



# Effect Of Reward, Work Environment And Mutations On Performance Of Employees Pt. Services Raharja Surabaya

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## ABSTRACT

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The purpose of this study was to determine the effect of rewards, work environment, and mutations on employee performance at PT. Jasa Raharja Surabaya. There are several factors that cause high or low employee performance, in this study the company needs to provide feedback that will have an impact on company performance. Factors that affect employee performance in this study are rewards, work environment, and mutations. The data used in this study are primary data obtained from distributing questionnaires. The sample was selected as many as 72 people with random sampling technique on employees of PT. Jasa Raharja Surabaya. Statistical analysis used is multiple linear regression analysis. The results of this study are the variables that affect employee performance are the reward variable, and the work environment. While the mutation variable does not affect the performance of employees at PT. Jasa Raharja Surabaya.

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## 1. Introduction

Human resources are currently the most important part in an organization or company. Kasmir (2016:6) human resource management is a human management process, through planning, recruitment, selection, training, development, compensation, safety and health careers as well as maintaining industrial relations until termination of employment to achieve company goals. Handoko (2012:4) Human resource management is the withdrawal, selection, development, maintenance, and use of human resources to achieve both individual goals and organizational goals.

Job mutation or rotation is a method that can increase motivation. According to the research conducted, mutation is considered as a job design method, employees learn job skills from various parts and relieve fatigue due to repetitive tasks. (Saravani, m Abbasi: 2013). Mutation is a common and routine activity in an organization. Mutation in a broad sense can be interpreted as a process of changing the employment status of an employee, whether caused by a transfer of assignment, changes in marital status, birth of children, promotions and so on. Position transfer is one of the career developments in increasing work to a higher level. According to Alex S Nitisemito (2015: 132) Mutation is the activity of the company leadership to move employees from one job to another that is considered equal or equal. or in a different area. The narrower the span of control of the organization, then the effect caused by this mutation is relatively smaller, on the contrary, the wider the span of control of an organization, the greater the influence.

In fact, the problem of employee motivation in the General Section of PT. Jasa Raharja Surabaya is still far away. It is hoped that there will still be problems related to work motivation, such as: (1) There are some employees who are less enthusiastic in working and to immediately do the work so that it can be quickly resolved. (2) There are still debates and differences of opinion among employees in completing work. (3) The existence of a authoritarian attitude that is owned by each individual employee, especially those who have high positions. (4) Lack of employees who are given job education and training.



Rewards or remuneration provided by the company to its employees who excel or show performance as expected by the company (Sandy & Faozen, 2017). Reward is a method used to motivate someone to do good things and increase achievement (Yuni, 2013). The reward system is important because it encourages the achievement of desired results and motivates employees to achieve and exceed targets at work (Merchant & Stede in Kentjana & Nainggolan, 2018). Reward is measured by indicators of intrinsic reward and extrinsic reward (Edirisooriya in Kentjana & Nainggolan, 2018). The existence of a reward will cause passion and enthusiasm to work (Farianda, 2013). So if employees already feel the passion and enthusiasm from within themselves, automatically employees will be motivated to increase productivity and show their best performance at work. This will have a very good impact on the company, because productive employees will be able to help the company achieve its goals.

However, the phenomenon that occurs in PT. Jasa Raharja Surabaya indicates the existence of low employee performance. The frequency of mutations and rewards that occur at PT. Jasa Raharja Surabaya every two to four years so that the frequency of mutations and rewards that occur causes low employee performance which occurs where mutations and rewards and motivation become one of the important factors, as an appreciation to employees can be seen in Table 1. below:

TABLE 1  
 MUTATIONS AND EMPLOYEE REWARDS PT. SURABAYA ROYAL SERVICE

No	Year	Period/Semester	Employees and Leaders	
			Mutation	Rewards
1	2020 to 2021	Semester I	24	6
		Semester II	10	4
		Semester III	15	5
		Semester IV	8	3
		Total number	57	18

Source: Internal Data PT. Jasa Raharja Surabaya, 2021

Based on Table 1. it can be seen that the mutation and received awards from employees and leaders in the general office of PT. Jasa Raharja Surabaya in 2021, which amounted to 57 employees and mutation leaders and 18 employees and leaders, received rewards. Basically, mutation is an employee development function, because its main objective is to increase work efficiency and effectiveness within the organization concerned. Generally, the transfer is a follow-up to the employee performance appraisal. Based on employee performance appraisal data owned by the company, it will be known the skills of an employee in the job description assigned to him. There will be criticism leveled at the HR manager regarding transfer issues, such as unfairness or openness of decision makers in this process.

Referring to previous research, it can be concluded according to Norvian Habibi (2015) with the title "The Effect of Position Transfers and Promotions on Employee Performance in the National Land Agency of the West Kalimantan Regional Office". Based on the results of the study, it was concluded that with a simultaneous significant test, it can be seen that the mutation and promotion variables together have no significant effect on employee performance and research conducted by Ansita Christiana (2017), "The Effect of Work Stress and Work Mutations on Employee Performance at PT. Mentaya Sawit Mas (MSM) in East Waringin City District". The results of the F test show that the joint influence of all independent variables, namely work stress and job mutations on the dependent variable, namely performance, shows significant results and research by Susi Evanita (2016), entitled "The Effect of Mutations, Compensation and Motivation on Job Satisfaction Employees at PT. PLN (Persero) West Sumatra Region Solok Area". The purpose of this study was to analyze the effect of mutation, compensation and motivation on employee job satisfaction at PT. PLN (Persero) Solok Region, West Sumatra. compensation and motivation on employee job satisfaction at PT. PLN (Persero) Solok Region, West Sumatra. compensation and motivation on employee job satisfaction at PT. PLN (Persero) Solok Region, West Sumatra.

Some of the things stated above show that although various policies to improve rewards have been carried out by the government, however, there are still many officers who have not been able to maximize their performance. This fact may indicate that the reward policy has not been effective in improving employee performance. Therefore, the researchers tried to examine the "Effect of Rewards, Work Environment and Transfers on the Performance of Employees of PT. Jasa Raharja Surabaya".

Rewards is a reward given by the company to its employees for the work they have done, both intrinsic and extrinsic rewards. With a good reward, employees are expected to be able to improve performance and



One of the follow-up actions taken from the results of the employee performance appraisal is employee transfer. Because the employee performance appraisal will know the employee's skills in completing the job description assigned to him. This mutation must be based on the achievement index that can be achieved by the employee concerned. Mutations are intended to get to the right place, with the intention that the employee/member concerned gets a new atmosphere and job satisfaction as high as possible and can show even higher achievements (Martoyo, 2007:71 in Judas' research). According to Hasibuan (2012:102) in Judas' research, a mutation is a change in position/position/place/work that is carried out both horizontally and vertically (promotion) within an organization. According to Manullang (2004: 157) Mutation is the transfer of an employee from one position to another, be it the same level of money or wages or lower than before. Meanwhile, according to Wahyudi, Mutation is a change in the position/position/job/workplace of an employee which is carried out both vertically and horizontally. According to Siswanto, the definition of mutation is employment activities related to the process of transferring functions, responsibilities, and status of the employee concerned to obtain deep job satisfaction and can provide the maximum possible work performance for the company. From some of the definitions above, it can be concluded that mutation is the transfer of an employee both vertically and horizontally with the aim of obtaining maximum job satisfaction for the company. whether it's the same level of money or wages or lower than before. Meanwhile, according to Wahyudi, Mutation is a change in the position/position/job/workplace of an employee which is carried out both vertically and horizontally. According to Siswanto, the definition of mutation is employment activities related to the process of transferring functions, responsibilities, and status of the employee concerned to obtain deep job satisfaction and can provide the maximum possible work performance for the company. From some of the definitions above, it can be concluded that mutation is the transfer of an employee both vertically and horizontally with the aim of obtaining maximum job satisfaction for the company. whether it's the same level of money or wages or lower than before. Meanwhile, according to Wahyudi, Mutation is a change in the position/position/job/workplace of an employee which is carried out both vertically and horizontally. According to Siswanto, the definition of mutation is employment activities related to the process of transferring functions, responsibilities, and status of the employee concerned to obtain deep job satisfaction and can provide the maximum possible work performance for the company. From some of the definitions above, it can be concluded that mutation is the transfer of an employee both vertically and horizontally with the aim of obtaining maximum job satisfaction for the company. Meanwhile, according to Wahyudi, Mutation is a change in the position/position/job/workplace of an employee which is carried out both vertically and horizontally. According to Siswanto, the definition of mutation is employment activities related to the process of transferring functions, responsibilities, and status of the employee concerned to obtain deep job satisfaction and can provide the maximum possible work performance for the company. From some of the definitions above, it can be concluded that mutation is the transfer of an employee both vertically and horizontally with the aim of obtaining maximum job satisfaction for the company. Meanwhile, according to Wahyudi, Mutation is a change in the position/position/job/workplace of an employee which is carried out both vertically and horizontally.

Employee performance is how much employees contribute to the organization which includes output quantity, output quality, output period, attendance at work and comparability. The term performance comes from the word Job Performance or Actual Performance. The definition of performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2005:67 in Saputra). Performance is the result of work produced by employees or real behavior that is displayed in accordance with the organization. Performance (Performance) refers to the level of achievement of the tasks that make up an employee's job. Performance reflects how well an employee fulfills the requirements of a job. According to Rivai and Basri (2005) in Regina (2010) performance is the availability of a person or group of people to carry out an activity and perfect it according to responsibilities with the expected results. According to Guritno and Waridin (2005) in Regina, performance is a comparison of the work achieved by employees with predetermined standards. Meanwhile, according to Hakim (2006) in Regina, defines performance as the result of work achieved by individuals who are adjusted to the role or task of the individual in a company in a certain period of time, which is associated with a measure of value or a certain standard of the company where the individual works. . Based on the above opinion, it can be concluded that employee performance is the result of work in quantity and quality achieved by an employee which reflects how well the employee meets the requirements to achieve organizational goals. There are several factors that affect performance including: mental attitude (motivation, discipline, work ethic), education, skills, leadership, income level, health, social security, work climate, technology, and achievement

opportunities. According to Mangkunegara (2006) in Yusa, performance can be measured by considering factors including: quality, namely the quality of work as the output produced, quantity includes the amount of work that must be completed within the specified timeframe, and timeliness concerns the suitability of the planned time. to get the job done. mental attitude (motivation, discipline, work ethic), education, skills, leadership, income level, health, social security, work climate, technology, and achievement opportunities.

## 2. Research Methods

The type of research used in this study is associative using survey methods sourced from data from PT. Jasa Raharja Surabaya. In this study using two types of data, namely primary data and secondary data. Primary data is data obtained directly from the object of research, where primary data is obtained from the results of distributing questionnaires, direct observations in the field, and interviews with respondents. While secondary data is data obtained by researchers indirectly through intermediary media, namely through research results, books, articles and various publications and related agencies that are relevant to the issues raised.

### 1. Sampling technique

Is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions. Sugiyono (2010:61) who argues that: "Population is a generalization area consisting of; objects/subjects that have certain quantities and characteristics determined by the researcher to be studied and then draw conclusions. Based on this information, the population in this study is all employees of PT. Jasa Raharja as many as 159 employees include branch heads, division heads, sub-section heads, representatives and staff.

The sample in this study, using the Proportional Stratified Rhabdom Sampling technique, this technique is used because the population is not homogeneous, referring to the opinion of Sugiyono (2011: 82) that, "Proportional Stratified Rhabdom Sampling is used when the population has members or elements that are not homogeneous and proportionally stratified".

The sample size to be taken in this study will be determined through the Taro Yaname formula and the Slovin formula, referring to the opinion of Riduwan and Engkos Rakhmat (2011:49) as follows:

$$n = \frac{N}{N(d)^2 + 1}$$

Information:

n=number of samples

N = total population size

d2 = defined service (10%)

By using a sample of 159 employees at PT. Jasa Raharja Surabaya with the service level used is 10%, it will obtain a sample with the following calculations:

$$\begin{aligned} n &= \frac{159}{(0.1)^2 + 1} \\ &= \frac{159}{0.01 + 1} \\ &= \frac{159}{1.01} \\ &= 157.4257425742574 \\ &= 72.38 = \text{Rounded off by 72 respondents} \end{aligned}$$

### 2. Data analysis technique

This study analyzes the effect of rewards, work environment conditions and mutations on employee performance, then the model used is Multiple Linear Regression which is used to determine the significant level of influence between independent variables on the dependent variable, which is formulated as follows:

$$Y = a + b_1.X_1 + b_2.X_2 + b_3.X_3 + e$$

Where:

Y= Employee Performance

a= Constant

b1.b2 = Coefficient of Independent Variables

X1 = Rewards

X2 = Working Environment Conditions



X3 = Employee Transfer

e= Confounding Variable

Tests are carried out using:

**F test.**

The test of the regression model uses the F test, with the criteria that if the results of the F test are significant at = 0.05, then the independent variable can explain changes in the dependent variable or the model used is appropriate. The F test is used to see or test the effect of the independent variables together on the dependent variable. Testing through the F test is to compare the value of Fcount with Ftable or by looking at the probability value at a significant degree of 5%. If Fcount > Ftable or if the probability is < 5%, then Ho is rejected and Ha is accepted, meaning that the independent variable Reward, working environment conditions and mutations have a significant effect on employee performance. Meanwhile, if F count Ftable or if the probability of error 5% then Ho is accepted and Ha is rejected, meaning that the independent variable is Reward, Furthermore, the accuracy of the regression model is shown by looking at the coefficient of determination (R2) which shows the ability of the independent variable to explain changes in the dependent variable. The greater the value of R2 (close to one) then the role of the variation of the independent variable on the dependent variable is greater, conversely the smaller the value of R2 (close to zero), the role of the variation of the independent variable on the dependent variable is getting smaller.

**Variable Significance Test (t Test)**

The t-test was used to test the effect of each independent variable on the dependent variable. If probability < 0.05 or tcount > ttable or tcount < - ttable then the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted, meaning that partially the independent variable has a significant effect on the dependent variable at an error rate of 5% ( $\alpha = 5\%$ ). Conversely, if the probability 0.05 or tcount ttable or tcount > ttable then the null hypothesis (Ho) is accepted and the alternative hypothesis (Ha) is rejected, meaning that partially the independent variable has no significant effect on the dependent variable at an error rate of 5% ( $\alpha = 5\%$ ).

**3. Results And Discussion**

**3.1 Regression Analysis**

The results of multiple regression analysis between reward variables, working environment conditions and support from colleagues on employee performance at PT. Jasa Raharja Surabaya is presented in Table 2 below:

TABLE 2  
 TEST THE COEFFICIENT OF DETERMINATION

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,461(a)	,212	,177	,63220

Source: processed data

From the results of multiple linear regression analysis in table 2 above, it can be interpreted that the calculated R which shows the correlation or relationship between the independent variable and the dependent variable is 0.461, which means that the correlation or level of closeness of the relationship between the independent variable and the dependent variable can be assessed as strong. The assessment of the strength and weakness of this correlation value basically uses the parameter value of the correlation which can be said to be strong if the Rxy value > 0.05. Then to determine the effect of the independent variable on the dependent variable can be known through the value of Adjusted R-Square = 0.212. This means that 21.2% of the Employee Performance variable can be explained by the variable Reward, Working Environment Conditions, and Mutations, while the remaining 78.8% is explained by other causes outside the model.

**3.2 Hypothesis testing**

Hypothesis testing in this study was conducted twice, the first was the simultaneous significance test (F test) and the next was the individual parameter significant test (t test).

**F Uji test**

Simultaneous significant test is used to test the research model by knowing whether the variables of reward, working environment conditions, and mutations together have a significant effect on employee performance. The results of the simultaneous significance test (F test) can be seen in table 3 below:



TABLE 3  
F TEST RESULTS

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7,315	3	2,438	6,101	,001(a)
	Residual	27,178	68	,400		
	Total	34,493	71			

Source: processed data

The results of the F test show that the calculated F is 6.101 with a significance level of 0.001 below 0.05. So this regression model can be used to predict employee performance or it can be said that the variable Reward, working environment conditions, and mutations together affect employee performance.

TABLE 4  
REGRESSION RESULTS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.044	,574		7,041	,000
	REWARD	,561	,146	,535	3,843	,000
	CONDITION	-,286	,138	-,244	-2,067	,043
	MUTATION	-,088	,126	-,091	-,699	,487

Source: processed data

Of the three independent variables included in the regression model, the variable *Reward* significant at 0.000. The variable working environment conditions is significant at 0.043. The mutation variable was not significant at 0.487. Based on the results of the calculations above, the following multiple linear regression equation is obtained:

$$Y = 4.044 + 0.561 X_1 - 0.286 X_2 - 0.088 X_3$$

The constant a value of 4.044 indicates that if the level of *Rewards*, working environment conditions, and mutations increase, employee performance will increase by 4.044. The X1 regression coefficient is 0.561 if the reward has increased by one unit it will cause an increase in the level of employee performance by 0.561 units assuming the other independent variables are constant. The regression coefficient of X2 is -0.286, meaning that if the level of working environment conditions increases by one unit, it will cause a decrease in the level of performance by 0.286 units with the assumption that the other independent variables are constant. The regression coefficient of X3 is -0.088, which means that if the mutation rate increases by one unit, it will cause a decrease in the level of employee performance by 0.088 with the assumption that the other independent variables are constant.

**T Uji test**

T test is used to show how far the influence of one explanatory or independent variable individually in explaining the variant of the dependent variable. In table 4.15 can be seen:

1. *Rewards*(X1)  
Reward regression coefficient of 0.535 indicates Reward has a positive influence on employee performance. Based on the results of the regression analysis, the value of t = 4.097 with p value = 0.000 is significant at 5%.
2. Working Environment Conditions (X2)  
The regression coefficient of working environment conditions of -0.244 indicates that the work environment has a negative influence on employee performance. Based on the results of the regression analysis, the value of t = -2.225, with p value = 0.043 is significant at 5%.
3. Mutation (X3)  
The mutation regression coefficient of -0.091 indicates that mutations have a negative effect on employee performance. based on the results of the regression analysis, the value of t = -1.084 with a value of p = 0.487 is not significant at 5%.

**Hypothesis test results**



a. Hypothesis Test Results 1

Testing hypothesis 1 in this study using the F test, which is to test the overall significance of the regression coefficient on the dependent variable. The results of the regression analysis obtained the value of  $F_{count} = 6.474$ , while the value of  $F_{table}(3;68) = 2.739502$ , so  $F_{count} > F_{table}$  with a probability of 0.001 less than 0.05 means that H1 is accepted, meaning Reward, working environment conditions, and mutations together -the same has a significant effect on performance.

b. Hypothesis Test Results 2

Testing hypothesis 2 in this study using the t-test, which is to partially test the significance of the regression coefficient on the dependent variable. The results of the t-test show that for the Reward variable, the value of  $t_{count} = 3.843$  while the value of  $t_{table}(0.025;68) = 1.995469$ , so  $t_{count} > t_{table}$  with a probability of  $0.000 < 0.05$  means H2 is accepted, meaning that Reward has a significant effect on employee performance.

c. Hypothesis Test Results 3

Variable Working Environment Conditions with a value of  $t_{count} = -2,067$  while the value of  $t_{table} = 1.995469$ , so  $t_{count} > t_{table}$  with a probability of  $0.043 < 0.05$  means H3 is accepted, meaning that the working environment conditions have a significant negative effect on employee performance.

d. Hypothesis Test Results 4

e. For the mutation variable, the value of  $t_{count} = -0.699$  while the value of  $t_{table} = 1.995469$ , so  $t_{count} < t_{table}$  with a probability of  $0.487 > 0.05$  means that H4 is rejected, meaning that the mutation has no significant effect on employee performance.

f. Hypothesis Test Results 5 most dominant variables.

Based on the comparison of the regression coefficient values of the independent variable of the reward, the independent variable of the working environment condition and the free variable of mutation, it can be seen that the regression coefficient of the reward variable is greater than the regression coefficient of the work environment condition variable and the mutation variable, which is 0.535. Thus, the second hypothesis is proposed, namely "It is suspected that the Reward variable has a dominant influence on the performance of PT. Jasa Raharja Surabaya", accepted.

### 3.3 Discussion of Research Results

This study aims to determine the effect of rewards, working environment conditions, and mutations on employee performance. The results of the regression in testing in this study aimed to determine the relationship between the influence of the variables in this study. The results of testing the effect of the reward variable on employee performance indicate that the reward variable has an effect on the employee performance variable. This is shown from the significance of Reward on employee performance  $0.000 < 0.05$ , which means that the first hypothesis is accepted that there is an effect of Reward on employee performance. Where Reward is a return from services issued by human resources to the organization, or the value attached by the company to the expertise and capabilities of human resources, or rewards given by the company to people who have contributed. The rewards given by the company must be perceived as fair by employees and the amount of the rewards is not much different from what is expected by employees. Rewards are influenced by many factors such as salary, wages, benefits, rewards, promotions. The results of this test are consistent with research conducted by Sigid Adri (2016) and Eko Santoso (2017) which show that there is a positive and significant relationship between Reward and employee performance. So the results of this test can be concluded that the greater the reward given, the higher the employee's performance. The results of this test are consistent with research conducted by Sigid Adri (2016) and Eko Santoso (2017) which show that there is a positive and significant relationship between Reward and employee performance. So the results of this test can be concluded that the greater the reward given, the higher the employee's performance. The results of this test are consistent with research conducted by Sigid Adri (2016) and Eko Santoso (2017) which show that there is a positive and significant relationship between Reward and employee performance. So the results of this test can be concluded that the greater the reward given, the higher the employee's performance.

The results of testing the effect of working environmental conditions on employee performance indicate that the variable working environment conditions affect employee performance variables. This is indicated by the significance of working environmental conditions on employee performance  $0.043 < 0.05$ , which means that there is an influence of working environmental conditions on employee performance. Working environment conditions are influenced by internal and external factors. Such as office facilities and infrastructure, buildings, superior-subordinate relationships, and peer-to-peer relationships. The results of this

study are consistent with the research of Anak Agung (2012) which shows that there is a positive and significant relationship between work environment conditions and employee performance.

The results of testing the effect of mutation variables on employee performance indicate that mutation variables have no effect on employee performance variables. This is indicated by the significance of mutations on employee performance  $0.487 > 0.05$ , which means the hypothesis is rejected, that there is no effect of mutations on employee performance. This study is consistent with Agnetha Judas' research (2013) where mutations have no effect on employee performance.

From the discussion and results of hypothesis testing that have been tested, the variables that affect employee performance are rewards and working environment conditions. Mutation variable has no effect on employee performance.

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