

# The Effect of Quality of Work Life, Competence, Communication, Career Development, and Motivation on Employee Performance At PT. Bank BRI (Bank Rakyat Indonesia) Aek Nabara District

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## Abstract

This study analyses the Influence of Quality of Work Life, Competence, Communication, Career Development, and Motivation on Employee Performance at PT. Bank BRI (Bank Rakyat Indonesia) Aek Nabara District. Data collection techniques used in the study were observation, documentation, and questionnaires using a Likert scale. The population in this study was 35 employees of PT. Bank BRI (Bank Rakyat Indonesia) Aek Nabara District. The entire population in this study will be used as a sample, namely 35 employees. The study's results prove that Quality of Work Life positively and significantly affects Employee Performance. Competence has a positive and significant effect on Employee Performance. Communication has a positive and significant effect on Employee Performance. Career Development has a positive and significant effect on Employee Performance. Motivation has a positive and significant effect on Employee Performance at PT. Bank BRI (Bank Rakyat Indonesia) Aek Nabara District.

**Keywords:** Quality of Work Life, Competence, Communication, Career Development, Motivation, Employee Performance

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## INTRODUCTION

Human resources are essential to the success of an organisation or corporation because people are living assets that need to be maintained and developed. An employee needs special attention from the business to obtain more accurate human resources and contribute to the organisation's efforts in the best possible way. The accomplishment of an organisation's objectives depends on its employees' ability to manage the work units within the agency or organisation, as these objectives can only be achieved through the efforts of its actors.

Every business has human resources that strive to meet the objectives set by the company's leadership. A company's human resource potential is one of its most valuable assets and contributes to reaching its goals. Human resources are the primary assets that significantly impact a company's development compared to other economic resources. In general, many businesses face difficulties, and most of these issues are tied to their human resources. Human resources cannot be compared to other management resources, and the organisation must improve employee performance to meet the goal.

PT Bank Rakyat Indonesia (Persero) Tbk, also known as BRI, is a state-owned company in Indonesia offering various financial services. By the end of 2022, this bank will have 13,863 ATMS and 449 branch offices dispersed across Indonesia to support its business operations. Additionally, this bank maintains offices in Taiwan, Hong Kong, Singapore, New York, Colmera, Fatuhada, Hudilaran, and the Cayman Islands. On December 16, 1895, Raden Bei Aria Wirjaatmadja established De Poerwokertosche Hulp en Spaarbank der Inlandsche Hoofden in Purwokerto to manage and allocate mosque funds to the local population through a straightforward plan. Following that, the organisation's name was changed multiple times, first to Hulp en Spaarbank der Inlandsche Bestuurs Ambtenareen, then to De Poerwokertosche Hulp Spaar-en Landbouw Credietbank or Volksbank, Centrale Kas Voor Volkscredietwezen Algemene, and finally to Bank Rakjat during the Japanese occupation.

Since employee performance is ultimately expected to boost the company's overall success, good performance is undoubtedly the goal for all businesses and organisations that employ people. The quality of work life is therefore believed to have the potential to improve employee performance, as it can enhance job satisfaction, organisational commitment, and psychological well-being. Competence is the foundation of work that must be done in compliance with the requirements of the task that he is responsible for. Therefore, employees are required to adjust their skills to meet the company's competency standards.

Communication is crucial to a business or organisation, particularly when creating a productive and successful one. A positive relationship should be the foundation for any communication developed within an organisation. Healthy communication between superiors and subordinates and among peers may help an organisation function successfully and efficiently. As a result, effective communication is essential in line with the intended organisational objectives.

Career development is the process of being prepared to be selected, making decisions, and consistently choosing from the range of available occupations in society. The dynamic interplay of individuals, contextual factors, mediating environments, and output factors also influences career growth.

Government and private organisations rely on work motivation, from the desire to achieve goals and from coordinated, methodical, and planned efforts. One definition of work motivation is a motivator or encouragement that can elicit excitement and influence an individual's behaviour in a more positive direction. Efforts to motivate employees to work include fostering or igniting their enthusiasm.

The outcome of an employee's ideas and efforts on a completed task is their performance. Thoughts and energy can sometimes produce concrete, observable, and quantifiable consequences, such as problem-solving ideas, new product or service improvements, and the development of more effective work processes.

Comfortable working conditions, enjoyable work experiences, and adequate work involvement to make employees feel like they belong to an organisation are all related to the quality of work life, according to Octavia (2018). Quality of Work Life, according to Anggraini and Thamrin (2019) It is a way for employees to perceive the environment and their work experiences. Ayal (2019) Quality of work life is defined as a process whereby organisations address the demands of their workforce by creating systems that enable workers to fully contribute, participate in decision-making, and manage their work lives inside the organisation. Mawu (2018) States that the following metrics can be used to gauge the quality of work life: 1. Fair and appropriate compensation. Employee energy is rewarded in the form of money, with a weekly or monthly guarantee, in the form of production results or a service deemed equivalent. This concerns how well a wage fits the recipient's subjective criteria or appropriate social norms. 2. Safe and healthy working environment A safe and healthy working environment also includes one that is free from pollution, noise, and visual disruptions like enough lighting. 3. The chance to apply and enhance staff skills. To what degree does an employee's employment give him or her the chance to use and develop all of their talents and abilities, and does it present difficulties that allow them to participate fully? Opportunities for growth and development also include pursuing further education and training to improve one's capacity for performing the work. 4. Interaction with coworkers. The degree to which the workplace is free from harmful prejudice and the degree to which coworkers and the workplace can accept people for who they are. Does the absence of discrimination, egalitarianism (adherence to equality), upward mobility, supportive primary groupings, a sense of unity among groups, and an openness among employees contribute to employees' development of personal identity and self-confidence? 5. Rights of employees during work. How much can the company do to assist employees with the rights they deserve, and how much does it allow for personal freedom (privacy)? This concept can be expanded in various ways, such as an organisational culture that respects individual liberty, accepts diversity and the right to voice one's thoughts, and ensures that benefits are distributed equally throughout the company.

Boyatzis (2018) Asserts that competence is an individual's ability that results in conduct that complies with organisational policies and job expectations, ultimately producing the intended outcomes. According to Wibowo (2015) Competency is the capacity to perform a task or job supported by the work attitude needed for the job and based on knowledge or skills. Four indicators—motivation, self-concept, knowledge, and skills—are used to determine competence, according to Spencer, L. M. and Spencer, S. M. (2014).

Communication is essential to establishing a cooperative relationship between leaders and employees and amongst employees themselves, according to Ardana et al (2012). Handoko (2012) said, "Communication is the process of transferring understanding in the form of ideas or information from one person to another". The statement "communication is the process by which information and meaning are transferred from the sender to the receiver" was cited by Wibowo (2015) about Colquit, LePine, and Wesson. Communication is the exchange of information between two or more individuals. Sutardji (2016) lists several markers of successful communication, including: a) Understanding, or the capacity to comprehend the communicator's intended meaning thoroughly. Mutual understanding is the aim of communication, and to accomplish this, both the communicator and the communicant must be aware of each other's roles. Both the communicator and the communicant can transmit and receive messages. b) Pleasure refers to whether the communication process may occur in an agreeable setting to both parties, in addition to effectively communicating information. Interaction will be more enjoyable in a calm and pleasant setting than in a tense one, since communication is adaptable. An intriguing impression will arise in such an environment. c) Influence on attitude, specifically that communication is meant to affect attitude. If someone's conduct changes due to speaking with others, then it can be considered that the communication was successful; conversely, if no change in attitude takes place, the communication was unsuccessful. d) Better relationships, specifically that the level of interpersonal interactions is

unintentionally raised throughout successful communication. People will often have a well-established friendship if they share the same vision, character, and fit. Action: Specifically, communication is effective if both parties adjust their behaviour toward the communicator and the communicant after exchanging messages.

A career, according to Rivai and Sagala (2018), is the sum of all the jobs a person has or does over their lifetime. Career development, according to Siagian (2015) Personal adjustments are the adjustments one takes to fulfil a career strategy. Career development, according to Widodo (2015), a career is a set of lifetime activities that support an individual's career exploration, establishment, success, and fulfilment. Rivai and Sagala (2018) List the following as a few markers of professional development: First, career needs; second, training; third, fair treatment in the workplace; fourth, career information; fifth, promotion; sixth, mutation; and seventh, workforce development.

Motivation, according to Waiman (2018) It is a collection of attitudes and beliefs that persuade people to do particular tasks according to their objectives. These beliefs and attitudes are an unseen force that can motivate people to act in ways that advance their goals. According to Darmadi (2018) Motivation is an individual's drive that propels them to perform. A person acts to accomplish an objective. According to Gunawan et al (2020) Bodily requirements, security needs, social needs, appreciation needs, and self-realisation needs are all examples of indications of motivation at work.

Performance is the outcome of the quantity and quality of work that employees have completed in fulfilling their responsibilities as assigned by the organisation. The criteria or standards of employee performance that are in place within the organisation are used to adjust the results of their work to the work results that the organisation expects. It is simpler for a firm to accomplish its organisational or company goals when its people perform well; however, it is more difficult for the company to achieve its goals when its employees perform poorly. Fahriani and Syarif (2022). Dessler (2015) The following metrics gauge performance: independence, dependability, productivity, job knowledge, work quality, and attendance.

## METHODS

This quantitative study was conducted at PT. Bank BRI (Bank Rakyat Indonesia) in the Aek Nabara District. It used questionnaires with a Likert scale, recording, and observation as data gathering methods. The study's population consisted of 35 PT employees. Bank BRI (Bank Rakyat Indonesia) in the Aek Nabara District. A sample of the entire population—35 employees—will be used in this investigation. The partial (t), simultaneous (F), and coefficient of determination tests were used to test the multiple linear regression analysis.

## RESULTS AND DISCUSSION

### Results

A validity test is used to determine the validity of a questionnaire. When the data reported by the researcher and the data in the research object are the same, the data is considered valid. The study variables' validity test has a significant criterion of  $> 0.5$ . This study, 30 samples were used for the validity test, which was carried out independently of the respondents' characteristics. Table 1 contains the findings of this study's validity test:

**Table 1.** Validity Test Results

Variable	Indicator	Correlation Pearson	Measurement of Value	Status
Quality of Work Life (X <sub>1</sub> )	Q1	0,712	0,5	Valid
	Q2	0,706	0,5	Valid
	Q3	0,694	0,5	Valid
	Q4	0,734	0,5	Valid
	Q5	0,774	0,5	Valid

Variable	Indicator	Correlation Pearson	Measurement of Value	Status
Competence (X <sub>2</sub> )	Q6	0,739	0,5	Valid
	Q7	0,781	0,5	Valid
	Q8	0,791	0,5	Valid
	Q9	0,719	0,5	Valid
Communication (X <sub>3</sub> )	Q10	0,860	0,5	Valid
	Q11	0,836	0,5	Valid
	Q12	0,817	0,5	Valid
	Q13	0,822	0,5	Valid
	Q14	0,822	0,5	Valid
Career Development (X <sub>4</sub> )	Q15	0,888	0,5	Valid
	Q16	0,843	0,5	Valid
	Q17	0,942	0,5	Valid
	Q18	0,939	0,5	Valid
	Q19	0,894	0,5	Valid
	Q20	0,743	0,5	Valid
	Q21	0,842	0,5	Valid
Motivation (X <sub>5</sub> )	Q22	0,837	0,5	Valid
	Q23	0,729	0,5	Valid
	Q24	0,658	0,5	Valid
	Q25	0,720	0,5	Valid
	Q26	0,740	0,5	Valid
Employee performance (X <sub>5</sub> )	Q27	0,771	0,5	Valid
	Q28	0,920	0,5	Valid
	Q29	0,859	0,5	Valid
	Q30	0,811	0,5	Valid
	Q31	0,953	0,5	Valid

Source: Research Data Processing, SPSS.

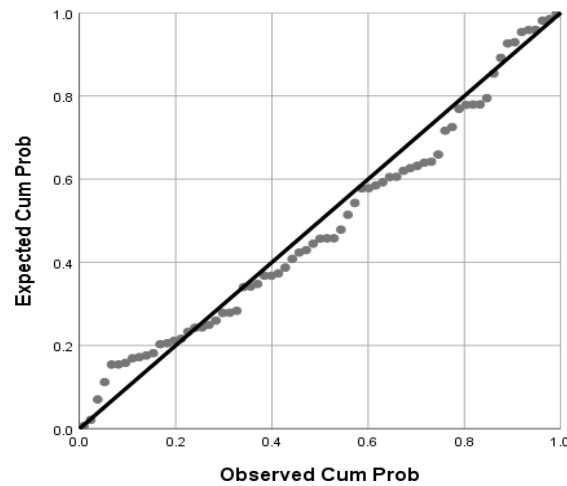
An indicator in the questionnaire can be approved if the alpha coefficient is greater than 0.7. A reliability test determines consistent measurement results using the same measuring device. Table 2 contains the findings of this study's reliability test:

**Table 2.** Reliability Test Results

Variable	Cronbach's Alpha (CA)	Status
Quality of Work Life	0,817	Reliable
Competence	0,880	Reliable
Communication	0,926	Reliable
Career Development	0,967	Reliable
Motivation	0,803	Reliable
Employee performance	0,893	Reliable

Source: Research Data Processing, SPSS

All valid and reliable statement items are displayed in Tables 1 and 2, with each reliability test variable having a value greater than 0.7 and each validity test indication having a value greater than 0.5. The normalcy test can be used to analyse the subsequent test. The p-plot graph in Figure 1 can be used to load the study's normality test:



**Figure 1.** P-P Plot Graph  
Source: Research Data Processing, SPSS.

The regression model satisfies the assumption of normalcy since the data in the P-Plot graph is dispersed around the diagonal line and moves in that direction. The regression model satisfies the normality requirement since the graph indicates that the distribution pattern tends to be normal, and the data displays points dispersed around the diagonal line and in the direction of the diagonal line. Table 3 shows the results of the following normalcy test:

**Table 3.** One-Sample Kolmogorov-Smirnov Test

		Unstandardised Residual
N		35
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.60536198
Most Extreme Differences	Absolute	.094
	Positive	.094
	Negative	-.091
Test Statistic		.094
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

a. Test distribution is Normal.

b. Calculated from data.

Source: Research Data Processing, SPSS.

The normality test in Table 3 uses the Kolmogorov-Smirnov method with a significance value of 0.200, with a significance level of  $> 0.05$ . The results of the multicollinearity test in the study are presented in Table 4:

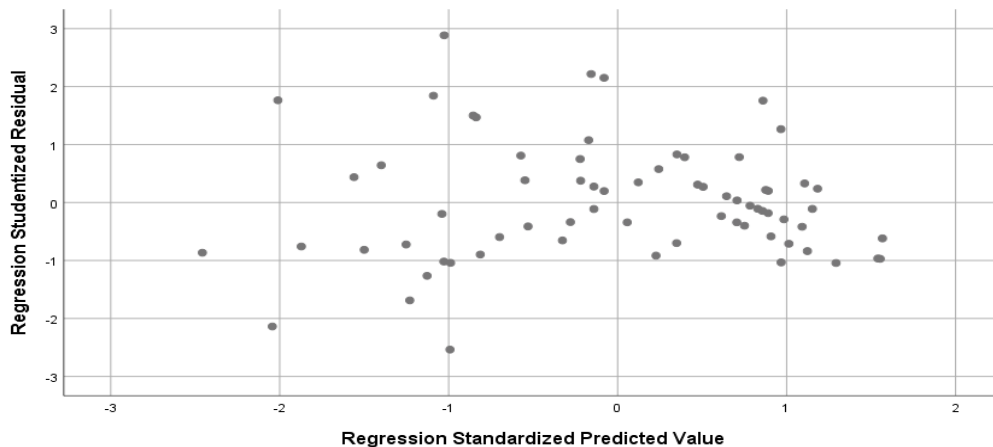
**Table 4.** Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Quality of Work Life	.749	1.457
	Competence	.821	1.276
	Communication	.817	1.530
	Career Development	.469	2.615
	Motivation	.512	3.465

a. Dependent Variable: Employee performance

Source: Research Data Processing, SPSS.

The four independent variables in Table 4 have tolerance values >0.1 and VIF values <10, indicating that multicollinearity is absent in the study's data. Figure 3 illustrates the traditional assumption test combined with the heteroscedasticity test used in this investigation.



**Figure 3.** Scatterplot graph  
Source: Research Data Processing, SPSS.

Since the data is dispersed randomly along the Y axis and exhibits no discernible patterns, this regression model lacks heteroscedasticity symptoms. Table 5 contains the findings of the research analysis using multiple linear regression testing:

**Table 5.** Results of Multiple Linear Analysis  
**Coefficients<sup>a</sup>**

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.552	0.331		0.148	.255
Quality of Work Life	.374	.242	.253	2.866	.001
Competence	.323	.194	.291	3.548	.000
Communication	.439	.349	.302	3.286	.002
Career Development	.136	.101	.097	3.752	.029
Motivation	.502	.313	.358	4.538	.031

a. Dependent Variable: Employee performance

Source: Research Data Processing, SPSS.

The following is the multiple linear regression equation derived from these values:  $Y = 0.552 + 0.136x_4 + 0.302x_5 + 0.374x_1 + 0.323x_2 + 0.439x_3$ . Table 6 shows that the Quality of Work Life B rating is 0.374. Communication is 0.439, Career Development is 0.136, Motivation is 0.502, Competence is 0.323, and constant value (a) is 0.552. The multiple linear regression equation description demonstrates that employee performance is positively correlated with the variables of motivation, career development, competence, communication, and quality of work life.

The t-test can be used to test the study hypothesis. This test examines how independent factors, such as motivation, career development, communication, competence, and quality of work life, partially affect the dependent variable, employee performance. The following formula can determine the t-table value:  $df = n - k - 1 = 35 - 5 - 1 = 29$ . The t-table value, as determined by the equation, is 2.0452. Table 6 contains the findings of the t-test:

**Table 6.** Hasil Uji t (Parsial)  
**Coefficients<sup>a</sup>**

	Model	Unstandardised Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	0.552	0.331	0.148	.255
	Quality of Work Life	.374	.242	2.866	.001
	Competence	.323	.194	3.548	.000
	Communication	.439	.349	3.286	.002
	Career Development	.136	.101	3.752	.029
	Motivation	.502	.313	4.538	.031

a. Dependent Variable: Employee performance

Source: Research Data Processing, SPSS.

Table 6 shows that the partial test results yielded a significant value of  $0.001 < 0.05$  and a t-value of  $2.866 > t_{table} 2.0452$ , indicating that the Quality of Work Life variable positively affects the Employee Performance variable. Then, with a t-value of  $3.548 > t_{table} 2.0452$  and a significant value of  $0.000 < 0.05$ , the results of the Competence variable have a positive and significant effect on Employee Performance. A significant value of  $0.002 < 0.05$  and a t-value of  $3.286 > t_{table} 2.0452$  indicate that the Communication variable positively impacts the Employee Performance variable. Additionally, a significant value of  $0.029 < 0.05$  and a t-value of  $3.752 > t_{table} 2.0452$  indicate that the Career Development variable positively affects the Employee Performance variable. Then, with a computed t value of  $4.538 > t_{table} 2.0452$  and a significant value of  $0.031 < 0.05$ , the results of the Motivation variable have a positive and significant effect on Employee Performance.

The F test is used to determine whether or not there is a significant association between the independent variables—Quality of Work Life, Competence, Communication, Career Development, and Motivation—and the dependent variable, Employee Performance. The following formula can be used to determine the F-table value:  $df = k$ ;  $n - k = 5$ ;  $35 - 5 = 5$ ;  $30$ . The F-table value is 2.53 after being computed using the formula  $F_{table} = (5; 30)$ . Table 7 contains the findings of the F test in this investigation:

**Table 7.** F Test Results  
**ANOVA<sup>a</sup>**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	533.048	5	185.344	77.971	.000 <sup>b</sup>
	Residual	323.473	29	2.490		
	Total	856.521	34			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Motivation, Communication, Competence, Quality of Work Life, Career Development

Source: Research Data Processing, SPSS.

With a significance level of  $0.000 < 0.05$ , Table 7 displays the Fcount value of  $77.971 > F_{table} 2.53$ . Based on these findings, it can be said that employee performance is positively and significantly impacted by quality of work life, competence, communication, career development, and motivation, all at the same time.

The determination coefficient is used to examine how the independent variables—skill, communication, career development, quality of work life, and motivation—affect the dependent variable, which is:



**Table 8.** Results of Determination Coefficient Test

<b>Model Summary</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.952 <sup>a</sup>	.895	.889	1.576

a. Predictors: (Constant), Motivation, Communication, Competence, Quality of Work Life, Career Development

b. Dependent Variable: Employee performance

Source: Research Data Processing, SPSS.

## Discussion

The partial test results showed a significant value of  $0.001 < 0.05$  and a t-count value of  $2.866 > t_{table} 2.0452$ , indicating that the Quality of Work Life variable positively affects the Employee Performance variable. This study also supports the findings of a survey by Nurakhyar, Tiyanto, and Sulistiyani (2024), which explains how employee performance is impacted by work-life quality.

Then, with a computed t value of  $3.548 > t_{table} 2.0452$  and a significant value of  $0.000 < 0.05$ , the findings of the Competence variable have a positive and significant effect on Employee Performance. These findings are consistent with those of a study by Sarumaha (2022), which found that employee performance is significantly impacted by competence.

The significant value was  $0.002 < 0.05$ , and the computed t value was partially attained as much as  $3.286 > t_{table} 2.0452$ . This indicates that the Communication variable positively affects the Employee Performance variable. Sugiono and Tobing (2021) Claimed that employee performance is positively and significantly impacted by communication.

Additionally, the significant value is  $0.029 < 0.05$  and the estimated t value is  $3.752 > t_{table} 2.0452$ , indicating that the Career Development variable positively affects the Employee Performance variable. According to Muna and Isnawati (2022) Employee performance is directly impacted by career development.

Then, with a computed t value of  $4.538 > t_{table} 2.0452$  and a significant value of  $0.031 < 0.05$ , the results of the Motivation variable have a positive and significant effect on Employee Performance. Employee performance is significantly impacted by motivation. Therefore, to increase employee performance, workers must be able to apply motivation when performing their duties. According to a previous study, employee performance is significantly impacted by motivation. Rivai (2021).

## CONCLUSION

Quality of Work Life positively and significantly affects employee performance. This indicates that the better the quality of work life employees perceive, the higher their performance levels. Competence positively and substantially affects employee performance. Employees with the appropriate skills, knowledge, and expertise tend to be more productive and effective in their job roles. Communication also has a positive and significant impact on employee performance. Clear, open, and two-way communication helps reduce misunderstandings and enhances coordination between colleagues and supervisors. Career Development significantly contributes to improving performance. Opportunities for advancement and career growth motivate employees to perform better and strive for higher achievements. Motivation has a positive and significant influence on employee performance. Both intrinsic and extrinsic motivation play a critical role in driving employees to meet and exceed performance targets. Simultaneously, Quality of Work Life, Competence, Communication, Career Development, and Motivation positively and significantly affect employee performance at PT. Bank BRI Aek Nabara. This highlights the importance of an integrated approach to human resource development in achieving optimal employee outcomes.

This study provides several strategic advantages for managing Bank BRI Aek Nabara, including an empirical foundation for designing more effective human resource policies and

strategies. It serves as a reference for developing training and development programs that address both technical skills and psychological factors, such as motivation and work-life quality. It supports the establishment of a healthy internal communication climate that fosters team effectiveness and goal achievement. It assists in the design of clear and structured career development paths that enhance employee loyalty and performance.

The research also has several limitations. The study was conducted in only one branch (Aek Nabara District), so the findings may not be generalisable to other branches of Bank BRI or different financial institutions. The data collection method was purely quantitative using questionnaires, which may not capture deeper emotional or intrinsic motivational aspects. The model did not include other potentially relevant variables (e.g., leadership style, organisational culture, or external work-life balance factors).

The findings have practical applications that can be implemented as follows. HR management should prioritise improving the quality of work life through flexible work arrangements, non-financial rewards, and work-life balance initiatives. Competency training programs should be continuously developed and tailored to the needs of each department or unit. Internal communication channels can be strengthened through regular feedback sessions, open forums, and interpersonal communication training. Transparent and structured career development systems should be implemented to provide employees with long-term career goals. Employee motivation can be enhanced through financial and non-financial incentives, recognition of achievements, and a supportive work environment that promotes personal and professional growth.

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