

## THE SIGNIFICANCE OF COMPETENCE, HUMAN RESOURCE DEVELOPMENT, AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT BPJS KETENAGAKERJAAN IN MAKASSAR CITY

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### ABSTRACT

*In the era of globalization and rapid technological development, organizational performance is highly dependent on the quality of human resources. In order to achieve its strategic goals, organizations such as BPJS Employment require employees who have high competence, skills and competitiveness to improve their performance. This study aims to determine and analyze the effect of competence, human resource development and organizational culture on the performance of employees of BPJS Ketenagakerjaan Makassar City. This study used a quantitative method involving 77 respondents, whose data were collected through questionnaires. Data analysis was carried out using multiple linear regression with the help of SPSS V.24 software. The results showed that employee competence has a positive but insignificant effect on performance, while human resource development and organizational culture each showed a positive and significant effect on employee performance, with a confidence level of 95%.*

**KEYWORDS** Competence, Human Resource Development, Organizational Culture, Employee Performance.



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### INTRODUCTION

Today the survival and growth of organizations depend not only on financial management, but also on effective human resource (HR) management. Many organizations have implemented HR practices to maintain the value of employees to the organization because HR plays a key role in determining the progress or decline of the organization (Sitanggang, 2021). According to Hasibuan (2016), HR is the science and art of managing labor relations and roles so that they can work

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effectively and efficiently, helping to achieve the goals of the company, employees, and society. HR is considered a vital asset that cannot be replaced by other resources. In a company, HR must always be oriented towards the company's vision, mission and goals and needs to have the appropriate skills and characteristics. Therefore, HR is the most important asset that has a direct impact on the welfare of the organization (Oktavia, 2021).

As organizations become more competitive and flexible, employees are faced with higher performance challenges and spend more time at work. Therefore, good human resource (HR) management is essential to improve organizational effectiveness and efficiency. Human resource management is the process of addressing various issues involving employees, managers and other workers to support HR activities and help the organization achieve its goals. Managers must ensure that the organization has the right workforce, with the appropriate capabilities, who can complete tasks and help achieve company goals. The implementation of good HR management can make employees work more effectively and efficiently, thus contributing to the achievement of organizational goals (Amelia et al., 2022). Thus, the role of HR is very important in the progress of the organization, and the balance of high-quality HR is the key to achieving organizational goals.

This research was conducted at the Makassar City BPJS Employment office, an organization responsible for providing social economic protection through social insurance mechanisms to the community. The social security schemes provided include Work Accident Insurance (JKK), Death Insurance (JKM), Old Age Security (JHT), and Pension Insurance (JP). The program is designed to provide basic protection for workers, ensure socio-economic security, and protect the income of workers and their families by covering their social risks (Bahari & Basalamah, 2019). However, in carrying out its duties, government organizations, including BPJS Ketenagakerjaan, currently face public challenges related to service quality. Indonesian society is increasingly critical and demands optimal services from the government. Changing times, modernization, and technological advances also have a complex impact on global life (Wulandari et al., 2018).

Based on Law Number 25 of 2009 concerning Public Services, Article 1 paragraph (1) states that public services are a series of activities carried out to meet the service needs of every citizen and resident, in accordance with statutory regulations, including goods, services, and administrative services provided by public service providers. The main task of every government agency is to provide services, because basically, government agencies are formed to be the main tool in serving the community. However, based on observations, there are indications that employee performance is still not optimal. BPJS Ketenagakerjaan employees have difficulty handling a high number of claims in a timely manner, causing participant dissatisfaction because they have to wait a long time for payment of their claims. Data on the performance assessment of employees of BPJS Ketenagakerjaan Makassar City for the period 2021 to 2023 are presented in the following table.

**Table 1. BPJS Employment Employee Performance Assessment Data  
Makassar City Period 2021-2023**

No.	Period	Number of Employees	Highly Satisfactory	Satisfactory Value	Less Value
1.	2021	78	34	42	2
2.	2022	80	37	43	0
3.	2023	77	33	43	1

Source: General Secretary of BPJS Employment Makassar City (2024)

Based on Table 1. shows the performance assessment of employees of the Makassar City Employment BPJS using Individual Performance Indicators, which include behavior, service performance, and service quality. In 2021, out of 78 employees, 34 people (44%) received a very satisfactory assessment, 42 people (54%) were satisfactory, and 2 people (3%) received an insufficient assessment. In 2022, with 80 employees, 37 people (46%) were rated as highly satisfactory, and 43 people (54%) as satisfactory. Whereas in 2023, out of 77 employees, 33 people (43%) were rated highly satisfactory, 43 people (56%) were satisfactory, and 1 person (1%) was rated less. This data shows that there are fluctuations in the performance of employees of the Makassar City Employment BPJS during the period 2021 to 2023, which indicates that performance is not optimal.

Initial identification of problems at BPJS Ketenagakerjaan Makassar City shows that employee performance is not optimal. One of the causes is the lack of competence, which can be seen from the difficulty of employees in adapting to changes in regulations and handling complex labor issues. Another problem is related to human resource development, where training and debriefing are still lacking, especially in the face of high claim volumes. In addition, organizational culture is also an issue, marked by a lack of collaboration between work units and a lack of appreciation for individual contributions. If these issues are not addressed immediately, the impact could worsen employee performance in the future.

According to Irfan (2022), performance is the willingness of individuals or groups to carry out and complete tasks according to their responsibilities with the desired results. Employee performance can be seen from their positive attitude towards work and agencies. Employees with high performance are able to achieve good results (Asfar & Anggraeni, 2020). To improve employee performance, it is important to pay attention to competencies, which include knowledge, skills, and work attitudes according to established standards. Competence is a combination of skills, knowledge, and behaviors that are observed and applied to achieve organizational success as well as personal contribution. Having the right abilities on the job is important to achieve performance and long-term success. Improved individual performance will have a positive impact on the overall performance of human resources and productivity (Rosmaini & Tanjung, 2019).

Some previous studies show research results that are relevant to this study, including research conducted by Dwiyanti et al. (2019) which shows that competence has a positive effect on employee performance at PD. BPR Bank Buleleng 45. Similar research was also conducted by Hidayat et al. (2019) which

shows that competence has a positive and significant effect on the performance of employees of the Makassar City Social Service. However, the results of this study are not in line with research conducted by Rosmaini and Tanjung (2019) which shows that partially competence has a positive and insignificant effect on the performance of employees of the Aceh Tamiang Regency Public Works and Public Housing Office.

Apart from competence, human resource development also affects employee performance. According to Dewi & Harjoyo (2019), HR development is very important for companies and employees because it helps improve employee skills and knowledge. This process is an integral part of change and performance improvement. When individuals are actively involved in self-development through education, training, or work experience, they can increase their contribution in the workplace. Thus, HR development is an important foundation for improving employee performance and achieving overall organizational goals.

Some previous studies show research results that are relevant to this research, including research conducted by Andayani & Hirawati (2021) The results showed that human resource development partially affected the performance of employees of PT Pos Indonesia, Magelang City Branch. Similar research also conducted by Sucipto & Syaifulloh (2021) shows that human resource development has a positive and significant effect on the performance of employees of the Faculty of Economics and Business, Muhadi Setiabudi University. However, the results of this study are not in line with research conducted by Lestari et al. (2021) shows that human resource development has no effect on employee performance at Sharia Business Unit Banks in Palembang City.

In addition to competence and human resource development, organizational culture also plays an important role in employee performance. Sutrisno (2016) states that a well-managed culture can encourage employees to be positive, dedicative, and productive. Although cultural values are not directly visible, they influence employee behavior and improve performance effectiveness. Robbins & Judge (2015) added that a strong organizational culture can attract individuals to join and have a long-term career. The fit between organizational culture and employee values can improve performance, creating a work environment that supports development and achievement. Employees who feel comfortable and inspired by cultural values tend to be more dedicated and high-performing.

Several previous studies have shown research results that are relevant to this study, including research conducted by Hendra (2020) which shows that organizational culture has a positive and significant effect on employee performance at Tjut Nyak Dhien University Medan. Similar research was also conducted by Lathifah and Kurniawati (2021) which showed that organizational culture has a positive and significant effect on employee performance at the College of Informatics and Computer Management (STMIK) AUB Surakarta. However, this research is not in line with research conducted by Wahyudi and Tupti (2019) which shows that organizational culture has a positive but insignificant effect on the performance of employees of the Aceh Tamiang Regency Education and Culture Office.

So based on the phenomena that occur and the existence of research gaps in previous studies, this study focuses on addressing issues related to the influence of competence, human resource development, and organizational culture on improving employee performance at BPJS Ketenagakerjaan Makassar City. This study aims to explore how these factors affect employee performance.

## RESEARCH METHOD

This research is included in the type of quantitative descriptive research, which aims to describe systematically, factually, and accurately a treatment in a certain area by examining the cause and effect relationship. This research observes existing results and then suspects the factors that cause them using a quantitative approach (Yusuf, 2016). The location of this research was conducted at the Makassar City Employment BPJS, South Sulawesi Province, which is located on Jalan Urip Sumorarjo KM. 4.5 Pampang Raya, Makassar City, South Sulawesi. The study population consisted of all employees of the Makassar City Employment BPJS, totaling 77 people. Because the population size is the same as the sample size, this study used a saturated sample technique, so that the total sample studied was 77 people. The data collection method was carried out through a questionnaire, which contained checklists and rating scales to measure the behavior and attitudes of respondents. This questionnaire was distributed to employees of the Makassar City Employment BPJS to be filled in. Measurement of variables in this study was carried out using a Likert scale, and the data collected was analyzed with the help of SPSS version 24 software.

## RESULT AND DISCUSSION

### Results

#### *Validity Test*

The validity test aims to determine the level of validity of the instruments used in the study. Through the validity test, it will be known whether the question items presented in the questionnaire are really able to reveal with certainty about the problem under study. How to test the validity by using the Product Moment formula with a significance level of 0.05. If  $r_{xy} > r_{table}$  then the data is valid, but if  $r_{xy} < r_{table}$  then the data is invalid. Validity can also be known from the significance of the correlation results, if the significance of the correlation results is less than 0.05, then the test is a strong construct. Based on the data obtained in the study, the results of testing the validity of the research instruments are as follows:

**Table 2. Recapitulation of Validity and Reliability Test Results**

Variables	Item	r	sig.	Description	Reliability	Description
Competence	X1.1	0,782	0,000	Valid	0,689	Reliable
	X1.2	0,797	0,000	Valid		
	X1.3	0,775	0,000	Valid		
HR Development	X2.1	0,782	0,000	Valid	0,610	Reliable
	X2.2	0,797	0,000	Valid		
	X2.3	0,775	0,000	Valid		

<b>Organizational culture</b>	X3.1	0,833	0,000	Valid	0,721	Reliable
	X3.2	0,786	0,000	Valid		
	X3.3	0,781	0,000	Valid		
<b>Employee Performance</b>	Y1.1	0,633	0,000	Valid	0,709	Reliable
	Y1.2	0,788	0,000	Valid		
	Y1.3	0,810	0,000	Valid		

Based on Table 2. it can be concluded that all items and variable indicators in the research instrument are proven valid. This validity indicates that each item and indicator can be relied upon to provide accurate and relevant results in assessing the variables under study.

### ***Reliability Test***

Reliability is a measure that shows the extent to which a measuring instrument can be trusted or relied upon. A measuring instrument is considered reliable if it produces consistent results from the same measurement at different times. Reliability tests are often carried out using Cronbach's Alpha technique, where a research instrument is considered reliable if its alpha coefficient is 0.6 or higher. Based on the reliability test results listed in Table 2. shows that all research instruments are declared reliable. This means that all variables in this study have a reliability coefficient or alpha greater than 0.6, indicating the consistency and reliability of the measuring instruments in the study.

### ***Hypothesis testing***

Hypothesis testing in this study is based on the probability value for partial tests. The research hypothesis is as follows:

- Ho: There is no influence between the independent variable and the dependent variable.
- Ha: There is an influence between the independent variable and the dependent variable.

While the basis for decision making is:

- $P \leq 0.05$ , then Ho is rejected.
- $P > 0.05$ , then Ho is accepted.

This hypothesis testing was carried out using multiple linear regression statistical analysis techniques, from the processed computer results of the *SPSS for Windows* sub program which will be presented through significance tables. The test results are presented in the following table:

**Table 3. Hypothesis Testing**

HIP	Independent Variable	Dependent Variable	B	Beta	t	Sig	Description
H1	Competence	Employee Performance	0,074	0,074	0,792	0,431	Not Significant
H2	HR Development	Employee Performance	0,404	0,347	3,707	0,000	Significant

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	Organizational culture	Employee Performance	0,531	0,528	6,484	0,000	Significant
H3							
R =	0,77	R Square =	0.593				
F =	35,427						
Sig	0,000						

the entire model of three hypothesized direct effects, two are significant and one is not significant. The interpretation of Table 3. can be explained as follows:

1. Competence has a positive but insignificant effect on employee performance with  $P = 0.431 > 0.05$  with a coefficient value of 0.074, this coefficient indicates that the competence of employees does not improve employee performance at the Makassar City Employment BPJS.
2. HR development has a positive and significant effect on employee performance with  $P = 0.000 < 0.05$  with a coefficient value of 0.404, this coefficient indicates that the better HR development, the performance of employees at the Makassar City Employment BPJS will increase.
3. Organizational culture has a positive and significant effect on employee performance with  $P = 0.000 < 0.05$  with a coefficient value of 0.531, this coefficient indicates that the better the organizational culture, the better employee performance will be.
4. Significant F test with  $\text{Sig} < 0.05$ , meaning that the model built describes the conditions at the research site or the results of this study can be generalized to the Makassar City Employment BPJS office.
5. R Square produces a value of 0.593, meaning that the model built describes the conditions in the research site by 59.3% and the remaining 40.7% is a fact beyond the ability of researchers or there are still things that researchers do not include as indicators of each research variable.

### Classical Assumption Testing

To obtain an unbiased and efficient estimator of a multiple regression equation, the data must meet the following classical assumption criteria:

#### a. Multicollinearity

**Multicollinearity** refers to a situation where there is a very high correlation between the independent variables in the regression model. According to Gujarati (1999:157), multicollinearity means that there is a very strong, almost perfect, correlation between the independent variables. To detect multicollinearity, the **Variance Inflation Factor (VIF)** measure can be used. If the VIF value is less than 5, then the model is considered free from multicollinearity (Santoso, 2003; Sulaiman, 2004).

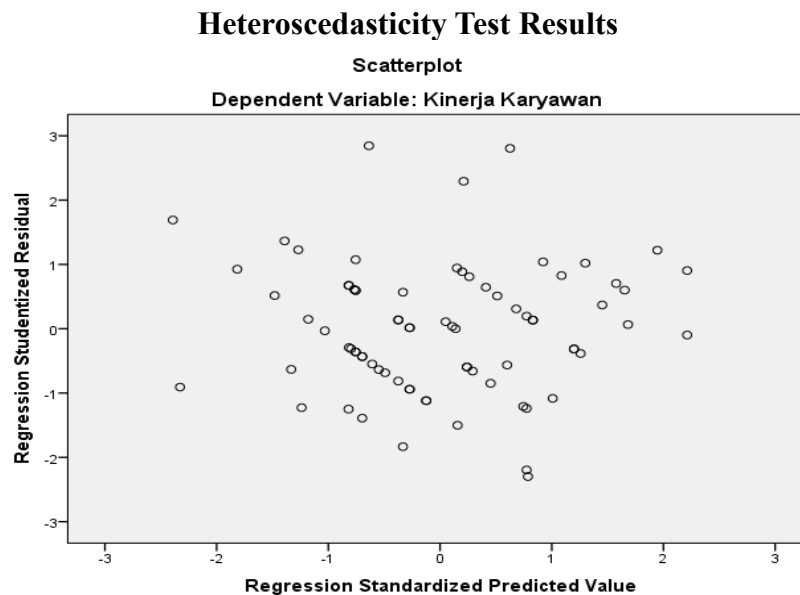
**Table 4. Multicollinearity Test**

Independent variable	Tolerance	VIF	Description
Competence	0,443	2,259	Non Multicollinearity
HR Development	0,510	1,960	Non Multicollinearity
Organizational culture	0,295	3,393	Non Multicollinearity

**Based on Table 4.** it can be seen that all VIF values are below 5. This indicates that there is no multicollinearity problem in the model.

b. Heteroscedasticity

Heteroscedasticity can cause regression coefficients to be inefficient, resulting in less accurate estimation results. This is contrary to the basic assumption of linear regression which requires that the residual variation is the same for all observations, known as homoscedasticity (Gujarati, 1999). To detect heteroscedasticity, a plot of residuals (\*ZRESID) against the predicted variable (\*ZPRED) can be used. If the points on the plot are scattered around zero on the Y-axis and do not show a particular pattern or trend, then the model is considered to have no heteroscedasticity and qualifies for good prediction (Santoso, 2003; Sulaiman, 2004). The heteroscedasticity test was conducted using the Scatterplot graph, and the results are shown in the following figure.

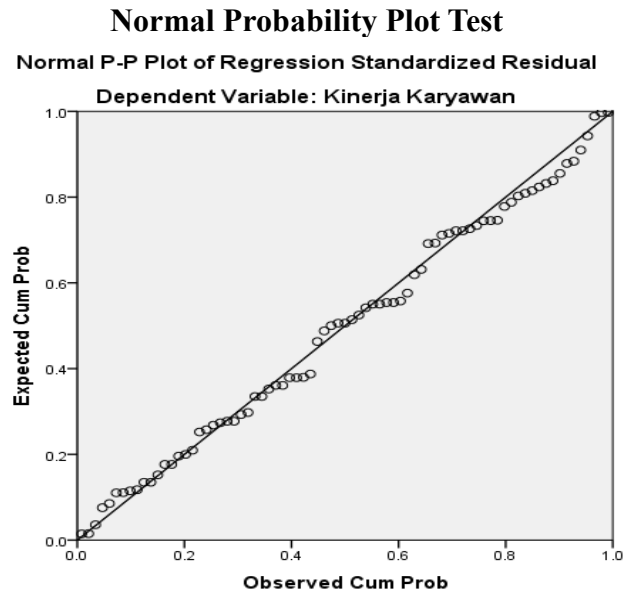


Based on the figure, no heteroscedasticity is found because there is no clear pattern and the points spread evenly. This assessment is based on two criteria. First, if there is a regular pattern that forms a certain pattern, then heteroscedasticity occurs. Meanwhile, if the dots are scattered without a clear pattern, then there is no heteroscedasticity.

c. Normality

The normality test is used to detect whether the data distribution of the independent variable and the dependent variable is normal. The normality test is intended to see whether the data being analyzed has a residual value that is around zero (normal data) or not. If it is around zero, then the normality assumption is met, and vice versa (Yarnest, 2004). The results of this test can be seen through the normal probability plot graph displayed in the following figure:





It can be seen that the points spread around the diagonal line, and the distribution follows the direction of the diagonal line. So the regression model deserves further analysis.

## Discussion

### *The Effect of Competence on Employee Performance BPJS Employment Makassar City*

The results of the analysis show that competence has a positive but insignificant effect on employee performance. This finding shows that the competence of employees does not have an impact on maximum performance at the Makassar City Employment BPJS. This finding is in accordance with the results of research conducted by Rosmaini & Tanjung (2019) which shows that partially competence has a positive but insignificant effect on the performance of employees of the Aceh Tamiang Regency Public Works and Public Housing Office. However, the results of this study contradict research conducted by Hidayat et al. (2020) which shows that competence has a positive and significant influence on the performance of employees of the Makassar City Social Service.

The descriptive statistical results of the competency variable show that the work knowledge indicator is the indicator that has the highest mean value, this shows that employees at the Makassar City Employment BPJS tend to have high knowledge related to their field of work. Based on the observations of researchers, the facts at the research site show that the competencies possessed by employees do not have an impact on maximum performance. This is because employee competence is not seen from the educational background to occupy a certain position or position but based on the knowledge and skills possessed by employees, while employees may feel knowledgeable and skilled in certain fields but their abilities are unfounded and cannot be measured, because the valid measure of knowledge and skills is a diploma in educational background.

***The Effect of HR Development on Employee Performance BPJS Employment Makassar City***

The results of the analysis show that implementing an effective and sustainable HR development program can be a strategic step in improving the performance of employees of the Makassar City Employment BPJS. This finding is in accordance with the results of research conducted by Sucipto & Syaifulloh (2021) which shows that human resource development has a positive and significant effect on the performance of employees of the Faculty of Economics and Business, Muhadi Setiabudi University. However, the results of this study contradict research conducted by Lestari et al. (2021) which shows that human resource development has no effect on employee performance at Sharia Business Unit Banks in Palembang City.

The results of descriptive statistics of HR development variables show that the technological capability indicator is the indicator that has the highest average value, this shows that employees at BPJS Ketenagakerjaan Makassar City have good technological capabilities on average. This can be interpreted as an indication that the company pays great attention to employee development in terms of technological capabilities. Based on the results of the researcher's observations, the facts at the research site show that there is a strong commitment from the company to the development of human resources as a whole. Employees are considered a valuable asset and employee capacity is considered key to achieving competitive advantage and long-term success. The HR development program implemented includes comprehensive training, coaching, and career development programs to ensure that employees of BPJS Ketenagakerjaan Makassar City have the skills and knowledge needed to achieve individual and company goals.

***Effect of Organizational Culture on Employee Performance BPJS Employment Makassar City***

The results of the analysis show that organizational culture has a positive and significant effect on employee performance. This finding shows that good organizational culture management can be an important asset for long-term success towards improving the performance of Makassar City Employment BPJS employees. This finding is in accordance with the results of research conducted by Lathifah & Kurniawati (2021) which shows that organizational culture has a positive and significant effect on employee performance at the College of Informatics and Computer Management (STMIK) AUB Surakarta. However, the results of this study contradict research conducted by Wahyudi & Tupti (2019) which shows that organizational culture has a positive but insignificant effect on the performance of employees of the Aceh Tamiang Regency Education and Culture Office.

The results of descriptive statistics of organizational culture variables show that the employee appearance indicator is the indicator that has the highest mean value, this indicates a strong emphasis by the company on employee appearance at BPJS Ketenagakerjaan. Based on the results of the researcher's observations, the

facts at the research site show that organizational culture is considered a critical aspect in creating a positive, collaborative, and productive work environment at BPJS Ketenagakerjaan Makassar City. Companies actively strengthen and maintain the values, norms, and principles of organizational culture that are considered important to achieve common goals and improve overall company performance.

## CONCLUSION

Based on the results of research and data analysis, it can be concluded that, first, competency factors have a positive influence on employee performance, but this influence is not significant. This means that although employee competence has an impact, the competencies possessed are still not well structured or measured, so they are unable to have a major influence on improving performance. In contrast, human resource development (HR) has a positive and significant effect on performance. This shows that the implementation of effective and sustainable HR development programs can be an important strategy in encouraging improved employee performance. In addition, organizational culture also has a positive and significant effect on employee performance. This coefficient illustrates that good organizational culture management can be an important factor in driving long-term success and improving employee performance.

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