

## Analysis of leadership style, environment and work motivation on employee job satisfaction at PT PLN (Persero) UP3 North Medan

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### ARTICLE INFO

#### Article history:

Received May 24, 2023

Revised Jul 17, 2023

Accepted Jul 30, 2023

#### Keywords:

Environment;  
Job Satisfaction;  
Leadership Style;  
Work Motivation.

### ABSTRACT

This study aims to analyze the effect of leadership style, work environment, and work motivation on employee job satisfaction at PT PLN. Employee job satisfaction has an important role in achieving optimal performance and company success. Quantitative data analysis method used in this study. Data was collected through questionnaires distributed to employees of PT PLN. The variables studied include leadership style, work environment, work motivation, and employee job satisfaction. Statistical techniques, such as regression, are used to analyze the relationship between these variables. The results of this study indicate that participative leadership style, a supportive work environment, and high work motivation have a positive influence on employee job satisfaction at PT PLN (Persero) UP3 Medan Utara.

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## 1. Introduction

The development of the capital market has experienced quite good growth in Indonesia. Employee job satisfaction is a very important factor in the success of an organization. As a leading electric energy company in Indonesia, PT PLN (Persero) has a significant role in ensuring the job satisfaction of their employees. In the context of PT PLN (Persero) North Medan Customer Service Implementation Unit (UP3), the factors that affect employee job satisfaction need to be well understood in order to improve overall organizational performance. Job satisfaction is a measure of the company's influence in implementing its operational policies and through job satisfaction it can be seen how the impact of work on every employee in the company. According to Handoko (2016) states that job satisfaction is a pleasant or unpleasant emotional state based on feelings,

PT PLN (Persero) UP3 Medan Utara is one of the customer service implementing units of PT PLN (Persero) which is responsible for providing electrical energy to the people in the North Medan area. In this context, employee job satisfaction is an important factor in providing optimal service to customers. If a worker feels satisfied at work, then a worker will try to complete his task, which will ultimately result in high service quality and goal achievement. Workers who get job satisfaction will do their job better, workers who don't get job satisfaction will not reach psychological maturity which will lead to disappointment.

PT PLN (Persero) UP3 Medan Utara is a work unit within PT PLN (Persero) Medan, which is a government-owned organization that is a division of PLN UP3 Medan. This means that electricity services in Medan City are now covered by two offices, namely PLN UP3 Medan and PLN UP3 Medan Utara. Then PLN UP3 North Medan itself has 4 PLN Customer Service Units (ULP), namely PLN ULP Helvetia, PLN ULP Medan Timur, PLN ULP Medan Labuhan and PLN ULP Belawan. The number of customers is around 335,080 people with a power capacity of 1,007,633 MVA.

As is the case with other companies, employee job satisfaction is also an important thing that needs to be considered by PT PLN (Persero) UP3 Medan Utara in managing its human resources. It is undeniable that this company is experiencing anxiety in creating and overcoming the problem of employee job satisfaction. This can negatively affect employee satisfaction. This is in line with the opinion of Sutrisno

(2013) that job dissatisfaction can lead to aggressive behavior or withdrawal from the social environment, such as by skipping work or resigning from work.

Job satisfaction is influenced by several factors. According to Sujati (2018) states that job satisfaction is influenced by the leadership style applied, environmental conditions around employees at work, and encouragement/motivation given to spur employee morale. One of the factors that influence job satisfaction is the leadership style applied in the company.

Leadership style is one of the factors that influence employee job satisfaction. A good and effective leadership style can provide direction, motivation, and support to employees in carrying out their duties. Inspirational leadership style and employee development oriented can increase job satisfaction and individual performance. Riko & Susanti, (2019) state that leadership is the ability to exert a constructive influence on others to carry out a cooperative effort to achieve planned goals.

In addition, the work environment also has a significant role in employee job satisfaction. A conducive work environment includes aspects such as good communication, support from superiors and colleagues, and a healthy organizational culture. A positive work environment will provide a sense of security, comfort, and empower employees, which in turn can increase job satisfaction. Sedarmayanti as quoted by Novianto & Yuniati (2015) defines that the work environment is the whole of the equipment, equipment that surrounds employees when doing work, with work methods, and work arrangements as individuals and groups.

In addition to leadership style and work environment, work motivation is also an important factor that can affect employee job satisfaction. Motivation is an energy that can generate encouragement within (Mangkunegara, 2013). Hamzah in Hasibuan & Syaiful, (2018) states work motivation is an encouragement or process carried out to move a person so that his behavior can be directed at real efforts such as responsibility in carrying out work, achievements achieved, self-development and independence in acting so that goals can be achieved. Motivation has a close relationship with job satisfaction. The higher the employee's motivation at work, the better the job satisfaction that is owned so that it will improve the employee's performance. High work motivation will encourage employees to give maximum effort in their work. A good understanding of employee motivation at PT PLN (Persero) UP3 Medan Utara can assist management in creating effective strategies to increase job satisfaction and employee performance.

In this context, this study aims to analyze the effect of leadership style, work environment, and work motivation on employee job satisfaction at PT PLN (Persero) UP3 Medan Utara. The results of this study are expected to provide valuable insights and recommendations for the management of PT PLN (Persero) UP3 Medan Utara in increasing employee job satisfaction and overall organizational performance.

## **2. Research Method**

### **2.1 Types of research**

This type of research regarding the analysis of leadership style, environment, and work discipline on employee job satisfaction at PT PLN (Persero) UP3 Medan Utara is Quantitative Research, where quantitative research aims to collect and analyze data that can be measured numerically. In HR management, quantitative research can involve surveys of employees to measure levels of job satisfaction, levels of motivation, perceptions of leadership, or the relationship between certain variables.

### **2.2 Research sites**

This research was conducted at PT PLN (Persero) UP3 Medan Utara which is located at Jl. Cabbage. Yos Sudarso No. 115, Medan.

### **2.3 Population and Sample**

Sugiyono (2016) explained that population is a generalized area consisting of objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study were all employees of PT PLN (Persero) UP3 Medan Utara who were staff and non-managerial, totaling 128 employees.

According to Sugiyono (2016) states that the sample is part of the number and characteristics possessed by the population. If the population is large, and it is not possible for the researcher to study everything in the population, for example due to limited funds, time and manpower, the researcher can use samples taken from that population.

Determination of the number of samples used by the authors in this study is based on the Slovin method as a measuring tool for calculating sample size because the total population is known to be more than 100 respondents. The number of employees of PT PLN (Persero) UP3 Medan Utara is 128 people and 5 leaders, so the number is 123, but the author only takes a sample with the number of employees, namely 123 employees. then the writer uses the Slovin formula so that research can be easier. To make it clearer, the Slovin formula put forward by Husein Umar (2013), namely:

Where :

$n$  = Number of samples

$N$  = Total population

$e$  = Error tolerance limit (5% or 0.05)

Based on the explanation above, using the Slovin formula, the sample size can be calculated as follows:

$$n = \frac{123}{1 + (123)(0,05)^2}$$

$$n = 94$$

#### 2.4 Data Collection Technique

There are several data collection techniques that can be used to collect primary data in research, including: 1) Observation: Involves direct observation of the phenomenon or behavior being studied. Observations can be carried out in a participatory manner (researchers are involved in the activities being observed) or non-participatory (researchers as external observers). Observations can be carried out in a structured (with predetermined observation guidelines) or unstructured (without strict guidelines). 2) Interview: Involves direct interaction between the researcher and the respondent. Interviews can be conducted face-to-face or via telephone or video conference. Interviews can be structured (predetermined questions) or unstructured (based on the natural flow of the conversation). 3) Questionnaire: A method that involves distributing written questions to respondents. Questionnaires can be sent by post, email, or given directly to respondents. Questionnaires can be multiple choice, Likert scale, or open-ended questions, depending on the type of data you want to collect.

#### 2.5 Data Analysis Technique

Data analysis techniques using Multiple Linear Regression Test, Hypothesis Test and Classical Assumption Test.

### 3. Results and Discussions

#### 3.1 Research Analysis

##### a. Multiple Linear Regression Analysis Test Results

**Table 1.** Multiple Linear Regression Test Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficient	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	5,043	1,789		3,169	,003	,682	1,466
Gaya Kepemimpinan (X1)	,183	,56	,270	2,313	,039	,726	1,378
Lingkungan Kerja (X2)	,215	,087	,244	2,766	,047	,913	1,095
Motivasi (X3)	,165	,075	,248	2,152	,080	,998	1,002

a. Dependent Variable: Kepuasan Kerja (Y)

$Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$

Job Satisfaction = 0.270 Leadership Style + 0.244 Work Environment + 0.248 Motivation

Based on Table 1. The regression equation can be seen that: a) Constant (a) of 5.043 means that if the independent variables of Leadership Style, Work Environment and Motivation are constant (zero), then the magnitude of the dependent variable Job Satisfaction is worth 5.043 units. b) Leadership Style (X1) has a coefficient value of 0.183. This indicates that the coefficient of the Leadership Style variable (X1) has a positive (unidirectional) effect on Job Satisfaction (Y). This means that the higher the Leadership Style value, the higher the Job Satisfaction value. c) Work Environment (X2) has a coefficient value of 0.215. This indicates that the coefficient of the Work Environment variable (X2) has a positive (unidirectional) effect on Job Satisfaction (Y). This means that the higher the value of work experience, the higher the value of Job Satisfaction (Y). d) Motivation (X3) has a coefficient value of 0.165. This indicates that the coefficient value of the Motivation variable (X3) has a positive (unidirectional) effect on Job Satisfaction (Y). This means that the higher the Salary value, the higher the Job Satisfaction (Y) value.

#### b. Hypothesis Test Results

Hypothesis testing is used to test the truth or validity of a statement or hypothesis proposed in research. Hypothesis testing involves statistically testing the data to see if there is sufficient evidence to support or refute the proposed hypothesis

**Table 2.** Results of t-test analysis (partial)

Model	Unstandardize d Coefficients		Standar dized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,043	1,789		3,169	,003
Gaya Kepemimpinan (X1)	,183	,56	,270	2,313	,039
Lingkungan Kerja (X2)	,215	,087	,244	2,766	,047
Motivasi (X3)	,165	,075	,248	2,152	,080

a. Dependent Variable: Kepuasan Kerja (Y)

Based on Table 2. the t value obtained for each independent variable. The value of t table can be seen by:

$$Df = n - k$$

Df : t valuetable

n :Number of observations

k :Number of independent and dependent variables

$$Df = 94 - 4 = 90$$

Df 90 aka t table value = 1.968

Based on Table 2. The value of the t test statistic obtained shows the tcount value of the Leadership Style variable > from ttable, namely 2.313 > 1.968 and sig <alpha, namely 0.039 <0.05, meaning that the Leadership Style variable has a positive and significant effect on the Job Satisfaction variable of PT PLN (Persero) UP3 Medan Utara employees.

The t-test statistic value obtained shows the tcount value of the Work Environment variable > from ttable, namely 2.766 > 1.968 and sig <alpha, namely 0.047 <0.05, meaning that the Work Environment variable has a positive and significant effect on the Job Satisfaction variable of PT PLN (Persero) UP3 Medan Utara employees .

The t-test statistic value obtained shows the tcount value of the variable Motivation > from ttable, namely 2.152 > 1.968 and sig <alpha, namely 0.080 <0.05, meaning that the variable Work Motivation has a positive and significant effect on the variable Job Satisfaction of employees of PT PLN (Persero) UP3 Medan Utara.

**Table 3.** Results of F Test Analysis (Simultaneous)

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	678,329	3	226,110	9.1	0.000 <sup>b</sup>
1 Residual	107,621	91	1,416		
Total	785,950	94			

a. Dependent Variable: Kepuasan Kerja (Y)

b.Predictors: (Constant), Gaya Kepemimpinan (X1), Lingkungan Kerja (X2), Motivasi (X3)

Based on Table 3. the value of F is obtainedcount of 9.100 with a significance of 0.000

$F_{table} = df_1$  (sum of variable-1) and  $df_2 = (nk-1)$

Df = degrees of freedom N = Respondents

K = Independent Variable

$F_{table} = 4 - 1 = 3$  and  $94-3-1 = 90$  then obtained  $F_{table} = 2.71$ .

From the table above, based on the calculation of the value of the F test statistic, it shows that Fcount is 9.100 with  $F_{table}$ , so the results are  $9.100 > 2.71$  and a significant value of 0.000 below 0.05, it can be concluded that  $H_a$  is accepted  $H_o$  is rejected, meaning that all independent variables (Leadership Style, Work Environment, and Motivation) simultaneously have a significant influence on the dependent variable, namely Job Satisfaction of PT PLN (Persero) UP3 Medan Utara employees

**Table 4.** Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.556 <sup>a</sup>	0.31	0.206	3.12872

a. Predictors: (Constant), Gaya Kepemimpinan (X1), Lingkungan Kerja (X2), Motivasi (X3)

b. Dependent Variable: Kepuasan Kerja (Y)

The coefficient of determination that has been corrected for the number of variables and sample size (Adj R<sup>2</sup>) of 0.206 indicates that Leadership Style, Work Environment, and Motivation can explain Job Satisfaction by 20.6% while the remaining 79.4% is explained by other variables.

#### c. Classical Assumption Test Results

**Table 5.** Results of Normality Test Analysis  
One-Sample Kolmogorov-Smirnov Test

		Standard ized Residual
N		94
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	,98424460
	Absolute	,063
Most Extreme Differences	Positive	,063
	Negative	-,049
Test Statistic		,063
Asymp. Sig. (2-tailed)		0,200 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on Table 5. seen from the statistical results of the Kolmogorov-Smirnov test, it can be seen that the significant value is  $0.200 > 0.05$ , so it can be stated that all data is normally distributed.

**Table 6.** Multicollinearity Test Results Coefficientsa

Model	Unstandardize d Coefficients		Standardized Coefficient	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	5,043	1,789		3,169	,003	,682	1,466
Gaya Kepemimpinan (X1)	,183	,56	,270	2,313	,039	,726	1,378
Lingkungan Kerja (X2)	,215	,087	,244	2,766	,047	,913	1,095
Motivasi (X3)	,165	,075	,248	2,152	,080	,998	1,002

a. Dependent Variable: Kepuasan Kerja (Y)

Based on Table 6, it can be seen that the results of the multicollinearity test show that all independent variables have a tolerance value above 0.1 and a Variance Inflation Factor (VIF) value of less than 10. It can be concluded that there is no multicollinearity between the independent variables in the regression model so that the regression model is feasible. used to predict the Job Satisfaction of PT PLN (Persero) UP3 Medan Utara employees. So it can be concluded that the regression model used in this study does not occur multicollinearity.

### 3.2 Discussion

#### a. The Effect of Leadership Style on Job Satisfaction

The influence of Leadership Style on Job Satisfaction shows positive and significant results. This can be seen from the t test which shows that the t-count value of the Leadership Style variable  $>$  from ttable is  $2.313 > 1.968$  and  $\text{sig} < \alpha$  is  $0.039 < 0.05$ . The results of this test prove that hypothesis 1 (H1), which states that leadership has a positive and significant effect on employee job satisfaction is statistically acceptable. From the results of this study it can be seen that with a good leadership style from the company will increase the job satisfaction of PT PLN (Persero) UP3 Medan Utara. So that a good leadership style will make employees feel more satisfied in working at the company.

#### b. The Effect of the Work Environment on Job Satisfaction

The influence of the work environment on job satisfaction shows positive and significant results. This can be seen from the t test which shows the tcount value of the Work Environment variable  $>$  from ttable which is  $2.766 > 1.968$  and  $\text{sig} < \alpha$  which is  $0.047 < 0.05$ , meaning that the Work Environment variable has a positive and significant effect on the Job Satisfaction variable of PT PLN (Persero) UP3 employees North Medan. The results of this test prove that hypothesis 2 (H2), which states that the work environment has a positive and significant effect on employee job satisfaction is statistically acceptable. The influence of the work environment on job satisfaction is an important factor in influencing employee performance and happiness at work. A good work environment can increase employee motivation, involvement, and job satisfaction, while a bad work environment can lead to stress, frustration, and dissatisfaction. Each organization has unique characteristics and work culture, so that the influence of the work environment on job satisfaction at PT PLN can be influenced by these factors. It is important for companies to continue to pay attention to and improve these aspects in order to create a positive work environment and support employees in achieving high job satisfaction.

#### c. The Effect of Motivation on Job Satisfaction

The effect of motivation on job satisfaction shows positive and significant results. This can be seen from the t test which shows the tcount value of the variable Motivation  $>$  from ttable which is  $2.152 > 1.968$  and  $\text{sig} < \alpha$  which is  $0.080 < 0.05$ , meaning that the variable Work Motivation has a positive and significant effect on the variable Job Satisfaction of employees of PT PLN (Persero) UP3 Medan North. The results of this test prove that hypothesis 3 (H3), which states that motivation has a positive and significant effect on employee job satisfaction is statistically acceptable. Work motivation is an important factor in influencing employee job satisfaction at PT PLN (Persero) UP3 Medan Utara. High work motivation can have a positive impact on employee performance, commitment, and job satisfaction. High work motivation encourages employees to work hard in achieving work goals and achievements. PT PLN (Persero) UP3 Medan Utara can provide clear and challenging targets for employees, as well as provide recognition and rewards for successful achievements. Employees who feel successful in achieving their work goals will tend to be more satisfied with their jobs.

## 4. Conclusion

Based on the results of the research and discussion, the conclusions from this research are as follows: a) Leadership style has a positive and significant effect on employee job satisfaction at PT PLN (Persero) UP3 Medan Utara. B) The work environment has a positive and significant effect on the job satisfaction of PT PLN (Persero) UP3 Medan Utara employees. c) Motivation has a positive and significant effect on employee job satisfaction at PT PLN (Persero) UP3 Medan Utara. d) Leadership style, work environment, and work motivation have a positive and significant effect on job satisfaction of PT PLN (Persero) UP3 Medan Utara employees.

### ACKNOWLEDGEMENTS

The author would like to thank profusely to all those who have contributed to this research. Our sincere thanks go to: 1) The Chancellor of Panca Budi Development University. The author would like to thank the Panca Budi Development University for the support given in carrying out this research. Without this support, this research would not be possible. 2) The author's supervisor and final assignment examiner, the author would like to express his appreciation to you who have provided valuable assistance, knowledge, and time in this research. Your contribution has had a significant impact on the smooth running of our research. 3) Thank you to all respondents or participants who have agreed to participate in this study. Without their cooperation

and willingness to share their insights and experiences, this research would not have been successful. 4) Colleagues and colleagues: The authors are grateful to colleagues and colleagues who provided valuable input, discussion, and moral support throughout this research. Your contributions have helped us to develop and improve this research. 5) The author would like to thank the family for the support, understanding, and encouragement that was continuously given during this research. You are the author's source of inspiration and provide invaluable support.

The author realizes that this list of acknowledgments is not exhaustive, but we are grateful to all who have helped in various ways. Without your contributions, this research would not have been possible. Hopefully this research can provide significant benefits and contributions in their field. Thanks again."

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