



The influence of career development, organisational commitment and job satisfaction on employee performance regional secretariat of Sungai Penuh City

Wazirman¹, Mahdalena², Hafdi Risman³, Sulvia Dewi⁴
^{1,2,3,4}Management, Sekolah Tinggi Ilmu Ekonomi KBP Padang, Indonesia

ARTICLE INFO

Article history:

Received Nov 05, 2023
Revised Nov 14, 2023
Accepted Nov 21, 2023

Keywords:

Career development;
Job satisfaction;
Organizational commitment.

ABSTRACT

This study aims to analyse the influence of career development, organisational commitment, and job satisfaction on the performance of employees of the regional secretariat of Sungai Penuh city in the context of the current work environment. This research uses a quantitative approach with a survey method, involving employees of the regional secretariat of the city of Sungai Penuh. The technique in sampling is using total sampling technique. The number of samples in this study was 45 people and hypothesis testing in this study using multiple linear regression analysis. The results of data analysis show that career development contributes positively to improving employee performance. Career development provides additional motivation for employees to improve their competence and contribute more effectively in achieving organisational goals. In addition, organisational commitment is also proven to have a positive effect on employee performance. Employees who have a high level of commitment tend to be more focused and dedicated in carrying out their tasks, which in turn has a positive impact on their performance. Furthermore, job satisfaction also has a positive influence on employee performance. Employees who feel satisfied with their jobs are more likely to work with high passion and dedication, and are more likely to achieve the results expected by the organisation. The results of this study suggest that career development, organisational commitment, and job satisfaction are key factors that play a role in improving employee performance. The findings of this study have important implications for human resource management and organisational leadership. Management needs to pay special attention to employee career development, develop strategies to increase organisational commitment, and create a work environment that supports employee job satisfaction. Thus, organisations can achieve better performance and create more productive and dedicated employees.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Wazirman,
Management,
Sekolah Tinggi Ilmu Ekonomi KBP Padang, Indonesia,
Jl. Khatib Sulaiman No. 61, Padang, Sumatera Barat, 25173, Indonesia.
Email: wazirman@akbpstie.ac.id

1. INTRODUCTION

Government agencies are preoccupied with efforts to reform the bureaucracy. In the three pilot project agencies of bureaucratic reform, namely: Ministry of Finance, BPK and Supreme Court, it will be obtained information that basically they have made many efforts to reform the bureaucracy for a long time. These efforts concern aspects of service, administration, innovation and other aspects that are key to the success of the governance process in accordance with their main tasks and functions (Baharuddin, n.d.; Lay, 2023; Mahardhika et al., 2021; Salim & Rochaendi, 2020). Bureaucratic reform is in line with the demands of the community for the performance of government agencies which are getting higher, resulting in organisations being faced with the challenge of being able to improve services to the community. In carrying out services to the community, of course, human resources are needed. Human resources are a central factor in an organisation, human resources are someone who is ready, willing, and able to contribute to efforts to achieve organisational goals (S. Robbins, 2015). Humans are the main driving factor of all agency activities, because of this role, employees should get more serious attention from the agency (Handoko, 2001). Attention to human resources should not be ignored, because in this field it is the first step in planning the workforce to create quality resources (Rivai, 2018). Human resources are the most important asset in running a government bureaucracy. Humans are active and dominant actors in every organisational activity, where humans become planners, actors and determinants of the realisation of organisational goals. Human resources in organisations need to be managed properly in order to achieve a balance between employee needs and the demands and capabilities of the organisation. The realisation of good performance is highly dependent on the productivity of employees within the agency. Qualified resources that are able to do more than usual are the most important factor in achieving the goals of the organisation. Participation of all employees will be achieved if there is willingness from each individual.

According to (Hasibuan, 2014) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. Each company will evaluate the performance of its employees by comparing the amount they do with the predetermined targets, whether it is in accordance with previous planning or not. Good employee performance will produce positive results, and poor employee performance will produce negative ones.. One of the factors that affect employee performance can be seen from employee absenteeism. The following is a list of the percentage of absenteeism of employees of the regional secretariat of Sungai Penuh city for the last five months, during January to May, there were 45 permanent employees in the company. However, the employee absenteeism rate fluctuated significantly during this period. In January, the absenteeism rate reached 6.45%, which then increased to 9.67% in February. In March, the absenteeism percentage further rose to 12.90%, and peaked in April and May, where both months had the same absenteeism rate of 16.12%.

The consistent increase in absenteeism rates over the period may warrant further evaluation to understand the factors that may be affecting employee well-being or operational efficiency. Further analysis of this data may help identify certain trends or patterns that can guide policies or corrective measures needed to ensure optimal employee productivity and attendance in the work environment.

Based on the data, there has been an increase in the percentage of absenteeism. This is one of the causes of not maximising the performance given by employees to achieve the goals of the agency. Employee discipline is very important for institutions, so leaders need to pay attention to employees in order to minimise their absence. This condition can certainly hinder the achievement of overall agency performance including efforts to improve employee performance. There are several factors that can affect employee performance. These factors include satisfaction, career development, and organisational commitment.

According to (S. P. Robbins, 2003) Job Satisfaction as an individual's general attitude towards his or her job. To produce employees who have high Job Satisfaction, agencies must create conditions that can encourage employees to develop and improve their abilities and skills optimally. One of the efforts that must be taken is to provide satisfactory compensation. The amount of compensation reflects the status, recognition and level of fulfilment enjoyed by employees (Nur'aisyah, 2022; Saba et al., 2020; Syach & Purnama, 2023). If the compensation received by employees is getting better, and the fulfilment of the needs they enjoy is getting more and more. Thus, employee Job Satisfaction will be even better. The level of employee job satisfaction in an agency is the key to the spirit that supports the realisation of agency goals (Alfarizi et al., 2022; Moslehpour et al., 2022; Purwana et al., 2020).

Career development according to (Moekijat, 2016), is an employee's personal efforts to achieve a career plan. These activities may be supported by the personnel department, or independent of the department. Handoko's opinion indicates that good career development provided by the organisation indirectly affects employee loyalty. Commitment is the ability and willingness to align personal behaviour with the needs, priorities and goals of the organisation (Grigoropoulos, 2019; Huynh & Hua, 2020; Wang et al., 2020). This includes ways of developing goals or meeting organisational needs that essentially put the organisation's mission ahead of personal interests. Organisational commitment reflects how an individual identifies with the organisation and how the individual is attached to the goals of the organisation. To increase employee commitment, managers are advised to increase job satisfaction. Organisations that have employees who are satisfied with their organisation tend to be more effective and more productive than employees who are dissatisfied (Manullang, 2013). (Gibson, 2009) stated that personality and organisational commitment have a considerable effect on employee job satisfaction in Indonesia. (Siagian, 2017) suggests that organisational commitment has a positive effect on employee job satisfaction.

2. RESEARCH METHOD

Type of Research

This type of research uses a quantitative approach. This study tests and analyses the direct influence between locus of control, work stress and work conflict on performance. According to (Idris, 2014) quantitative methods can be interpreted as research methods based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, data analysis is quantitative / statistical, with the aim of testing predetermined hypotheses.

Data Type and Source

The type of data in this study is primary data, namely research data obtained or collected directly from the original source (without intermediaries). According to (Sugiyono, 2009), primary sources are data sources that directly provide data to data collectors. Meanwhile, the primary data sources in this study were obtained from answers to questionnaires distributed to respondents. In addition, the data used in this study also comes from various literatures such as previous research, and books related to the problem under study. The types and sources of data used in the research are as follows:

a. Primary data

Data which is the main type of data that supports research. This primary data source is obtained directly from research respondents through respondents' answers in the research questionnaire circulated.

b. Secondary data

Data which is the second type of data that supports research, this data is obtained indirectly from sources of information that are not sought by researchers themselves.

Secondary data sources are data sources such as employee data, organisational structures, journals, and readings related to research and this data source is obtained from the Regional Secretariat of Sungai Penuh City.

Data Collection Technique

The data collection technique in this research is using a questionnaire. After the data is obtained, the results will be presented descriptively and then analysed for the purposes of testing the hypotheses that have been developed (Sugiyono, 2005). The questionnaire was used to obtain primary data which was distributed directly to the selected sample by visiting the respondent. The questionnaire contains questions about the demographics of respondents such as gender, age, occupation, and length of service of employees, especially employees at the regional secretariat of sungai penuh city. In addition, the questionnaire also contained statements about respondents' views relating to career development, organisational commitment, job satisfaction and performance.

Analysis of Multiple Linear Regression

Hypothesis testing in this study uses multiple linear regression analysis. Multiple linear regression analysis aims to determine the causal relationship between the variables that influence and the variables that are influenced. With the multiple linear regression equation model as follows:

$$Y = a + b_1.X_1 + b_2.X_2 + X_3 + e \quad (1)$$

Where:

Y	= Performance
a	= Constant Intersep
X1	= Locus of control
X2	= Work stress
X3	= Work conflict
b1, b2	= Regression Coefficient
e	= Error Term

T and F Statistical Test

T-statistic test

The t statistical test to see whether the independent variables X1, X2, X3 have a significant effect on the dependent variable Y in the regression equation used, it is necessary to test the hypothesis using the t statistical test, namely comparing the tcount value with the ttable value at $df = n-2$. The formula for tcount in regression analysis is:

$$t_{hit} = \frac{b}{S_{b^1}} \quad (2)$$

Description:

t hit	= Test Value Coefficient
b _i	= Regression Coefficient
S _{b_i}	= Standard Error of Regression Coefficient

Hypothesis testing criteria: If t count is greater than t table then the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted, meaning that there is a significant effect of the independent variable on the dependent variable. Conversely, if tcount is smaller than ttable, the null hypothesis (Ho) is accepted and the alternative hypothesis (Ha) is rejected, meaning that there is no significant effect of the independent variable on the dependent variable. Other criteria if $\alpha = 0.05$ is smaller or equal to the Sig value ($\alpha = 0.05 \leq \text{Sig}$), then Ho is accepted and Ha is rejected and vice versa.

F statistic test

The F statistical test is used to determine whether the regression model used is appropriate in presenting the research data. (Ghozali, 2016) the formula used is:

$$F = \frac{R^2/k}{(1 - R^2)/(n - k - 1)} \quad (3)$$

Where:

F : F test

R² : Coefficient of determination

K : Number of independent variables

n : Number of samples

This F statistical test is carried out by comparing the Fcount value with Ftable at df = k, n-k-1, at a certain significant level. If Fcount is greater than Ftable, then the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted, whereas if Fcount is less than Ftable, then the null hypothesis (Ho) is accepted, and the alternative hypothesis (Ha) is rejected. The F statistical test is used to determine whether the regression model used is appropriate in presenting the research data. This F statistical test is carried out by comparing the Fcount value with Ftable at df = k, n-k-1, at a certain significant level. If Fcount is greater than Ftable (Fcount ≥ Ftable), it means significant, then the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted, whereas if Fcount is less than Ftable, then the null hypothesis (Ho) is accepted, and the alternative hypothesis (Ha) is rejected (Ghozali, 2016).

Coefficient of Multiple Determination (R²)

To determine the size of the influence of the independent variable on the dependent variable, it is determined by the coefficient of multiple determination (R²). To measure the magnitude of the influence of the independent variable on the dependent variable, the coefficient of multiple determination (R²) is used (Sekaran, 2011). If the R² value is close to 0 (zero), then the contribution (influence) of the independent variables simultaneously on the dependent is small. Conversely, if the R² value is close to 1 (one), then the simultaneous contribution (influence) of all independent variables to the dependent variable is large. The test was carried out with the help of the SPSS programme

3. RESULTS AND DISCUSSIONS

Hypothesis Test Result

Multiple Linear Analysis

In testing the hypothesis of this study, multiple linear regression tests were used, which aim to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis is done by comparing tcount with ttable and sig value with α = 0.05. In detail the results of multiple regression testing can be seen in Table 2

Table 2. Statistical Test Results

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	71.855	8.339		8.616	.000
Career Development	.361	.108	.057	3.342	.001
Organisational Commitment	.436	.100	.137	4.360	.000
Job Satisfaction	.436	.100	.137	4.360	.000
Dependent Variable: Performance	()				

Source: Processed primary data, 2023

Based on table 2, the regression equation is obtained as follows:

$$Y = 71.855 + 0.361 X1 + 0.436 X2 + 0.436 X3 + e \quad (3)$$

Where:

- Y = Performance
- X1 = Career Development
- X2 = Organisational Commitment
- X3 = Job Satisfaction
- e = standard error

Based on the equation above, it can be explained that:

- a. From the above equation it can be seen that there is a constant value of 71.855 which means that if the career development of organisational commitment and job satisfaction is zero, then the value of the performance variable is at 71.855. This means that the variable career development organisational commitment job satisfaction contributes to the performance of employees of the Regional Secretariat of Sungai Penuh City.
- b. The regression coefficient value of career development is positive 0.361. This means that if career development increases by one unit, it will result in an increase in performance of 0.361 units.
- c. The regression coefficient value of Organisational Commitment is positive, namely 0.436. this means that if the organisational commitment increases by one unit, it will result in an increase in the performance of employees of the Regional Secretariat of Sungai Penuh City by 0.436 units.
- d. The regression coefficient value of job satisfaction is positive, namely 0.436. this means that if the organisational commitment increases by one unit, it will result in an increase in the performance of employees of the Regional Secretariat of Sungai Penuh City by 0.436 units.

Statistical Test Results t

Partial regression testing (t test) is useful for testing the effect of each independent variable partially on the dependent variable. To determine whether there is an influence of each independent variable on the dependent variable, it can be seen by comparing the probability value (p-value) of each variable with the significance level used, namely 5%. Based on the results of data processing, the following data were obtained:

1. Based on the first hypothesis proposed by the researcher, it shows that the career development variable has a significant effect on the performance of employees of the regional secretariat of Sungai Penuh city. It is also explained in the regression analysis results that the career development variable has a t value of 3.342 greater than the t table of 1.677 and obtained a significance value of 0.001 less than the significance level of 0.05 ($0.001 < 0.05$). Therefore it can be concluded that H1 is accepted.
2. The second hypothesis explains that the organisational commitment variable has a calculated t value of 4.360 greater than the t table of 1.677 and obtained a significance value of 0.000 smaller than the significance level of 0.05 ($0.000 < 0.05$). Therefore, it can be concluded that organisational commitment has a significant effect on the performance of employees of the regional secretariat of Sungai Penuh city, so H2 is accepted.
3. The test results for the third hypothesis show that job satisfaction has a significant effect on the performance of employees of the regional secretariat of the city of Sungai Penuh. job satisfaction has a calculated t value of 4.360 smaller than the t table 1.677 and and obtained a significance value of 0.000 smaller than the significance level of 0.05 ($0.002 < 0.05$), then H3 is accepted.

F-test

Simultaneous testing is carried out using the F test to determine whether all independent variables in the model have an influence on the dependent variable which is tested simultaneously. Table 3 below illustrates the results of the F statistical test

Table 3. F Statistical Test Results

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.231	3	5.410	14.483	.000 ^b
	Residual	717.460	45	11.210		
	Total	733.691	48			

a. Dependent Variable: y

b. Predictors: (Constant), x3, x1, x2

Source: Data processed, 2023

Test Results of the Coefficient of Determination (R²)

To find out how much influence career development, organisational commitment, and job satisfaction have on the performance of employees of the regional secretariat of Sungai Penuh city, it can be seen from the adjusted R square value in table 4.

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.858a	.736	.701	3.16870

a. Predictors: (Constant), career development, organisational commitment, and job satisfaction

Source: Primary Data Processed, 2023

Table 4 shows the Adjusted R Square value of 0.701 or 70.1%. These results indicate that the performance variable that can be explained by variables x1, x2 and x3 is 70.1%. While the difference of 0.299 or 29.9% (100% -70.1%) is explained by other variables or variables not examined by the author such as leadership, work environment, organisational culture, competence and compensation.

Discussions

Effect of Career Development on Performance.

The Career Development variable (X1) has a significance value of 0.001 <0.05, meaning that it partially affects performance. This is in accordance with statistics if the probability of the t value or significance <0.05, it can be concluded that there is an influence between the independent variable and the dependent variable. These results according to Table 3 show that in the career development variable, the majority of respondents answered "agree" by 43.60%. This indicator shows that employees always expect career development to run better than before. Therefore, it is important for employees to always improve their quality better than before. The results of this study are in accordance with the theory (Handoko, 2001) career development is basically oriented towards the development of the organisation/company in responding to future challenges, every organisation must accept the fact that its future existence depends on human resources. So it can be concluded that the Regional Secretariat of Sungai Penuh City has fulfilled good career development in the office so that it can affect employee performance.

The effect of Organisational Commitment on job satisfaction.

The Organisational Commitment variable (X2) has a significance value of 0.000 <0.05, meaning that partially it has no effect on performance. This is in accordance with statistics if the probability of the t value or significance <0.05, it can be concluded that

there is an influence between the independent variable and the dependent variable. The results of this study according to Table 3 show that in the organisational commitment variable the majority of respondents answered "strongly agree" by 50.20%. This indicator shows that employees are committed to their office or organisation, so it is important for employees to always be responsible for all mandated tasks in order to improve their performance. According to (Darma & Supriyanto, 2017) defines organisational commitment as an attitude where the individual identifies himself with the goals and expectations of the organisation where he works and tries to maintain membership in the organisation to realize the goals of the organisation.

The effect of job satisfaction on performance.

The job satisfaction variable (X3) has a significance value of $0.000 < 0.05$, meaning that partially it has no effect on performance. This is in accordance with statistics if the probability of the t value or significance < 0.05 , it can be concluded that there is an influence between the independent variable and the dependent variable. The results of this study according to Table 4.6 show that in the job satisfaction variable the majority of respondents answered "strongly agree" by 50.20%. This indicator shows that employees are committed to their office or organisation, so it is important for employees to always be responsible for all mandated tasks in order to improve their performance. According to (Cronje, 2020) defines job satisfaction as an attitude where the individual identifies himself with the goals and expectations of the organisation where he works and tries to maintain membership in the organisation to realize the goals of the organisation.

The influence of career development, organisational commitment, and job satisfaction on the performance of employees of the Regional Secretariat of Sungai Penuh City.

Based on the results of the analysis of the F test, it is known that the significance level of the career development variables of organisational commitment and job satisfaction is $0.000 < 0.05$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence together between career development organisational commitment and job satisfaction on the performance of employees of the Regional Secretariat of Sungai Penuh City. This indicates that the better the level of career development of organisational commitment and job satisfaction of the Regional Secretariat of Sungai Penuh City, the better the level of employee performance so that these results indicate that career development of organisational commitment and job satisfaction can jointly affect performance.

4. CONCLUSION

Based on the discussion that has been carried out regarding career development, organisational commitment and job satisfaction on the performance of employees of the Regional Secretariat of Sungai Penuh City, the following conclusions can be drawn. 1). Career development has a significant positive effect on the performance of employees of the regional secretariat of Sungai Penuh City, this means that if career development increases, performance will increase. 2). Organisational Commitment has a significant positive effect on the performance of employees of the regional secretariat of Sungai Penuh City, this means that if organisational commitment increases, performance will increase. 3). Job satisfaction has a significant positive effect on the performance of employees of the regional secretariat of Sungai Penuh City, this means that if job satisfaction increases, performance will increase. 4). Career development, organisational commitment and job satisfaction have a significant effect together on the performance of employees of the Regional Secretariat of Sungai Penuh City. It is hoped that further research can use this research as additional knowledge and information and can be used as a foundation that has themes that are in accordance with career development, organisational commitment, job satisfaction on

employee performance and further research is recommended to add or use other variables and different indicators, of course, supported by theories or based on preliminary research.

REFERENCES

- Alfarizi, A. W., Haryadi, D., & Syaechurodji, S. (2022). Mediating of job satisfaction in improving employee performance with the role of empowerment and work discipline. *Jurnal Mantik*, 6(2), 1892–1902.
- Baharuddin, T. (n.d.). PARADIGMA DAN INOVASI PENYELENGGARAAN PEMERINTAHAN DAERAH. *Jurnal Media Birokrasi*.
- Cronje, J. C. (2020). Designing Questions for Research Design and Design Research in e-Learning. *Electronic Journal of E-Learning*, 18(1), pp13-24.
- Darma, P. S., & Supriyanto, A. S. (2017). the Effect of Compensation on Satisfaction and Employee Performance. *Management and Economics Journal (MEC-J)*, 1(1), 66. <https://doi.org/10.18860/mec-j.v1i1.4524>
- Ghozali, I. (2016). Aplikasi Analisis multivariete dengan program IBM SPSS 23 (Edisi 8). *Cetakan Ke VIII. Semarang: Badan Penerbit Universitas Diponegoro*, 96.
- Gibson, J. L. et al. (2009). *Organisasi: Perilaku, Struktur, Proses*. Binarupa Aksara.
- Grigoropoulos, J. E. (2019). The Role of Ethics in 21st Century Organizations. *International Journal of Progressive Education*, 15(2), 167–175.
- Handoko, T. H. (2001). *Manajemen Personalia dan Sumber Daya Manusia (II)*. BPFE Yogyakarta.
- Hasibuan, M. (2014). *Manajemen Sumber Daya Manusia. Edisi Revisi*. PT. Bumi Aksara.
- Huynh, T. N., & Hua, N. T. A. (2020). The relationship between task-oriented leadership style, psychological capital, job satisfaction and organizational commitment: evidence from Vietnamese small and medium-sized enterprises. *Journal of Advances in Management Research*, 17(4), 583–604.
- Idris. (2014). *Aplikasi model analisis data kuantitatif dengan program SPSS*. UNP Press.
- Lay, M. R. (2023). Strategi Pengembangan Aparatur Pemerintah Daerah Dalam Otonomi Daerah. *Jurnal Pendidikan Dan Konseling (JPDK)*, 5(2), 1544–1553.
- Mahardhika, D. I., Karmanis, K., & Werdiningsih, R. (2021). Upaya Peningkatan Kinerja Dan Pengembangan Kompetensi Menuju ASN Bertaraf Internasional. *Jurnal Media Administrasi*, 6(2), 1–16.
- Manullang, M. (2013). *Dasar-dasar Manajemen*. Monara.
- Moekijat. (2016). *Perencanaan Sumber Daya Manusia*. Mandar Maju.
- Moslehpour, M., Chang, M.-L., & Dadvari, A. (2022). Adopting the configurational approach to the analysis of job satisfaction in Mongolia. *European Research on Management and Business Economics*, 28(1), 100179.
- Nur'aisyah, S. (2022). Literature Review: Pengaruh Kompensasi (Finansial) Dan Kompensasi (Non Finansial) Terhadap Kinerja Karyawan. *SENMABIS: Conference Series*.
- Purwana, D., Ahmad, A., & Saptono, A. (2020). The Influence of Leadership and Work Environment toward Organizational Citizenship Behavior (OCB) through Work Satisfaction. *International Journal on Advanced Science, Education, and Religion*, 3(4), 175–189.
- Rivai, V. (2018). *Manajemen Sumber Daya Manusia*. PT. Raja Grafindo Persada.
- Robbins, S. (2015). *Perilaku Organisasi*. Salemba Empat.
- Robbins, S. P. (2003). *Perilaku Organisasi*. PT. Indeks Gramedia.
- Saba, C. A. V., Timuneno, T., & Kurniawati, M. (2020). Pengaruh Kompensasi dan Lingkungan Kerja terhadap Kinerja Karyawan pada CV. Auto Nusa Abadi Kupang. *JOURNAL OF MANAGEMENT Small and Medium Enterprises (SME's)*, 12(2), 191–202.
- Salim, A., & Rochaendi, E. (2020). Pemberdayaan tenaga administrasi sekolah dalam meningkatkan kinerja pelaksanaan tupoksi. *Transformasi: Jurnal Kepemimpinan & Pendidikan Islam*, 4(1), 41–58.
- Sekaran, U. (2011). *Research Methods For Business (Metode Penelitian Untuk Bisnis)*. Salemba Empat.
- Siagian, S. P. (2017). *Manajemen Sumber Daya Manusia, Edisi 1*. Bumi Aksara.
- Sugiyono. (2005). *Memahami Penelitian Kualitatif*. Alfabeta.
- Sugiyono. (2009). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Syach, A. R., & Purnama, Y. H. (2023). PENGARUH KOMPENSASI, BEBAN KERJA DAN DISIPLIN KERJA TERHADAP KINERJA KARYAWAN. *Jurnal Ilmiah Multidisiplin*, 2(05), 76–81.

Wang, T., Olivier, D. F., & Chen, P. (2020). Creating individual and organizational readiness for change: conceptualization of system readiness for change in school education. *International Journal of Leadership in Education*, 1–25.