organization reach its objectives. According to Rizwan (2019), a company's ability to identify what its employees want and the type of work environment they want can help it enhance employee dedication. Increasing employee happiness is the key to a corporate organization's success.

Earlier investigation, The Effect of Workload and Compensation on PT Job Satisfaction. Denpasar Panca Dewanta. The study's findings demonstrate that, compared to the salary variable, the workload variable has a negative impact on PT employees' job satisfaction, Five Gods. Workload variable has less of an impact than variable remuneration, as demonstrated by Panca Dewata. Prior studies have shown that employee performance at PT Nasmoco Magelang is generally greatly influenced by salary and career growth.

The purpose of the research study on PT. TOA Galva Industries Department Speaker 1 is to comprehend the effects of work discipline and offer rewards for employees' success in a regulated and specialized setting. Because of its well-organized organizational procedures and extensive personnel data, which enable a thorough examination of the connection between performance, pay, and career growth, PT. TOA Galva Industries is a pertinent case study. The study intends to offer specific insights into how these elements interact to improve employee productivity and satisfaction by concentrating on a single department within the organization. In order to make findings that are applicable to other industrial environments, this distinctiveness is crucial.

2. Literature Review and Hypothesis

Literature Review

Performance

Performance comes from the definition of performance. Some define performance as the result of work or work achievement. However, performance has a broader meaning, not just the results of work, but including how the work process takes place. Explained according to Busro (2018), performance (work performance) is the work performance in terms of quality and quantity

presented by employees, both individually and in groups, in carrying out their duties in accordance with the tasks and functions given in accordance with the organization and work procedures contained in the institution or the organization he joins. Thus, performance is about doing work and the results achieved from that work. Performance is about what is done and how to do it. According to Rivai and Basri in Kaswan (2017), performance is the result or overall level of success of a person during a certain period in carrying out tasks compared to various possibilities, such as standard work results, targets, or criteria that have been determined in advance and have been mutually agreed upon. According to Mangkunegara (2020), performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Dwigita & Muslikh, (2023) state that performance is a complete display of the condition of the company during a certain period; it is a result or achievement that is influenced by the company's operational activities in utilizing the resources it has. Performance is a translation of performance, which means work performance, work implementation, work achievement, work performance, or work appearance. Performance means an action or activity performed by someone in carrying out certain activities that are their duties.

Career development

Career development is an effort that must be made so that the career plan that has been made brings optimal results. Career development can be interpreted as personnel activities to help employees plan their future careers where they work (Setiawan et al., 2024). So that employees and companies can develop themselves optimally. Several experts explain the definition of career development as follows: The definition of career development, is self-development activities undertaken by someone to realize their career plans. According to Bangun (2022), career development is a series of activities that lead to exploring and establishing a person's career to facilitate career achievement goals in the future. As explained further by Miftahulljannah and Vina (2017) and (Harkriskayani & Putra, 2024), state that career development is the process of increasing individual work abilities which is achieved to achieve the desired career. With career development, it is a condition that shows an increase in a person's status in a determined career path. Better and improved job performance has a direct influence on a worker's opportunity to obtain the desired position/position. Career development is a personal improvement that a person makes to achieve career plans.

Compensation

Compensation is one of the factors that directly or indirectly influences the high and low performance of employees. Therefore, it is appropriate that providing compensation to employees needs special attention from management so that employee motivation can be maintained, and employee performance is expected to continue to increase (Aditya & Deviastri, 2024)(Dwigita & Muslikh, 2023). As explained further by Ansory and Indrasari (2018), Wage compensation is service rewards provided regularly and in certain amounts by the company to employees for the contribution of their energy that has been given to achieve company goals in the form of wages and salaries. In other words, compensation is everything that employees receive as remuneration for their work, whether in the form of salaries, wages, incentives, and benefits. Compensation is an achievement counter to the use of energy or services provided by the workforce. Compensation is also the amount of the package that an organization offers to workers in return for the use of its workforce.

Compensation is all income in the form of money, direct or indirect goods, which employees receive as compensation for services provided to the company. According to several expert opinions, compensation is wages or service rewards given to workers as a contribution of energy to achieve company goals in the form of salaries, wages, incentives, and allowances.

Hypothesis

The Relationship between Career Development and Employee Performance

Define career development as the process of enhancing a person's professional talents in order to pursue their intended career. A person's standing in a chosen job path increases as they experience career development. The primary goal of career development as a Human Resources management

practice is to enhance and boost employees' ability to carry out their jobs effectively, enabling them to increasingly contribute to the achievement of organizational performance. Increased and better job performance directly affects an employee's chances of landing the desired role or positions. Efficient career development is crucial for accomplishing organizational objectives and enhancing employee performance. Therefore, career development has a substantial impact on employee performance, according to earlier research by Atma (2021) with the title The Influence of Career Development on Employee Performance at PT. Pos Indonesia (PERSERO) Jembrana Regency.

The Relationship between Compensation and Employee Performance

Wage compensation is service benefits provided regularly and in certain amounts by the company to employees for the contribution of their energy that has been given to achieve company goals in the form of wages and salaries. In other words, compensation is everything that employees receive as remuneration for their work, whether in the form of salaries, wages, incentives, and benefits. Mangkunegara (2020) states that compensation is very important for employees and employers. This result is because compensation is a source of income for them and their families. Compensation is also a reflection of the social status of employees. Income level is very influential in determining living standards. For employers and companies, compensation is the main factor in employment. Employment virtues have a lot to do with considerations for determining employee compensation. The level of employee compensation is closely related to the employee's level of education, position level, and level of service. According to previous research, according to Fauzi (2019), business development and company organization really depend on the productivity of the workforce in the company. One way to increase employee work productivity is by determining fair and appropriate compensation for employees for their work achievements. Thus, compensation within the company must be well-regulated so that both parties can accept it. So, in developing and implementing a particular compensation system, the interests of employees must be considered.

Framework

A framework is a conceptual model of how theory relates to various factors that have been identified as important problems. This framework clearly shows the overall research content, starting from the dependent, intermediary, and independent variables.

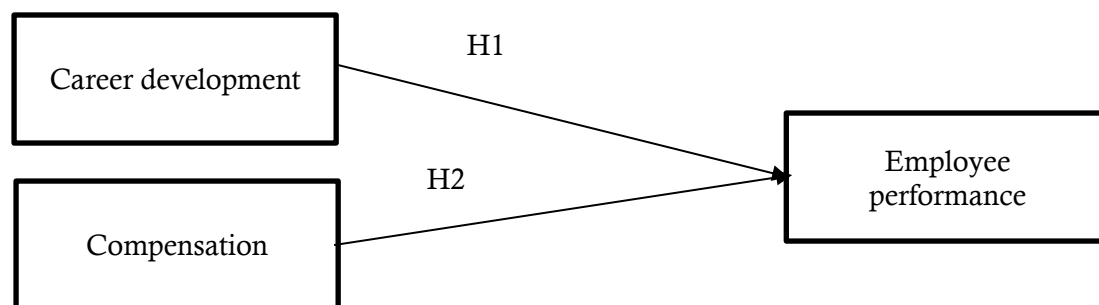


Figure 1. Conceptual Framework

3. Data and Method

Object of research

The research object is the plan and structure of the investigation used to obtain evidence to answer the researcher's questions. This research object is career development, compensation, and employee performance at PT. TOA Galva Industries Department Speaker 1.

Population

According to Sugiyono (2017), population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. In this study, the population was all employees at PT. TOA Galva Industries speaker 1 numbered 90 people in 2019

Sample

According to Sugiyono (2017), the sample is part of the number and characteristics of the population. The number of samples in this research were employees of PT. TOA Galva Industries speaker 1 numbered 90 people in 2019

Sampling Techniques

Sampling is a technique that will be used in research. In this research, the technique used is non-probability sampling using a saturated sampling technique. Sugiyono (2017) states that saturated sampling is a sample determination technique when all members of the population are used as samples. In sampling, the researcher took samples from employees of speaker 1 because of PT. TOA Galva Industries only allows researchers to retrieve data from department speaker 1.

Data collection technique

Sugiyono (2017) stated that interviews, questionnaires, observations, and a combination of the three can do data collection. The data collection technique from primary sources in this research is by using a questionnaire. A questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer, Sugiyono (2017). Primary data can be obtained directly from respondents in the form of their responses to the research items contained in the questionnaire.

Multiple Regression Analysis

According to Sugiono (2017), Multiple regression analysis is used to predict the condition (rise and fall) of dependent and independent variables. The simultaneous regression equation uses the following formula:

$$Y = \alpha + b_1CD + b_2C + e \tag{1}$$

4. Results

Normality test

Table 1. Result in Normality Test

| | | Career Development | Compensation Provision | Employee performance |
|---------------------------------|-----------|-----------------------|---------------------------|-------------------------|
| N | | 83 | 83 | 83 |
| Normal Parameters. ^b | Mean | 62.80 | 62.60 | 63.36 |
| | Std. | 5.909 | 5.897 | 6.164 |
| | Deviation | | | |
| Most Extreme Differences | Absolute | .125 | .121 | .102 |
| | Positive | .125 | .089 | .102 |
| | Negative | -.091 | -.121 | -.095 |
| Kolmogorov-Smirnov Z | | 1.142 | 1.104 | .926 |
| Asymp. Sig (2-tailed) | | .147 | .175 | .357 |

Source: Processed Data (2022)

The results of the Kolmogorov-Smirnov test for Career Development, Compensation Provision, and Employee Performance indicate that the sample size for each variable is 83. The mean scores are 62.80, 62.60, and 63.36, respectively, with standard deviations of 5.909 for Career Development, 5.897 for Compensation Provision, and 6.164 for Employee Performance. The most extreme differences between the observed and expected cumulative distributions are relatively small, with absolute values of .125 for Career Development, .121 for Compensation Provision, and .102 for Employee Performance.

Multiple Regression Analysis

Multiple regression analysis is used to predict how the condition (rise and fall) of dependent and independent variables. The simultaneous regression equation uses the following formula:

Table 2. Results of Multiple Regression Analysis Test

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|--------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.832 | 1.976 | | .927 | .357 |
| | Career Development | -.294 | .087 | -.282 | -3.392 | .001 |
| | Compensation | 1.277 | .087 | 1.222 | 14.726 | .000 |

Source: Processed Data (2022)

The results of multiple linear regression analysis show that the variables of Career Development and Compensation significantly influence Employee Performance. The regression coefficient for Career Development is -0.294 with a significance value of 0.001, indicating that better career development tends to reduce employee performance, which several contextual factors in the company may cause. This finding indicates that both variables together contribute significantly to improving employee performance at PT. Toa Galva Industries.

Partial Test Results (t)**Table 3. Test Results (t)**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|--------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 7.000 | 3.723 | | 1.880 | .064 |
| | Career Development | .898 | .059 | -.861 | 15.204 | .000 |

Source: Processed Data (2022)

Table 4. Test Results (t)

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|--------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .604 | 2.065 | | .293 | .771 |
| | Compensation | 1.004 | .033 | .959 | 30.524 | .000 |

Source: Processed Data (2022)

The t-test results presented in Tables 3 and 4 provide insights into the impact of Career Development and Compensation on the dependent variable. In Table 3, the unstandardized coefficient (B) for Career Development is 0.898 with a standard error of 0.059, and the standardized coefficient (Beta) is -0.861. The t-value of 15.204 with a significance level of 0.000 indicates that Career Development has a statistically significant effect. In Table 4, the unstandardized coefficient (B) for compensation is 1.004 with a standard error of 0.033, and the standardized coefficient (Beta) is 0.959. The t-value of 30.524 with a significance level of 0.000 demonstrates that compensation also has a statistically significant positive effect. Both variables are significant predictors, with Career Development showing a strong negative relationship and compensation a strong positive relationship with the dependent variable.

5. Discussion

The Influence of Career Development on Employee Performance

The study's findings indicate that career growth and worker performance are strongly correlated. It can be concluded that if $Tcount > Ttable$, this finding is supported by the $Tcount$ value compared to the $Ttable$ value. Similarly, because $Tcount > Ttable$ and $Sig\ value < then\ Ho$ is rejected and Ha is approved, the sig value is smaller than the true level, indicating a positive and significant influence of the career development variable on the Employee Performance variable. The findings of this hypothesis are corroborated earlier studies. This result is consistent with that of earlier research by Permatasari (2019), which found that career management contributes most to or has the most impact on employee performance. Career growth significantly and favorably affects worker performance. It was discovered from the outcomes of the PLS Model regression test that career development had a favorable and significant impact on employee performance. The value of $Tcount$, which is higher than $Ttable$, indicates this outcome.

The Influence of Compensation Variables on Employee Performance

The study's findings demonstrate that employee performance is significantly impacted by the workplace. The $Tcount$ value supports this conclusion, while the $Ttable$ value does not, leading one to conclude that if $Tcount > Ttable$. The Work Environment variable has a positive and considerable influence on the Employee Performance variable, as evidenced by the sig value being smaller than the true level and $Tcount > Ttable$ and $Sig\ value < then\ Ho$ is rejected and Ha is approved. The outcomes earlier research provide credence to the hypothesis' findings 2019. The findings of this study are consistent, who found that financial compensation significantly and favorably affects employee performance. State that monetary remuneration is paid out in line with the terms of the employment contract.

6. Conclusion

The data analysis and discussion that have been presented lead to the following findings being drawn from this research: At PT.TOA Galva Industries Speaker Department 1, the Career Development Variable has a noteworthy impact on Employee Performance, partially. The study's findings demonstrate that the computed t value is higher than the t value in the table. At PT.TOA Galva Industries Speaker Department 1, career development has a significant impact on employee performance, as indicated by the high correlation value between the two variables. At PT.TOA Galva Industries Speaker Department 1, the Compensation Variable has a noteworthy impact on Employee Performance, partially. The study's findings demonstrate that the computed t value is higher than the t table. The PT.TOA Galva Industries Department identified a considerable association between remuneration and employee performance. This indicates that compensation has a significant impact on employee performance. Speaker 1.

In conclusion, employee performance is greatly impacted by career advancement and pay. Good career development raises employee engagement and skill levels. Examples of this include regular training and a well-defined professional path. Equitable and competitive pay also boosts job satisfaction by encouraging workers to produce better work. These findings have managerial implications in that, in order to increase overall employee performance, firms must assure fair and competitive compensation systems and invest in successful career development programs. This discovery would not only boost output but also aid in keeping talented workers and contribute to the long-term success of the organization.

Recommendation

The research findings, analysis, and conclusions mentioned above can be used to support the recommendations that follow. It is hoped that this research will be expanded by including a larger sample or population for researchers, particularly those who are interested in investigating career growth and pay for employee success. to investigate additional factors, such as work environment, leadership, and work discipline, that are highly suspected of affecting employee performance.

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