

The Influence of Leadership and Human Resource Development Mediated by Job Satisfaction on Employee Performance in Research and Innovation Agency Regional Province of North Sumatra

Rahmat Bahagia Siregar¹, Novien Rialdy², Sri Sundari³

^{1,2,3} Faculty of Economic and dan Business

Universitas Muhammadiyah Sumatera Utara, Indonesia

Correspondence Email: rahmadbahagia@umsu.ac.id

ORCID ID: <https://orcid.org/0000-0002-6980-8724>

ARTICLE INFORMATION

Publication information

Research article

HOW TO CITE

Siregar, R. B., Riald, N., Sundari, S., (2024). The Influence of Leadership and Human Resource Development Mediated by Job Satisfaction on Employee Performance In Research and Innovation Agency Regional Province Of North Sumatra. *Current Issues & Research in Social Sciences, Education and Management*, 2(1), 75-87

Copyright @ 2024 owned by Author(s).
Published by CIR SSEM



This is an open-access article.
License: Attribution-Noncommercial-Share Alike (CC BY-NC-SA)

Received: 5 March 2024

Accepted: 3 April 2024

Published: 6 May 2024

ABSTRACT

This research aims to determine the influence of leadership and human resource development mediated by job satisfaction on employee performance at the Regional Research and Innovation Agency of North Sumatra Province, both direct and indirect influences. This research uses an associative approach with path analysis techniques. The research results show that there is an influence of leadership on the performance of employees of the Regional Research and Innovation Agency of North Sumatra Province. There is no influence of HR development on the performance of employees of the Regional Research and Innovation Agency of North Sumatra Province. There is an influence of leadership on job satisfaction among employees of the Regional Research and Innovation Agency of North Sumatra Province. There is an influence of satisfaction on the performance of employees of the Regional Research and Innovation Agency of North Sumatra Province. There is an influence of leadership on performance moderated by job satisfaction among employees of the Regional Research and Innovation Agency of North Sumatra Province. There is an influence of HR development on performance moderated by job satisfaction among employees of the Regional Research and Innovation Agency of North Sumatra Province.

Keywords: Leadership, Human Resources Development; Job Satisfaction; Performance

INTRODUCTION

The quality of human resources is very important, competent human resources are able to make the organization more advanced and are able to organize, manage and carry out these tasks in accordance with the goals of the organization and company. According to (Wibowo, 2017) stated that performance is the process of doing work until achieving the results achieved from a job. Performance is behavior that is clear and emerges from each individual as a work achievement produced by workers in accordance with their position in the organization. Performance is very vital for achieving organizational goals.

According (Robbins dan Judge, 2019) Employee performance is a role in the relationship between various skills and stimulants, then employee performance refers to a person's achievement as measured based on standards or criteria set by the organization.

Leadership is a method by which a leader carries out continuous activities so that he can influence an organization and its subordinates when carrying out work in an effort to achieve organizational goals. Supportive, inspiring and cultural leadership A good and comfortable organization will provide high motivation and loyalty to the organization.

Organizations that prioritize efficiency and effectiveness in results will try to manage their human resources in an effective and directed manner, starting from recruitment to placement through a thorough planning process.

LITERATURE REVIEW

Understanding Employee Performance

Performance is the output produced by the functions or indicators of a job or profession within a certain time (Wirawan, 2014). According (Tika, 2017) Performance is the results of work functions/activities of a person or group in an organization which are influenced by various factors to achieve organizational goals within a certain time period. The various types of work carried out by employees, of course, require clear criteria, because each type of work has different standards for achieving results.

According (Munandar, 2015), Performance appraisal is the process of assessing the personality traits, work behavior and work results of a worker or employee (workers and managers), which are considered to support their work performance, which is used as consideration for making decisions about actions in the employment sector.

Understanding Leadership

According to (Sutrisno, 2019) "Leadership is a process of directing and influencing activities related to the tasks of group members." According to (Fahmi, 2016), "Leadership is a science that comprehensively examines how to direct, influence and supervise other people to carry out tasks in accordance with planned orders."

According to (M. Hasibuan, 2016) Leadership is the way a leader influences the behavior of subordinates, so that they are willing to work productively to achieve organizational goals. According to (Danang Sunyoto, 2013) Leadership is every effort of someone who tries to influence the behavior of a person or group, this effort to influence behavior aims to achieve individual goals, friends' goals, or together with organizational goals which may be the same or different. Meanwhile, according to

(Hariandja, 2004), leadership is an influencing activity with the ability to convince other people to direct the process of achieving predetermined organizational goals.

Human Resource Development

According to (Marwansyah, 2016) Human Resources Development is an effort to improve the knowledge, abilities, attitudes of members, organizations, and provide career paths that are supported by organizational flexibility in achieving goals. According to (Budiarti, 2018), human resource development is an effort to improve the technical, theoretical, conceptual and moral abilities of employees in accordance with the needs of the job or position through education and training. The definition of development according to Sikula quoted by (Priansa, 2018) is as follows: "Development is a long-term educational process that utilizes systematic and organized procedures, where managerial personnel learn conceptual and theoretical knowledge for general purposes."

Job satisfaction

Job satisfaction is an affective or emotional response to various aspects or aspects of a person's work so that job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of the job and dissatisfied with one or more other aspects (M. S. P. Hasibuan, 2016).

Job satisfaction is the (positive) attitude of workers towards their work, which arises based on an assessment of the work situation. So it can be concluded that there are two important elements in job satisfaction, namely work values and basic needs (Robbins & Judge, 2018).

Job satisfaction is the way workers feel about their work. This is a general attitude towards work that is based on evaluating different aspects of work (Handayani, 2017) also stated that job satisfaction is a collection of feelings and beliefs that individuals have about their organization as a whole. According to (Luthans, 2018) job satisfaction is a feeling of happiness or displeasure felt by employees regarding their work, such as the work atmosphere which includes leadership, the relationship between superiors and subordinates, relationships with fellow employees, leadership styles in the company.

Conceptual Framework

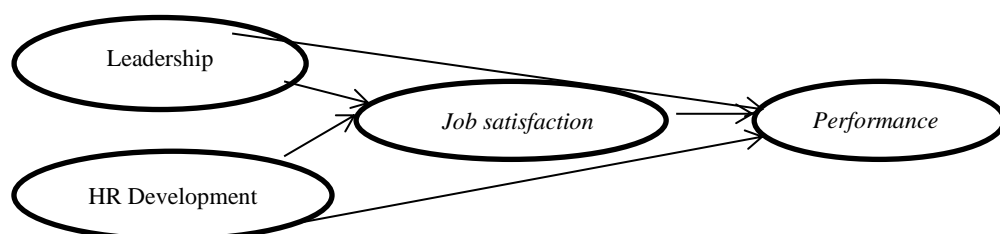


Figure 1 Research Paradigm

Research Hypothesis

1. Referring to the problem formulation, there are theories put forward in previous research that have been implemented, so there are hypotheses proposed in this research, namely:
2. There is an influence of leadership on employee performance at the Regional Research and Innovation Agency of North Sumatra Province.
3. There is an influence of human resource development on employee performance at the Regional Research and Innovation Agency of North Sumatra Province.
4. There is an influence of job satisfaction on employee performance at the Regional Research and Innovation Agency of North Sumatra Province.
5. There is an influence of leadership on employee job satisfaction at the Regional Research and Innovation Agency of North Sumatra Province.
6. There is an influence of human resource development on employee job satisfaction at the Regional Research and Innovation Agency of North Sumatra Province.
7. There is an influence of leadership mediated by job satisfaction on employee performance at the Regional Research and Innovation Agency of North Sumatra Province.
8. There is an influence of human resource development mediated by job satisfaction on employee performance at the Regional Research and Innovation Agency of North Sumatra Province.

RESEARCH METHODS

1. Type of Research

This research uses an explanatory research approach, which aims to explain the causal relationship between research variables and testing hypotheses (Nasution et al., 2020). This type of research is quantitative research with a descriptive approach.

According to (Sugiyono, 2017) quantitative research methods can be interpreted as research methods that are based on the philosophy of positivism, used to research certain populations or samples, with the aim of testing predetermined hypotheses. This research uses a descriptive approach with the aim of explaining the research object or research results. According to (Sugiyono, 2017), descriptive is a method that functions to describe or provide an overview of the object under study through data or samples that have been collected as they are, without carrying out analysis and making generally accepted conclusions.

2. Place and Time of Research

This research was conducted at the Regional Research and Innovation Agency of North Sumatra Province which is located on Jl. Sisingamangaraja No.198, Siti Rejo I, Kec. Medan City, Medan City, North Sumatra 20216. Implementation time starts from May 2023 to March 2023

3. Teknik Pengambilan Sampel

According to (A Juliandi, 2018) "population is a generalized area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then draw conclusions." Meanwhile, the sample according to (A Juliandi, 2018) "a sample is part of the number and characteristics of the population". Due to the large sample population, researchers cannot study everything in the population and sample due to limited funds, energy and time, so in this research the population will be the entire Regional Research and Innovation Agency of North Sumatra Province, namely 43 employees.

RESULTS

Based on the data from the questionnaire results that have been presented, the qualitative data from the questionnaire is used as quantitative data based on previously determined criteria. The quantitative data is raw data from each variable in this research. In the PLS (Partial Least Square) method, the analysis technique used is as follows:

1. *Measurement Model Analysis (Outer Model)*

1.1 *Construct Reliability and Validity*

1.2 *Discriminant Validity*

2. *Structural Model Analysis (Inner Model)*

2.1. Results R-Square

Table 1. R-Square Test Results

	R Square	R Square Adjusted
Job Satisfaction (Z)	0,587	0,576
Performance (Y)	0,642	0,628

Source: SmartPLS Processed Results, 2023

Based on the table above regarding the test results for the Adjusted R-Square values, the results show that the path model using intervening variables is 0.576 and 0.628. In other words, the ability of variable 62.8%, thus the model is classified as moderate.

2.2. Results Uji F-Square

The F-Square measurement or effect size is a measure used to assess the relative impact of an influencing (exogenous) variable on the influenced (endogenous) variable. Measurement (F-square), also called effect change, changes in values when certain exogenous variables are removed from the model, can be used to evaluate whether the omitted variables have a substantive impact on the endogenous construct (Azuar Juliandi et al., 2015).

Tabel 2. Hasil F-Square

	Leadership (X1)	Job Satisfaction (Z)	Performance (Y)	HR Development (X2)
Leadership (X1)		0,268	0,184	
Job Satisfaction (Z)			0,082	
Performance (Y)				
HR Development (X2)		0,152	0,043	

Source: SmartPLS Processed Results, 2023

Based on the table above regarding the F-Square value, the following results are obtained:

1. The Leadership variable (X1) on Performance (Y) has a value of 0.184, so there is a moderate or moderate effect of the exogenous variable on the endogenous.
2. The HR Development variable (X2) on Performance (Y) has a value of 0.043, so the exogenous variable has a low effect on endogenous variables.
3. The variable job satisfaction (Z) on performance (Y) has a value of 0.082, so the

effect of the exogenous variable on the endogenous is low.

4. The leadership variable (X1) on job satisfaction (Z) has a value of 0.268, so there is a moderate or moderate effect of the exogenous variable on the endogenous.
5. The HR Development variable (X2) on Performance (Y) has a value of 0.152, so there is a moderate effect of the exogenous variable on the endogenous.

2.3. Hypothesis test

This test is to determine the path coefficients of the structural model. The goal is to test the significance of all relationships or test hypotheses. Hypothesis testing contains three analyses, including: direct effect, indirect effect and total effect.

1. Direct Effect

The purpose of direct effect analysis is useful for testing the hypothesis of the direct influence of an influencing (exogenous) variable on the influenced (endogenous) variable (A Juliandi, 2018). The criteria for testing the direct effect hypothesis are as follows:

1. If the path coefficient value is positive, then the influence of a variable on another variable is in the same direction, if the value of a variable increases/rises, then the value of the other variable also increases/rises.
2. If the path coefficient value is negative, then the influence of a variable on another variable is in the opposite direction, if the value of a variable increases/rises, then the value of the other variable will decrease/low.

Probability/significance value (P-Value): if the P-Value is < 0.05 , then it is significant and if the P-Value is > 0.05 , then it is not significant (Azuar Juliandi et al., 2014).

Tabel 3. Direct Effect

	T Statistics (O/STDEV)	P Values
Leadership (X1)-> Performance (Y)	3,018	0,003
HR Development (X2)-> Performance (Y)	1,607	0,109
Leadership (X1)-> Job Satisfaction (Z)	3,386	0,001
HR Development (X2)-> Job Satisfaction (Z)	2,443	0,015
Job Satisfaction (Z)-> Performance (Y)	2,061	0,040

Source: SmartPLS Processed Results, 2023

Based on the table above regarding the path coefficient results, the results show that all path coefficient values are positive (seen in the T-statistic), including:

1. The influence of leadership on performance has a path coefficient of 3.018. These results show that the higher the leadership, the better the performance. This influence has a probability value (p-values) of $0.003 < 0.05$, thus leadership has an effect on performance.
2. The influence of HR development on performance has a path coefficient of 1.607. These results show that the better the leadership, the better the performance. This influence has a probability value (p-values) of $0.109 > 0.05$, thus leadership does not have a significant effect on performance.
3. The influence of leadership on job satisfaction has a path coefficient of 3.386. These results show that the better the leadership, the better the job satisfaction. This influence has a probability value (p-values) of $0.001 > 0.05$, thus leadership has no significant effect on performance.
4. The influence of HR development on job satisfaction has a path coefficient of 2.443. These results show that the better the HR development, the better the job

satisfaction. This influence has a probability value (p-values) of $0.015 < 0.05$, thus leadership has no significant effect on performance.

5. The effect of job satisfaction on performance has a path coefficient of 2.061. These results show that the better the job satisfaction, the better the performance. This influence has a probability value (p-values) of $0.0040 > 0.05$, thus leadership has no significant effect on performance.

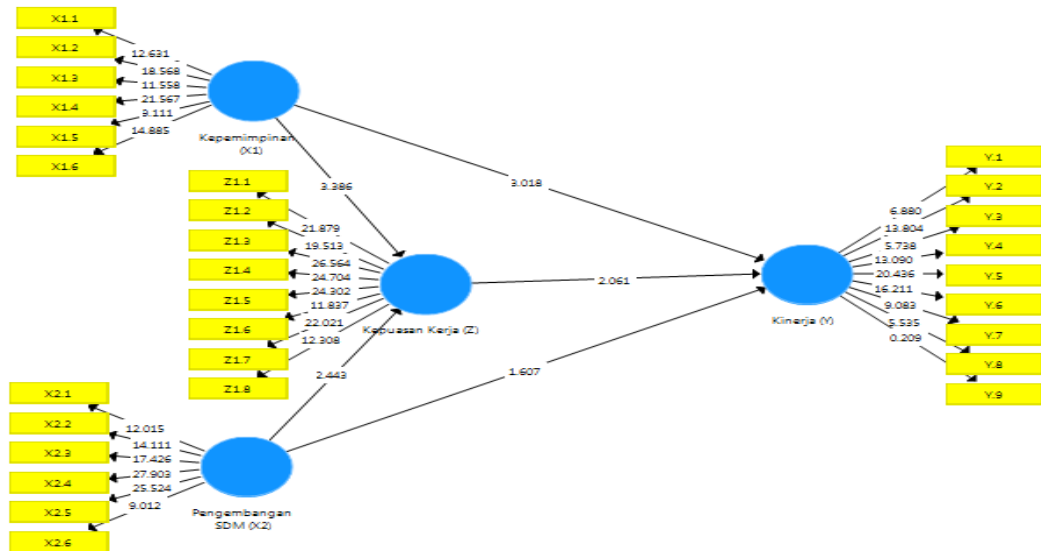


Figure 2. Path Analysis Results

Source: SmartPLS Processed Results, 2023

2. Indirect Effect

The purpose of indirect effect analysis is useful for testing the hypothesis of the indirect influence of an influencing variable (exogenous) on the influenced variable (endogenous) which is mediated/mediated by an intervening variable (mediator variable). The criteria for determining the indirect effect (indirect effect) are as follows:

1. If the P-Values < 0.05 , then it is significant, meaning that the intervening variable (Job satisfaction) has an influence on the exogenous variable (X1/Leadership) on the endogenous variable (Y/Performance). In other words, the effect is indirect.
2. If the P-Values value is > 0.05 , then it is not significant, meaning that the intervening variable (job satisfaction) has an influence on the exogenous variable (X2/HR Development) on the endogenous variable (Y/Performance). In other words, the effect is direct.

Table 4. Results of Indirect Effects

	T Statistics (O/STDEV)	P Values
HR Development (X2)-> Job Satisfaction (Z)-> Performance (Y)	2,735	0,007
Leadership (X1)-> Job Satisfaction (Z)-> Performance (Y)	6,568	0,000

Source: SmartPLS Processed Results, 2023

Based on the results of testing indirect effects (indirect influence), the following results were obtained:

1. The influence of leadership on performance with the Job Satisfaction variable as an intervening variable obtained a result of 2,735 and p-values of 0.007, thus it can be concluded that Job Satisfaction as an intervening variable is able to mediate the influence of Leadership on Performance.
2. The effect of HR Development on Performance with the Job Satisfaction variable as an intervening variable obtained a result of 6.568 and p-values of 0.000, thus it can be concluded that Job Satisfaction as an intervening variable is able to mediate the influence of HR Development on Performance.

3. Total Effect

Total effect is the total of direct effect and indirect effect.

Tabel 5. Hasil Pengaruh Total

	T Statistics (O/STDEV)	P Values
Leadership (X1)-> Performance (Y)	4,191	0,000
HR Development (X2)-> Performance (Y)	2,205	0,028
Leadership (X1)-> Job Satisfaction (Z)	3,386	0,001
HR Development (X2)-> Job Satisfaction (Z)	2,443	0,015
Job Satisfaction (Z)-> Performance (Y)	2,061	0,040

Source: SmartPLS Processed Results, 2023

Based on the results of testing the total effect, the following results were obtained:

1. The total effect for the influence of Leadership on Performance was 4.191 with a P-Values value of $0.000 < 0.05$ (significant effect).
2. The total effect for the influence of HR Development on Performance was 2.205 with a P-Values value of $0.028 < 0.05$ (significant effect).
3. The total effect for the influence of leadership on job satisfaction was 3.386 with a P-Values value of $0.001 < 0.05$ (significant effect).
4. The total effect for the influence of HR development on job satisfaction was 2.443 with a P-Values value of $0.015 < 0.05$ (significant effect).
5. The total effect for the influence of job satisfaction on performance was 2.061 with a P-Values value of $0.040 < 0.05$ (significant effect).

DISCUSSION

1. The Influence of Leadership on Performance

The research results show that there is an influence of leadership on performance, this is proven by the t test results of 3.018 with a significant number of 0.003. This shows that the higher a person's leadership, the higher a person's performance will be.

According to (Danang Sunyoto, 2013), leadership is the process of influencing other people to understand and agree with what they must do and how to carry out these tasks effectively, as well as a process to facilitate individual and group efforts to achieve goals together (shared goal). Thus, a reliable leader is a leader who knows well and can mobilize employees to work as well as possible so that it is hoped that employees can complete the assigned tasks with optimal results so that this can be measured from the employee performance criteria set by the company.

Actually, there are many things a person needs to know and possess to become an effective leader. However, not all individuals or employees can accept the leadership implemented in the company. There are some employees who do not have a problem with the current leadership because their duties and responsibilities will not change much with a change in leadership style.

2. Influence of HR Development on Performance

The research results show that there is an influence of HR development on performance, this is proven by the t test results of 1.607 with a significance figure of 0.109. This shows that the lower the HR development, the greater the performance.

In relation to the relationship between human resource development and employee performance, (Sedarmayanti, 2015) states that: "Human resource development is intended as an activity that needs to be carried out by government organizations so that the knowledge, abilities and skills of employees are in accordance with the demands of the work they do with the aim of able to achieve the performance expected by the organization".

Human resource development and control are an inseparable unit in producing employee performance as stated by (Siagian, 2014), namely: "Human Resource Development and control are things that are absolutely carried out by the organization to control planned activities previously, with the aim of improving employee performance effectively and efficiently".

Human resource development aims to produce organizational human resources that are reliable and have competencies that suit the organization's needs. The goal of human resource development is ultimately to create employees who have good performance by increasing their ability to perform better.

3. The Influence of Leadership on Job Satisfaction

The research results show that there is an influence of leadership on job satisfaction, this is proven by the t test results of 3.386 with a significant number of 0.001. This shows that the higher a person's leadership, the higher a person's job satisfaction.

Leadership is a fundamental component in analyzing processes and dynamics within organizations (Harpis, Muhammad, 2020). Leadership is an important factor that influences work behavior such as employee satisfaction. Leadership has a direct influence on job satisfaction through accuracy in creating attractive work and work

environments, delegating responsibilities and implementing regulations well. Seeing the importance of leadership on performance, leaders are needed who can truly carry out their functions appropriately so that all parties in an organization/company can carry out their duties well (Julita & Arianty, 2019).

If a company's leadership is implemented well, it can increase job satisfaction. So it can be concluded that leadership influences job satisfaction.

4. The Effect of Human Resource Development on Job Satisfaction

The research results show that there is an influence of HR development on performance, this is proven by the t test results of 2.443 with a significance figure of 0.014. This shows that the higher the human resource development, the more job satisfaction will increase.

Human resource development is a process of developing employee skills to be able to work professionally. When employees can work professionally, job satisfaction can be achieved (Jufrizen, 2018).

Human resource development also means giving authority to employees (empowerment), giving individuals the opportunity to control their careers and to develop their lifestyle patterns, so as to increase job satisfaction (Larasati, 2018).

According to (Bahagia et al., 2018) Human resource development is a process of developing employee skills to be able to work professionally. When employees can work professionally, job satisfaction can be achieved.

5. The Effect of Satisfaction on Performance

The research results show that there is an influence of satisfaction on performance, this is proven by the t test results of 2.061 with a significance figure of 0.040. This shows that the lower the satisfaction, the greater the performance.

Job satisfaction is basically an individual thing, each individual will have a different level of satisfaction with the value system that applies to him (Sedarmayanti, 2015). Job satisfaction in a company is needed to boost employee performance. Job satisfaction can be obtained in the form of basic salary, compensation, opportunities for salary increases, opportunities for promotion, human resource development, overseas travel, work relations and so on (Wijayanto, 2012).

6. The Effect of Leadership on Performance with Job Satisfaction as a Moderating Variable

The research results show that there is an indirect influence on Leadership on Performance with Job Satisfaction as a Moderating Variable, this is proven by a statistical test of 6.568 with a significance number of 0.000. This shows that the hypothesis is accepted that there is an influence of leadership on performance with job satisfaction as a moderating variable.

To improve employee performance, one of the influencing factors is job satisfaction. So, to optimize job satisfaction, employee welfare must be created in the form of salary increases, promotions, careers and comfortable working conditions within the company. This situation will have an impact on the employee's feelings of happiness or displeasure regarding the company's conditions. This is known as employee job satisfaction. In order to have a good impact on performance, job satisfaction must always receive more attention from company leaders.

Apart from job satisfaction factors, leadership factors are also one of the factors that influence employee performance. A company needs a leader who inspires change and empowers subordinates to achieve high goals, to improve themselves and improve organizational or company processes. This kind of leadership is called leadership.

The research results (Farisi & Lesmana, 2021) show that transformational leadership influences employee performance positively, both physically and mentally directly or indirectly through the mediation of job satisfaction. Apart from that, in this research it was proven significantly that job satisfaction has an effect on employee performance.

7. The Effect of Human Resource Development on Performance with Job Satisfaction as a Moderating Variable

The research results show that there is an indirect influence of HR development on performance with job satisfaction as a moderating variable, this is proven by a statistical test of 2.735 with a significance number of 0.007. This shows that the hypothesis is accepted that there is an influence of HR Development on Performance with Job Satisfaction as a moderating variable.

Human resource planning or workforce planning is defined as the process of determining workforce needs and means bringing these needs together so that implementation is well integrated (Mangkunegara, 2017). Companies must also develop their employees so that their skills can be improved. One of the efforts that needs to be made is to improve employees' abilities and skills through human resource development. Job satisfaction also has an important meaning for employee self-actualization. (Simamora, 2019), satisfaction is an evaluative term that describes an attitude of liking or disliking. "Job satisfaction" means "the emotional state of an employee in which there is or is not a meeting point between the value of the remuneration that is desired by the employee concerned".

(Mangkunegara, 2017) believes that performance is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Providing human resource development to company employees is very necessary because it will greatly influence job satisfaction so that employees have maximum performance.

CONCLUSION

The conclusions that can be drawn from the results of the analysis are: There is an influence of leadership on the performance of employees of the Regional Research and Innovation Agency of North Sumatra Province. There is no influence of human resource development on the performance of employees of the Regional Research and Innovation Agency of North Sumatra Province. There is an influence of leadership on job satisfaction. Employees of the Regional Research and Innovation Agency of North Sumatra Province, There is an influence of human resource development on job satisfaction for employees of the Regional Research and Innovation Agency of North Sumatra Province, There is an influence of satisfaction on performance for employees of the Regional Research and Innovation Agency of North Sumatra Province, There is a moderated influence of leadership on performance Job Satisfaction among Employees of the Regional Research and Innovation Agency of North Sumatra Province. There is an influence of HR Development on Performance moderated by Job

Satisfaction among Employees of the Regional Research and Innovation Agency of North Sumatra Province.

LIMITATION

This research has been attempted and carried out in accordance with scientific procedures, however it still has limitations, namely: The factors that influence performance in this research only consist of 3 dependent variables, namely Leadership and HR Development, Job Satisfaction while there are still many other factors that influence Performance. such as training, supervision, work environment and so on. The data processing technique in this research only uses the Smart PLS software program, where there are still other software programs that are used for data processing. There are limitations to research using questionnaire data because it is feared that the respondents will not be correct. -really answer the statement seriously with the actual situation.

ACKNOWLEDGMENT

Thank you to Universitas Muhammadiyah Sumatera Utara for funding participation in this International Conference

DECLARATION OF CONFLICTING INTERESTS

The author has no conflict of interest in writing this article

REFERENCES

- Bahagia, R., Putri, L. P., & Rizdwansyah, T. (2018). *Pengaruh Kepemimpinan dan Lingkungan Kerja Terhadap Kinerja Karyawan pada PT. Pegadaian (Persero) Kanwil I Medan*. 100–105. <https://www.researchgate.net/profile/Prosiding-Seminar-Nasional-Vokasi-Indonesia/publication/328926833>
- Budiarti, I. (2018). *Manajemen Sumber Daya Manusia Berbasis Global*. Pustaka Fahima.
- Danang Sunyoto. (2013). *Manajemen Sumber Daya Manusia*. Center for Academic Publishing Service.
- Fahmi, I. (2016). *Manajemen Sumber Daya Manusia (Teori dan Aplikasi)* (1st ed.). Alfabeta.
- Farisi, S., & Lesmana, M. T. (2021). Peranan Kinerja Pegawai: Disiplin Kerja kepemimpinan Kerja dan lingkungan kerja. *Seminar Nasional Teknologi Edukasi Sosial Dan HUMANIORA*, 336–351. <https://doi.org/https://doi.org/10.53695/sintesa.v1i1.327>
- Hariandja, E. (2004). *Manajemen Sumber Daya Manusia*. PT. Gramedia Widia Sarana Indonesia.
- Harpis, Muhammad, and S. B. (2020). "Pengaruh Fasilitas Kerja, Pengawasan Dan Kompensasi Terhadap Kinerja Pegawai Pada Dinas Pekerjaan Umum Dan Penataan Ruang Kabupaten Serdang Bedagai." *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(1), 13–27.
- Hasibuan, M. (2016). *Manajemen Sumber Daya Manusia*. PT. Bumi Aksara.
- Hasibuan, M. S. P. (2016). *Manajemen Sumber Daya Manusia* (Ketujuh). Bumi Aksara.
- Jufrizen, J. (2018). Peran motivasi kerja dalam memoderasi pengaruh kompensasi dan disiplin kerja terhadap kinerja karyawan. *The National Conference on Management and Business (NCMAB)*. <https://publikasiilmiah.ums.ac.id/xmlui/handle/11617/9974>
- Juliandi, A. (2018). *Structural Equation Model Based Partial Least Square (SEM- PLS): Menggunakan SmartPLS*. Universitas Batam.

- Juliandi, Azuar, Irfan, & Manurung, S. (2014). *Metode Penelitian Bisnis*. UMSU PRESS.
- Juliandi, Azuar, Irfan, & Manurung, S. (2015). *Metode Penelitian Bisnis: Konsep & Aplikasi*. UMSU PRESS.
- Julita, & Arianty, N. (2019). *PENGARUH KOMUNIKASI DAN LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN PADA PT. JASA MARGA (PERSERO) TBKCABANG BELMERA MEDAN*. 195–205.
<https://doi.org/https://doi.org/10.31227/osf.io/scavq>
- Larasati, S. (2018). *Manajemen Sumber Daya Manusia* (H. A. Susanto (ed.); Pertama). Deepublish.
- Luthans, F. (2018). *Perilaku Organisasi*. Andi.
- Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan* (Keempat). PT. Remaja Rosdakarya.
- Marwansyah. (2016). *Manajemen Sumber Daya Manusia* (Kedua). CV.Afabeta.
- Munandar, A. S. (2015). *Psikologi Industri dan Organisasi*. Universitas Indonesia.
- Nasution, M. I., Fahmi, M., Jufrizen, Muslih, & Prayogi, M. A. (2020). The Quality of Small and Medium Enterprises Performance Using The Structural Equation Model-Part Least Square (SEM-PLS). *Journal of Physics: Conference Series*, 1477, 1–7. <https://doi.org/10.1088/1742-6596/1477/5/052052>
- Priansa, D. J. (2018). *Perencanaan & Pengembangan SDM*. Alfabeta.
- Robbins dan Judge. (2019). *perilaku organisasi*. salemba empat.
- Robbins, S., & Judge, T. (2018). *Perilaku Organisasi*. PT. Raja Grafindo Persada.
- Sedarmayanti. (2015). *Manusia Sumber Daya Manusia* (Ketujuh). Refika Aditama.
- Siagian, S. P. (2014). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Simamora, B. (2019). *Pemasaran Strategik* (2nd ed.). Universitas Terbuka.
- Sugiyono, S. (2017). *Metode Penelitian Administrasi*. Alfabeta.
- Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia*. Pranada Media Group.
- Tika, P. (2017). *Budaya Organisasi dan Peningkatan Kinerja Karyawan*. Bumi Aksara.
- Wibowo. (2017). *Manajemen Kinerja* (5th ed.). PT. Raja Grafindo Persada.
- Wijayanto. (2012). *Pengantar Manajemen*. PT. Gramedia Pustaka Utama.
- Wirawan. (2014). *Evaluasi Kinerja Sumber Daya Manusia: Teori Aplikasi dan Penelitian*. Salemba Empat.