
The Existence, Relationship, And Growth Needs Effect on Job Satisfaction and Its Impact on Working Performance of Technical Service Officers at PT PLN (Persero) UP3 Sigli

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Abstract

This study aims to examine the Affection of Existence, Relationship, and Growth Needs on Job Satisfaction and Their Impact on the Working Performance of Technical Service Officers at PT PLN (Persero) UP3 Sigli. The data population used in this research was about 117 people, and we used its population as a full data sample. The result reveals that Existence Needs affect Job Satisfaction, Relationship Needs affect Job Satisfaction, Growth Needs affect Job Satisfaction, Existence Needs affect Working Performance, Relationship Needs affect Working Performance, Growth Needs affect Working Performance, Job Satisfaction affects Working Performance, Job Satisfaction mediates Existence Needs effect on Working Performance, Job Satisfaction mediates Relationship Needs effect on Working Performance, and Job Satisfaction mediates Growth Needs effect on Working Performance. These findings also explain that the effect produced by job satisfaction in the overall model is a partial mediation effect. These results explain that the model for increasing Working Performance at PT PLN (Persero) UP3 Sigli is proven to be a function of Existence, Relationship, and Growth Needs, as well as Job Satisfaction.

Keywords: Existence Needs, Relationship Needs, Growth Needs, Job Satisfaction, Working Performance

1. Introduction

Electricity is one of the primary modern needs of this age, with every single device or tool requiring electrical energy to operate. The reliability of electricity distribution is one of the primary services provided by PT PLN (Persero) as a State Electricity Company to every single customer. To maintain quality service, which will lead to customer satisfaction, in its implementation, PLN involves electricity personnel throughout Indonesia. Many parties are involved in maintaining service quality, especially reliability, one of which is the Technical Service Officer. Technical services are officers formed by PLN through an outsourcing system (partners) who focus on assigning repairs and handling electrical system disturbances on the 20,000-volt network system or Medium Voltage Network (JTM) as well as on the low-voltage network on the 220-volt and 380-volt customer sides. They operate to maintain reliability for 7 (seven) days and 24 hours non-stop through a shift system for each team. PT PLN (Persero) UP3 Sigli (Branch located in Sigli city), as one of the Customer Service Implementation Units under PT PLN (Persero) UIW Aceh (Aceh Regional Main Unit), which provides electricity distribution services to customers, especially in Pidie and Pidie Jaya districts, is required to

provide the best service, especially reliable electricity supply to customers, with a total of 168,121 customers spread across Pidie and Pidie Jaya Regencies, in carrying out its operations, PT PLN (Persero) UP3 Sigli is assisted by 3 (three) Customer Service Units (ULP) whose task is to interact directly in the business process of distribution services to customers, both customers tariff groups Household (R), Social (S), Business (B), Industrial (I), Government (P), and Special Services (L). In providing reliability services and handling electrical disturbances, PT PLN (Persero) UP3 Sigli places several technical service officers spread across several posts, which are directly monitored by each ULP. The details are:

Table 1. Technical Service Officer Assignment of PT. PLN (Persero) UP3 Sigli

Work Unit	Outsource Company	Technical Service Officer					Total
		Coordinator	HSE	ULP	co-ULP	Inspector	
ULP Sigli Kota	PT Arains	1		16	32	2	51
ULP Beureunuen	PT Vegana Elektrik Utama		1	16	16	2	36
ULP Meureudu		1	1	12	16	1	30
TOTAL							117

Source: Data processed (2022)

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They operate to maintain reliability for 7 (seven) days and 24 hours non-stop through a shift system for each team. PT PLN (Persero) UP3 Sigli, as one of the Customer Service Implementation Units under PT PLN (Persero) UIW Aceh, which provides electricity distribution services to customers, especially in Pidie and Pidie Jaya districts, is required to provide the best service, especially reliable electricity supply to customers, with a total of 168,121 customers spread across Pidie and Pidie Jaya Regencies, in carrying out its operations, PT PLN (Persero) UP3 Sigli is assisted by 3 (three) Customer Service Units (ULP) whose task is to interact directly in the business process of distribution services to customers, both customers tariff groups Household (R), Social (S), Business (B), Industrial (I), Government (P), and Special Services (L). In providing reliability services and handling electrical disturbances, PT PLN (Persero) UP3 Sigli places several technical service officers spread across several posts, which are directly monitored by each ULP. From the pre-research conducted previously, the work performance of PT PLN (Persero) UP3 Sigli engineering services employees is still not doing well. This is because the average score obtained is still low. Employee skill indicators are still not following job design.

One of the factors that influences work performance is job satisfaction. Job satisfaction and Working Performance have a very close relationship. Job satisfaction is a positive and optimistic emotional state regarding the assessment of work results and work experience. High employee job satisfaction will usually increase employee work performance. On the other

hand, job satisfaction among Technical Services officers of PT PLN (Persero) UP3 Sigli is still not doing well because there are weak indicators, namely company policies, that are considered to still be detrimental to workers. Someone with a high level of job satisfaction has positive feelings about their job (Robbins & Judge, 2017). One thing that can be done to improve work performance is to increase motivation. Motivation is important for employees and for managers to encourage employees to work optimally. Motivation that is created appropriately will also encourage employees to do their best in carrying out their duties. The research of (Mayvita, Astuti, & Ruhana, 2017) and (Inzani & Yeni, 2021) shows that the existence need has a positive and significant effect on work performance, where the better the need for existence obtained by employees, the higher the work performance will be. The needs of the existence of Technical Services Officer PT PLN (Persero) UP3 Sigli are still not good enough. The lowest indicator shows that the salary received by employees is deemed insufficient to meet their needs. According to Alderfer in (Tewal, Adolfini, Pandowo, & Tawas, 2017), the need for relatedness includes all forms of needs related to the satisfaction of interpersonal relationships in the workplace. The influence of Relationship Needs on employee work performance is also based on the opinion of (Mahmudi, 2015), that the support, enthusiasm, and solidarity that exist between colleagues are things that influence work performance. The preliminary survey regarding the Relationship Needs of technical service personnel at PT PLN (Persero) UP3 Sigli shows the condition is still bad. The causing indicator is that the company did not appreciate its worker performance. The research of (Mayvita et al., 2017) and (Inzani & Yeni, 2021) shows that the need for growth has a positive effect on work performance, where the better the need for growth obtained by employees, the higher the work performance will be. The following is an initial survey regarding the growth needs of technical service officers.

The need for growth in technical services officers at PT PLN (Persero) UP3 Sigli is still not well met. The weak indicator is that the company does not provide sufficient freedom of opinion to workers. If these three variables are met, employees can achieve maximum work performance. Without high motivation and good work performance from employees, a company will never be able to compete actively with companies in the same field. Each employee will have different motivations. This is because employees are individuals who also have different personal interests. So, management must provide the right motivation to encourage employees to work optimally. However, companies have limitations in meeting all the needs of their employees, so by knowing the most important needs of employees, companies can determine priorities for meeting the needs of their employees, which is useful in efforts to improve work performance. Based on the various explanations and phenomena mentioned above, the authors need to see the Existence, Relationship, and Growth Needs Effect on Job Satisfaction and Its Impact on Working Performance.

2. Literature

Working Performance Assessment

According to (Panggabean, 2015) and (Mayvita et al., 2017), work performance is the result of work achieved based on ability (skill, experience) and motivation (time commitment). Performance is the achievement achieved by a person in carrying out the tasks and work given to him (Siswanto, 2015: 11). Furthermore, (Marwansyah, 2019) stated performance is the level of achievement of results for carrying out certain tasks. (Kasmir, 2016) reveals several factors influence work performance, such as:

1. Abilities and Skills relate to what a person has in doing work. The more abilities and expertise you have, the more you can complete your work correctly, according to what has been determined.
2. Knowledge, about work will help an employee in carrying out his duties. Therefore, placing employees according to the knowledge they have helps employees to be able to contribute.
3. Work Design, an organization with a good work structure will create a work plan to achieve success in every job.
4. Personality, the employee's personality, or character will also determine the performance that can be presented to the organization where he works. A good leader will also take into account the personalities of his employees to carry out the tasks assigned to him.
5. Job Satisfaction, Motivation is related to the drive for someone to do a job.
6. Compensation is one of the main factors that ensure the maximum work performance of a profit or non-profit organization. It can be provided by employees. Compensation here can be in the form of a satisfactory salary, allowances, bonuses, rewards, growth needs, and so on.
7. Leadership is related to the behavior of a leader in organizing, managing, and ordering his subordinates to carry out the tasks and responsibilities they have been given.
8. Work culture is the set of habits or norms that apply to and are owned by an organization.
9. Job satisfaction, is a person's feeling of happiness, joy, or liking before and after doing a job.
10. Quality of work Life, talks about an individual's level of satisfaction, motivation, involvement, and experience of commitment regarding their life at work.
11. Work Environment, is the atmosphere around the work location, which can be in the form of rooms, facilities, and infrastructure.
12. Loyalty, is something related to employee loyalty to continue working and defending the organization where they work.
13. Commitment, is employee compliance to carry out organizational policies or regulations at work.
14. Work discipline, is an employee's effort to carry out his work activities seriously.

(Mangkunegara, 2016) and (Sulistiyani, Widiani, & Sutopo, 2017) identified indicators that influence work performance, like:

- a. work quantity, namely the amount of work output according to the available work time; what needs to be paid attention to is not the routine results but how quickly the work can be completed;
- b. Work quality, namely the quality of work results that are based on established standards. Usually measured through accuracy, thoroughness, skill, and cleanliness,
- c. Reliability, namely whether or not employees can be relied on, namely the ability to fulfill or follow instructions, initiative, caution, diligence, and cooperation;
- d. Initiative, namely the ability to recognize problems, take corrective action, provide suggestions for improvement, and complete responsibilities

Job Satisfaction

According to (Simanjuntak, 2020), job satisfaction is a set of positive work behaviors that are rooted in strong awareness, strong beliefs, and total commitment to an integrated work paradigm. (Mayvita et al., 2017) stated the factors that influence job satisfaction are motivational needs, namely existence needs, relationship needs, and growth needs. According to (Afandi, 2018), job satisfaction has the following effects:

- a. High productivity, the workforce perceives that what the company has achieved is following what they received, namely fair and reasonable, and is associated with superior work performance.
- b. Absence, is more spontaneous and less of a reflection of dissatisfaction.
- c. Employees who leave their jobs have large economic consequences, so it is most likely related to job dissatisfaction.
- d. Response to job dissatisfaction Exit, namely leaving work and looking for another job

In the research of (Fitri, Deri, Amar, & Abror, 2018), indicators used to measure job satisfaction include:

- a. work itself: Each job requires certain skills according to its respective field. Whether a job is difficult or not, as well as a person's feelings, will increase or decrease job satisfaction (Hartatik, 2014);
- b. Responsibility: is a person's obligation to carry out assigned functions as well as possible following the direction received (Flippo, 2012) and (Beliadwi & Moningka, 2012);
- c. Supervision: help increase worker productivity through good work organization, providing concrete instructions according to work standards, and adequate supplies and other supports (Jauch & Glueck, 1988) in (Beliadwi & Moningka, 2012);
- d. Company Policy: is the level of conformity felt by the workforce to all policies and regulations that apply within the company

ERG (Existence, Relationship, and Growth) Motivation

According to Clayton P. Alderfer's ERG (Existence, Relationship, and Growth) Theory (in (Mayvita et al., 2017) and (Robbins & Judge, 2017), there are three hierarchies of core needs, namely existence, kinship or relatedness, and growth. The three hierarchies of core needs can be described as follows:

a. Existence Needs

The first need, namely existence needs, is the provision of basic material existence requirements, including items that Maslow considers security and safety needs and physiological needs such as salary, working conditions, work equipment, basic human needs for survival, and so on. The measurement indicators of existence needs are as follows:

1. Salary
2. Working atmosphere
3. Work equipment
4. Job security
5. Work safety

b. Relationship Needs

The second need is the need for connection, which is the desire we have to maintain beneficial interpersonal relationships. Social and status desires require interaction with other people to be satisfied, and these desires are in line with Maslow's social needs. The measurement indicators of Relationship Needs are as follows: (1) Communication effectiveness (2) Good cooperation (3) Feeling appreciated (4) growth needs.

c. growth needs.

Growth needs are an intrinsic desire for personal development, including the intrinsic components of Maslow's esteem categories and the characteristics included in self-actualization. The measurement indicators for growth needs are as follows: (1) soft skills training; (2) hard skills training; (3) freedom of opinion; and (4) awards.

Hypothesis

From the Literature, the authors determined the hypotheses to be tested are:

H1: Existence Need affects Job Satisfaction

H2: Relationship Need affects Job Satisfaction

H3: Growth Need affects Job Satisfaction

H4: Existence Need affects Working Performance

H5: Relationship Need affects Working Performance

H6: Growth Need affects Working Performance

H7: Job Satisfaction affects Working Performance

H8: Job Satisfaction mediates Existence Needs effect on Working Performance

H9: Job Satisfaction mediates Relationship Needs effect on Working Performance

H10: Job Satisfaction mediates Growth Needs effect on Working Performance

3. Method

The population in this study was all technical service officers at PT PLN (Persero) UP3 Sigli, totaling 117 employees. A sample is a subset of the population. It consists of some members selected from the population (Sekaran & Bougie, 2016). The sample was taken using census techniques. This makes the entire population the research sample. The hypothesis was tested using the Structural Equation Model (SEM) to test direct effects (H1 to H7), and using the Sobel Test to test indirect effects (H8 to H10).

4. Result

The complete analysis results are shown in the following image:

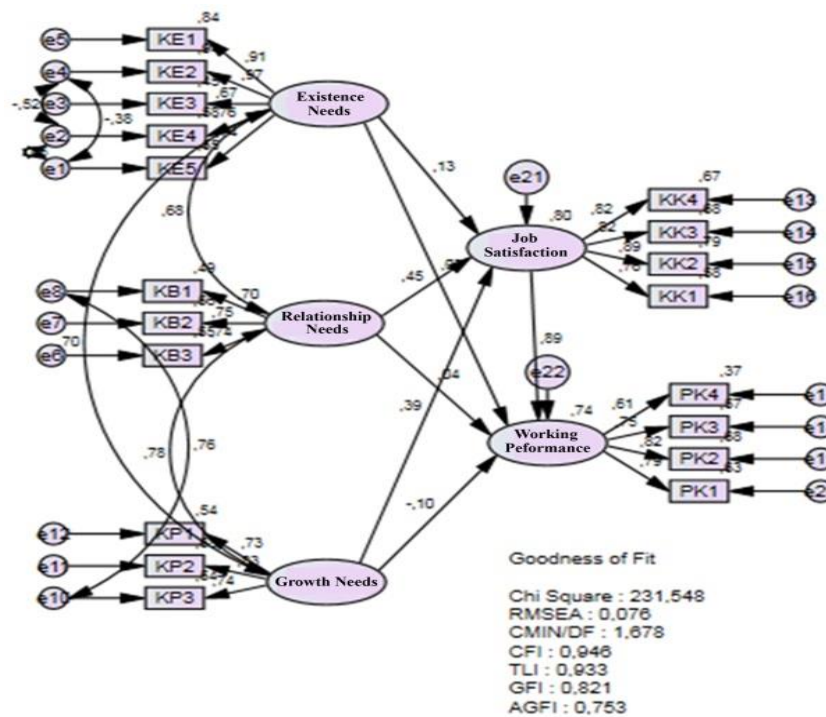


Figure 1. SEM Test Result

Hypothesis testing in this research was carried out resulting in the critical ratio (CR) value figuring the causality.

Table 2. Standardized Regression Weight

	Pengaruh	Estimate	S.E.	C.R.	P	R-Square
Working Satisfaction	<--- Existence Needs	0,126	0,052	2,240	0,015	0,796
Working Satisfaction	<--- Relationship Needs	0,453	0,102	3,239	0,001	
Working Satisfaction	<--- Growth Needs	0,390	0,103	2,800	0,005	
Working Performance	<--- Existence Needs	0,029	0,066	0,268	0,789	0,736
Working Performance	<--- Relationship Needs	0,038	0,144	0,205	0,837	
Prestasi Kerja	<--- Growth Needs	-0,099	0,144	-0,567	0,570	
Working Performance	<--- Working Satisfaction	0,886	0,069	3,503	0,000	

Source: Data processed (2022)

H1: Existence Needs Contribution to Job Satisfaction

The existing needs effect test on job satisfaction obtained CR 2.240 and p 0.015, reveals the need for existence influences job satisfaction significantly. The magnitude of existing needs impact on job satisfaction is 0.126, or 12.6%. This reveals the 1 unit increasing number of existing needs will negatively change job satisfaction 0.126 units.

H2: Relationship Needs Contribution to Job Satisfaction

The Relationship Needs effect test on job satisfaction obtained CR 3.239 with p 0.001, explains the relationship needs influence job satisfaction significantly. The magnitude of the Relationship Needs impact on Job Satisfaction is 0.435 or 45.3%. This explains the 1 unit higher the Relationship Needs, the 0.435 units greater the Job Satisfaction.

H3: Growth Needs Contribution to Job Satisfaction

The Growth Needs effect test on Job Satisfaction obtained CR 2.800 with p 0.005, explains that growth needs influence job satisfaction significantly. The magnitude of the Growth Needs on Job Satisfaction is 0.390 or 39.0%, meaning the 1 unit higher the Growth Needs level, the 0.390 units higher the Job Satisfaction.

H4: Existence Needs Contribution to Working Performance

The Existence Needs effect test on Working Performance obtained CR 0.268 with p 0.789. This concludes that the change in Existence Needs do not impact Working Performance significantly.

H5: Relationship Needs Contribution to Working Performance

The relationship needs effect test on work performance obtained CR 0.205 with p 0.837. This concludes the change in relationship needs do not impact Working Performance significantly.

H6: Growth Needs Contribution to Working Performance

The Growth Needs effect test on Work Performance obtained CR -0.567 with p 0.570. This reveals that Growth Needs do not impact Working Performance significantly.

H7: Job Satisfaction Contribution to Working Performance

The Job Satisfaction effect test on Working Performance obtained CR 3,503 with p 0.000, explains that Job Satisfaction significantly affects Working Performance. The magnitude is 0.886 or 88.6%, which indicates that 1-unit higher job satisfaction will change 0.886 units of Working Performance.

H8: Existence Needs on Working Performance through Job Satisfaction

The mediating effect of the Existence Needs variable on Working Performance is demonstrated as follows:

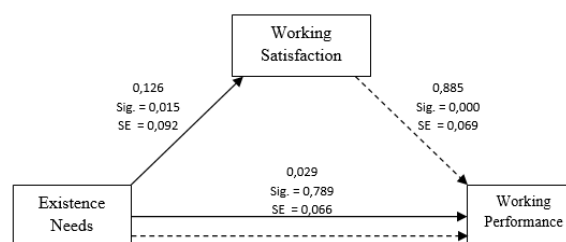


Figure 2. Mediating Effect of Job Satisfaction on Existence Needs Effect on Working Performance

From the results of the Sobel test calculation, the result was 2.380 and was significant at $\alpha = 0.017$. It shows that job satisfaction acts as a mediating variable between existing needs and Working Performance. So, because Job Satisfaction has a significant effect and acts as a mediating variable, the Existence Needs do not have a significant effect on Working Performance, so the role of Job Satisfaction in mediating the relationship between the Existence Needs and Working Performance is fully mediating. Full mediation means that the relationship

between Existence Needs and Working Performance is fully mediated by job satisfaction. Based on Figure 2, the results of the Sobel values can be seen in Table 3 as follows:

Table 3. Sobel Test of Job Satisfaction Role in Existence Needs Effect on Working Performance

Input:		Test statistic:		Std. Error:	p-value:
a	0.126	Sobel test:	2.38105376	0.04688512	0.01726319
b	0.886	Aroian test:	2.37411197	0.04702221	0.01759122
s _a	0.052	Goodman test:	2.3880568	0.04674763	0.01693772
s _b	0.069	Reset all	Calculate		

H9: Relationship Needs on Working Performance through Job Satisfaction

As per the research, the mediating effect of the Relationship Needs variable on Job Satisfaction can be elucidated as follows.

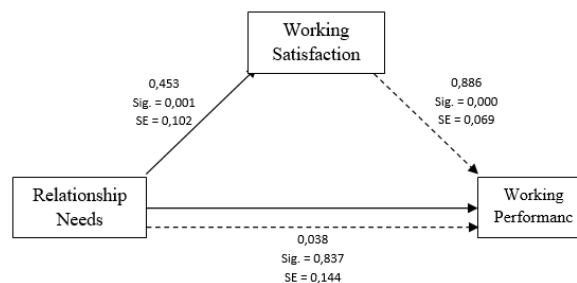


Figure 3. Mediating Effect of Job Satisfaction on Relationship Needs Effect on Working Performance

From the results of the Sobel test calculation, the result was 4.197 and was significant at $\alpha = 0.000$. Job satisfaction acts as a mediating variable between Relationship Needs and Working Performance. So, because Job Satisfaction has a significant effect and acts as a mediating variable, Relationship Needs do not have a significant effect on Working Performance, so the role of Job Satisfaction in mediating the relationship between Relationship Needs and Working Performance is fully mediating. Full mediation means that the relationship between Relationship Needs and Working Performance is fully mediated by job satisfaction, whereas the influence of Relationship Needs on Working Performance can be explained indirectly by job satisfaction. Based on Figure 3, the result of the Sobel test is described below.

Table 4. Sobel Test of Job Satisfaction Role in Relationship Needs Effect on Working Performance

Input:		Test statistic:		Std. Error:	p-value:
a	0.453	Sobel test:	4.19721753	0.09562478	0.00002702
b	0.886	Aroian test:	4.18589537	0.09588343	0.0000284
s _a	0.102	Goodman test:	4.20863205	0.09536543	0.00002569
s _b	0.069	Reset all	Calculate		

H10: Growth Needs on Working Performance through Job Satisfaction

According to the research, the Relationship Needs variable has a mediating effect on Job Satisfaction and it can be explained as follows:

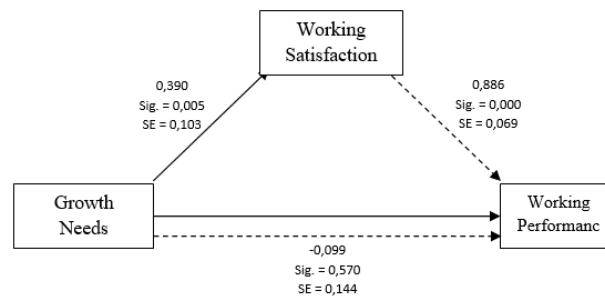


Figure 4. Mediating Effect of Job Satisfaction on Growth Needs Effect on Working Performance

The Sobel test shows the result of 3.363 with p 0.004. Job satisfaction acts as a mediating variable between the need for growth and Working Performance. So, because job satisfaction has a significant effect and acts as a mediating variable, Growth Needs do not have a significant effect on Working Performance, so the role of job satisfaction in mediating the relationship between the need for growth and Working Performance is fully mediating. Full mediation means that the relationship between the need for growth and Working Performance is fully mediated by job satisfaction, where the influence of the Growth Needs on Working Performance can be explained indirectly by job satisfaction. Based on Figure 4, the result of the Sobel test is described below.

Table 5. Sobel Test of Job Satisfaction Role in Growth Needs Effect on Working Performance

Input:		Test statistic:		Std. Error:	p -value:
a	0.390	Sobel test:	3.63180032	0.0951429	0.00028145
b	0.886	Aroian test:	3.62171013	0.09540797	0.00029266
s_a	0.103	Goodman test:	3.64197531	0.09487708	0.00027055
s_b	0.069	Reset all	Calculate		

5. Conclusion

The result reveals that in PT PLN (Persero) UP3 Sigli, Existence Needs affect Job Satisfaction, Relationship Needs affect Job Satisfaction, Growth Needs affect Job Satisfaction, Existence Needs affect Working Performance, Relationship Needs affect Working Performance, Growth Needs affect Working Performance, Job Satisfaction affects Working Performance, Job Satisfaction mediates Existence Needs effect on Working Performance, Job Satisfaction mediates Relationship Needs effect on Working Performance, and Job Satisfaction mediates Growth Needs effect on Working Performance. These findings also explain that the effect produced by job satisfaction in the overall model is a partial mediation effect. These results explain that the model for increasing Working Performance at PT PLN (Persero) UP3 Sigli is proven to be a function of Existence, Relationship, and Growth Needs, as well as Job Satisfaction. These findings strengthen previous models and form the basis for future related research. The limitations of the findings lie in the set of variables studied, namely variables and PT PLN (Persero) UP3 Sigli.

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