

## **ANALYSIS OF THE INFLUENCE OF EMPLOYEE PERFORMANCE IN THE ELELIM REGIONAL COORDINATOR IN SUPPORTING PIONEERING AIR TRANSPORT SUBSIDY SERVICES**

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### **Abstract**

Pioneer Air Transportation is a mode of air transportation that provides air transportation services, and is a form of government intervention by providing subsidies due to an imbalance between demand and supply. This research aims to find out whether work facilities and communication influence employee performance with work motivation as an intervening variable at the Regional Coordinator of Perintis Elelim Airport. The research was conducted on 80 people using saturated sampling techniques. The data collection technique used is primary data in the form of a questionnaire and secondary data obtained through documentation studies. The data analysis technique uses quantitative data processed with the Smart PLS version 3 program, namely validity and reliability testing, hypothesis testing and sobel testing. The results obtained in this study show 1) there is a significant influence between work facilities on performance, 2) there is a significant influence between communication variables on performance, 3) there is a significant influence between work motivation variables on performance, 4) there is a significant influence between work facilities variables on work motivation, 5) there is a significant influence between communication variables on work motivation, 6) work motivation variables can influence work facility variables on performance, 7) work motivation variables can influence communication variables on performance.

**Keywords:** Work Facilities, Communication, Work Motivation, Performance

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## **INTRODUCTION**

Indonesia has the largest land area in Southeast Asia. However, many isolated areas remain difficult for the government to reach for development, making accessibility a key factor in supporting equitable development. Accessibility is a measure of how easily a location can be reached from other locations using transportation systems.

Pioneer Air Transport is a mode of air transportation that provides air transportation services and represents a form of government intervention through subsidies due to the imbalance between supply and demand. The Pioneer Air Transport subsidy is a National Strategic Program. This program has been implemented since 1990. Pioneer Air Transport functions to provide flight networks and routes to connect remote and underdeveloped areas, or areas unserved by other modes of transportation and commercially unprofitable. There are approximately 18 Regional Coordinators for Pioneer Air Transport Subsidies in Indonesia, nine of which are spread across Papua: Sorong, Manokwari, Nabire, Timika, Wamena, Merauke, Tanah Merah Oksibil, and Elelim.

Pioneer air transport services in Papua, particularly in mountainous areas, are essential due to the many remote areas accessible only by air. The Elelim Regional Coordinator is one of the regions in the Papuan Mountains that receives Pioneer Air Transport Subsidies. The Elelim Regional Coordinator serves approximately 16 pioneer routes covering remote areas.

To meet the service requirements of these 16 pioneer routes, the Elelim Regional Coordinator still needs to conduct performance evaluations to improve air transport services. Employee performance is considered suboptimal within the Elelim Regional Coordinator. Several factors influence employee performance, both internal and external. Human Resources are a crucial factor within an organization. Human Resources encompass the knowledge, skills, and competencies of employees.

Based on observations of the performance of Elelim Regional Coordinator employees in supporting Pioneer Air Transportation services, it was found that employee performance in Ground Handling was suboptimal. Ground Handling, or Ground Operations, encompasses the knowledge and skills involved in handling aircraft on the apron, passengers and baggage at the terminal and cargo area, and postal services in the cargo area. This is due to employees' inability to develop and expedite communication, which hinders smooth passenger service.

The availability of supporting facilities also significantly impacts the workplace. Infrastructure, such as workspaces and the availability of tools that assist in completing tasks, impacts an organization's work ethic (Meho & Christian, 2019).

Furthermore, external factors such as management and leadership, organizational structure, and information and communication technology in the workplace also contribute to improving employee performance. Communication within the workplace, both between leaders and subordinates and among employees, also impacts an organization's performance. Furthermore, motivation and job satisfaction are among the internal factors that influence organizational performance. Awareness and love for work are factors that drive an employee's motivation to work (Rumbi et al., 2021).

This study utilizes previous research to understand the research methods and results. This prior research serves as a benchmark for the author in writing and analyzing the research. However, these studies still have weaknesses, including the lack of supporting data that could support preliminary assumptions about the phenomena. Therefore, in this study, the author attempts to clearly explain the phenomena occurring based on the supporting data presented so that this study can address these weaknesses.

The results of previous research collected by the author show differences, some significant and others insignificant. Research conducted by Fransiska & Tupti (2020) indicates that communication has a positive and significant effect on employee performance. Research conducted by Soepalman et al. (2023) indicates that work facilities have a positive and significant effect on performance through work motivation. Meanwhile, research conducted by Jufrisen and Hadi (2021a) indicates that work facilities have a positive and significant effect on performance, but work motivation, as a mediator, does not mediate the effect of work facilities on employee performance.

The performance of Elelim Regional Coordinator employees is said to be low due to their inability to meet expectations or job responsibilities (Christian et al., 2024a). Based on the survey results, several factors contributing to the decline in employee performance include a lack of motivation and an unsupportive work environment. Low employee performance at Elelim Regional Coordinator will result in poor service provision for pioneering air transportation subsidies in the region. Employee performance can be measured using various indicators, such as work quality, quantity, punctuality,

and effectiveness. These indicators are used to gauge the performance of Elelim Regional Coordinator employees.

Based on this phenomenon, the author is interested in addressing this issue as a research topic. Therefore, a study analyzing employee performance at Elelim Regional Coordinator is deemed necessary to support pioneering air transportation services in the region.

## RESEARCH METHOD

In this study, the authors employed a quantitative method with a data collection technique through interviews and observations conducted with respondents using a questionnaire (Prasetyo and Jannah, 2005). The questionnaire contained questions regarding the performance of Elelim Airport employees in carrying out their work as pioneer airport services in Yalimo Regency. The questionnaire generally contained information about the respondents' identities and a list of questions related to the research variables.

In this study, the population was all 80 employees working at Elelim Airport. The sample respondents were employees of the Elelim Airport office and the public who used pioneer services at Elelim Airport in Yalimo Regency, Papua Pegunungan. Due to the small population, the sample used was the entire population, 80 employees, using saturated sampling.

The data analysis technique for this study employed quantitative data analysis. To facilitate data analysis, the researcher used Smart-PLS 4.0 software.

## RESULT AND DISCUSSION

### A. Result

#### Respondent Characteristics by Gender

The characteristics of respondents to the Perintis Elelim Airport Regional Coordinator in 2024 based on gender are as follows:

Table 1. Respondent Characteristics Based on Gender

|           | Gender       | Number    | Percentage   |
|-----------|--------------|-----------|--------------|
| <b>o.</b> |              |           |              |
|           | Male         | 58        | 72.5         |
| .         | Female       | 22        | 27.5         |
| .         | <b>Total</b> | <b>80</b> | <b>100.0</b> |

Source: Processed Primary Data, 2024

The table above shows that the majority of respondents were male, with 58 respondents (72.5%), while 22 respondents were female (27.5%).

### Respondent Characteristics Based on Education Level

The characteristics of respondents to the Perintis Elelim Airport Regional Coordinator in 2024 based on education level are as follows:

Table 2. Respondent Characteristics Based on Education Level

| Education Level  | Number    | Percentage   |
|--|-----------|--------------|
| High School/Vocational High School or Equivalent Diploma (1st/2nd/3rd) | 24        | 30.0         |
| Bachelor's Degree  | 43        | 53.75        |
| <b>Total</b>   | <b>80</b> | <b>100.0</b> |

Source: Processed Primary Data, 2024

The table above shows that the majority of respondents (43 respondents) had a bachelor's degree (53.75%). Meanwhile, 24 respondents (30.00%) had a high school/vocational high school (SMA) or equivalent education, and 13 respondents (16.25%) had a diploma (1/2/3).

### Respondent Characteristics Based on Length of Service

The characteristics of respondents at the Perintis Elelim Airport Regional Coordinator in 2024 based on length of service are as follows:

Table 3. Respondent Characteristics Based on Length of Service

| Working Period | Total     | Percentage   |
|----------------|-----------|--------------|
| < 5 Years      | 20        | 25.0         |
| 5 – 10 Years   | 44        | 55.0         |
| > 10 Years     | 16        | 20.0         |
| <b>Total</b>   | <b>80</b> | <b>100.0</b> |

Source: Processed Primary Data, 2024

From Table 4.3, it can be seen that the majority of respondents, 44 (55.0%), had worked for 5-10 years. The number of respondents with less than 5 years of service was 20 (25.0%), and the number of respondents with more than 10 years of service was 16 (20.0%).

### Outer Model Measurement Model

The validity test in this study was conducted to determine the validity of the research instrument according to the established variable indicators. A questionnaire is considered valid if it is able to reveal the values of the variables being studied. In this validity test, data is considered valid if the calculated r-value is greater than the table r-value. Conversely, data is considered invalid if the calculated r-value is less than the table r-value. The following table shows the validity test results:

Table 4. Validity Test Results

| Variables            | Item  | r-<br>Calculate | r-<br>Table | Description |
|----------------------|-------|-----------------|-------------|-------------|
| Work Facilities (X1) | X1.1  | 0.836           | 0.217       | Valid       |
|                      | X1.2  | 0.777           | 0.217       | Valid       |
|                      | X1.3  | 0.746           | 0.217       | Valid       |
|                      | X1.4  | 0.819           | 0.217       | Valid       |
|                      | X1.5  | 0.799           | 0.217       | Valid       |
|                      | X1.6  | 0.764           | 0.217       | Valid       |
|                      | X1.7  | 0.831           | 0.217       | Valid       |
|                      | X1.8  | 0.710           | 0.217       | Valid       |
|                      | X1.9  | 0.792           | 0.217       | Valid       |
|                      | X1.10 | 0.811           | 0.217       | Valid       |
| Communication (X2)   | X2.1  | 0.800           | 0.217       | Valid       |
|                      | X2.2  | 0.808           | 0.217       | Valid       |
|                      | X2.3  | 0.847           | 0.217       | Valid       |
|                      | X2.4  | 0.739           | 0.217       | Valid       |
|                      | X2.5  | 0.854           | 0.217       | Valid       |
|                      | X2.6  | 0.739           | 0.217       | Valid       |
|                      | X2.7  | 0.743           | 0.217       | Valid       |
|                      | X2.8  | 0.814           | 0.217       | Valid       |
|                      | X2.9  | 0.753           | 0.217       | Valid       |
|                      | X2.10 | 0.741           | 0.217       | Valid       |
| Motivation (Z)       | Z1.1  | 0.872           | 0.217       | Valid       |
|                      | Z1.2  | 0.833           | 0.217       | Valid       |

|                 |       |       |       |       |
|-----------------|-------|-------|-------|-------|
|                 | Z1.3  | 0.762 | 0.217 | Valid |
|                 | Z1.4  | 0.833 | 0.217 | Valid |
|                 | Z1.5  | 0.817 | 0.217 | Valid |
|                 | Z1.6  | 0.802 | 0.217 | Valid |
|                 | Z1.7  | 0.813 | 0.217 | Valid |
|                 | Z1.8  | 0.788 | 0.217 | Valid |
|                 | Z1.9  | 0.796 | 0.217 | Valid |
|                 | Z1.10 | 0.735 | 0.217 | Valid |
|                 | Y1.1  | 0.803 | 0.217 | Valid |
|                 | Y1.2  | 0.823 | 0.217 | Valid |
|                 | Y1.3  | 0.787 | 0.217 | Valid |
|                 | Y1.4  | 0.799 | 0.217 | Valid |
| Performance (Y) | Y1.5  | 0.762 | 0.217 | Valid |
|                 | Y1.6  | 0.860 | 0.217 | Valid |
|                 | Y1.7  | 0.762 | 0.217 | Valid |
|                 | Y1.8  | 0.840 | 0.217 | Valid |
|                 | Y1.9  | 0.805 | 0.217 | Valid |
|                 | Y1.10 | 0.793 | 0.217 | Valid |

Data source: processed, 2024

From the table above, it can be seen that the validity test results for all question items in each variable according to the questionnaire related to the variables of work facilities (X<sub>1</sub>), communication (X<sub>2</sub>), motivation (Z), and performance (Y) indicate that the calculated r-value is greater than the table r-value of 0.217. Therefore, it can be concluded that the variables of work facilities (X<sub>1</sub>), communication (X<sub>2</sub>), motivation (Z), and performance (Y) are valid and can be continued to the next test.

### Reliability Test

Reliability testing in this study was measured using Cronbach's alpha. Data is considered reliable if the Cronbach's alpha value is > 0.60. Conversely, data is considered unreliable if the Cronbach's alpha value is < 0.60. The results of the reliability test can be seen in the following table:

Table 5. Reliability Test Results

| Variables                         | Cronbach's alpha | Critical Value | Information |
|-----------------------------------|------------------|----------------|-------------|
| Work Facilities (X <sub>1</sub> ) | 0.933            | 0.70           | Reliable    |
| Communication (X <sub>2</sub> )   | 0.939            | 0.70           | Reliable    |

|                  |       |      |          |
|------------------|-------|------|----------|
| Motivation (Z1)  | 0.931 | 0.70 | Reliable |
| Performance (Y1) | 0.940 | 0.70 | Reliable |

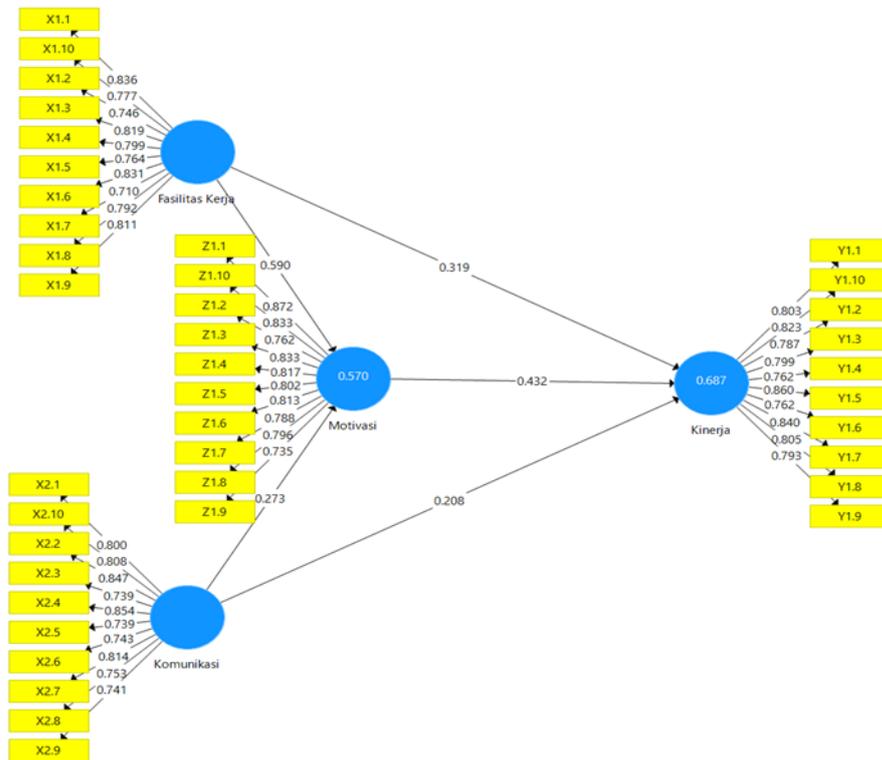
Data source: processed, 2024

From Table 4, it can be seen that the data taken from the questionnaire regarding the variables of work facilities (X1), communication (X2), motivation (Z) and performance (Y) shows that the Cronbach's alpha value is  $> 0.70$ . Therefore, it can be concluded that the variables of work facilities (X1), communication (X2), motivation (Z) and performance (Y) can be said to be reliable and can be continued to the next test.

### **Construct Analysis Results (Measurement Model)**

The construct of the analysis results using path analysis techniques (part analysis) as well as the evaluation of indicators through validity and reliability tests that show the causal relationship or direct influence of each variable according to the problem and hypothesis, as well as the indirect influence of the variables where the indirect influence of the work facilities variable (X1) and communication (X2) on performance (Y) is mediated by the motivation variable (Z). The test results based on the construction model of this study according to the research variables are as follows:

Figure 1. Research Variable Construct Equation Model



Sumber Data: Diolah, 2024

Based on the construct model, the structure of influence and relationships can be explained. It can be explained that for the work facilities variable (X1) 10 statements are used, communication (X2) 10 statements are used, performance (Y1) 10 statements are used, and for the motivation variable (Z1) as an intervening variable 10 statements are used. Further explanation regarding the direct and indirect influence of these variables as shown in the construction diagram is as follows:

## B. Discussion

### The Influence of Work Facilities on Performance

Based on the hypothesis testing and testing criteria outlined above, it can be concluded that the influence of work facilities on performance is positive and significant. These results suggest that the greater the availability of work facilities, the higher the performance. According to Nurhadian (2019), work facilities are crucial for supporting the smooth execution of employee tasks. Supported by good technology, work facilities can simplify and expedite work.

Based on the results of a questionnaire distributed to respondents regarding the statement "complete work equipment can support

employees' effective work performance," the majority of respondents strongly agreed. This indicates that the availability of work equipment significantly supports employees' smooth execution. Available work facilities should be accessible and utilized by employees to achieve optimal performance.

These research findings align with research conducted by Irwantha Sihombing, Agus Rahman Alamsyah, and Ike Kusdyah Rahmawati (2024), which states that employee performance is influenced by several factors, including work facilities. Facilities are tools that facilitate and facilitate the execution of functions. Facilities are the means and infrastructure that facilitate work. When carrying out activities within their organization, employees expect adequate facilities. These facilities can improve employee performance (Nugroho et al., 2023).

### **The Influence of Communication on Performance**

Based on the analysis of the direct testing results above, it can be seen that the communication variable directly has a positive and significant influence on performance. These results indicate that communication binds the roles of all organizational members, including in improving performance. Meanwhile, Siagian (2005) emphasized that communication is a crucial element in organizational life, both in terms of administrative and management processes and the involvement of all parties within the organization.

Based on the results of a questionnaire distributed to respondents regarding the statement "good communication helps employees carry out their work in the organization," the majority of respondents answered in the affirmative. This indicates that good communication between employees, both with superiors and fellow employees, significantly supports the smooth functioning of their work within the organization (Christian et al., 2024b).

These research findings align with research by Yuliana Fransiska (2020), which states that communication significantly contributes to performance development because with good communication, leadership orders or directions regarding what, how, when, and how employees work become clearer, enabling them to improve their performance in accordance with company standards.

### **The Influence of Motivation on Performance**

The analysis of the direct influence of motivation variables on performance shows a positive and significant relationship between motivation and performance. This finding explains that providing motivation to employees can improve performance, and conversely, if leaders and organizations ignore employees who perform well, performance can decline.

Based on the results of a questionnaire distributed to respondents regarding the statement "rewards given by superiors motivate employees to work better," the majority of respondents strongly agreed. This indicates that providing awards or rewards to employees motivates them to work harder, thus significantly supporting the organization's goal achievement.

Research conducted by (Shihab et al., 2022) concluded that work motivation influences employee performance. Motivation is a personal state that drives an individual's desire to undertake certain activities to achieve goals. Every company always wants the performance of each of its employees to improve. To achieve this, companies must provide strong motivation to all employees to achieve work achievements and improve performance. Without motivation, an employee will not be able to fulfill his duties according to standards or even exceed standards because his motives and motivations are not fulfilled.

### **The Influence of Work Facilities on Motivation**

As explained in the direct test analysis results above, it can be seen that work facilities directly have a positive and significant influence on motivation. This explanation can be interpreted as meaning that if work facilities are adequate, it will impact employee motivation in carrying out tasks and work. Work facilities are related to the work environment, because the work environment is also a work facility. A comfortable work environment allows employees to perform their work effectively. According to Ovidiu (2013), simply put, facilities are physical means that can process input into the desired output.

Based on the results of a questionnaire distributed to respondents regarding the statement "tools that support work in the office are available and in good condition," the majority of respondents responded strongly in agreement. This indicates that the availability of equipment in good condition is crucial for employees in carrying out their work.

These research results align with research conducted by (Ak, n.d.), which found that work facilities have a positive and significant influence on

work motivation. To achieve the company's goals, there are many supporting factors, one of which is employee work facilities which are a supporting factor for the smooth running of the tasks they carry out, so that the work can be done as expected.

### **The Influence of Communication on Motivation**

The findings from the analysis of the influence of communication on motivation indicate a positive and significant effect. This finding implies that well-maintained communication can boost employee motivation to work. Smooth, clear communication, delivered according to needs, influences employee work motivation. The smooth flow of information within a company impacts subordinates' positive reception, including understanding of instructions and work responsibilities.

Based on the results of a questionnaire distributed to respondents regarding the statement "effective communication helps superiors assign tasks," the majority of respondents strongly agreed. This indicates that assigning tasks to employees requires effective communication, which significantly supports the smooth running of the organization in achieving its goals.

These research findings align with research conducted by Rizky YudHa Arif H & Indriana Kristiawati (2024), which found that communication has a positive and significant influence on employee work motivation. Communication in the workplace is crucial for companies, as it is one of the keys to their success. If communication is not effective, misunderstandings between departments/units and interpersonal relationships within the company, often referred to as miscommunication, will often occur. Interpersonal relations between employees are a company's way of strengthening interpersonal relationships between employees, so that company goals can be achieved.

### **The Effect of Work Facilities on Performance Through Motivation**

Based on the test results, the indirect effect described above indicates that motivation, as an intervening variable, can act as a mediator or mediated the effect of work facilities on performance. This means that motivation can strengthen the relationship between work facilities and performance. Adequate facilities can support employee performance, while for service recipients, they can provide a sense of comfort and satisfaction during the service process. Meanwhile, according to (Fuadi & Aska, 2023),

work motivation is the attitude (pleasant or unpleasant) that needs to be conveyed to others. Work motivation is the process of influencing or encouraging an individual or group from the outside to encourage them to carry out a predetermined task.

The results of this study align with research conducted by (Hadi, 2021b), which found that work facilities have a significant effect on employee performance through work motivation. Adequate work facilities will further enhance employee work motivation, thereby improving their performance.

### **The Effect of Communication on Performance through Motivation**

The test results for the indirect effect of communication through motivation on performance indicate that motivation can strengthen the influence of communication on performance. This means that providing motivation to employees can improve communication and employee performance. Bernard (2003) stated that the existence of an organization (a cooperative system) depends on the ability of people to communicate and work together to achieve a common goal. Therefore, the primary function of an executive is to develop and maintain a communication system. A communication system or network binds the roles of all organizational members. Meanwhile, Siagian (2005) emphasized that communication is a crucial element in organizational life, both in terms of administrative and management processes and the involvement of all parties within the organization.

The results of this study align with research conducted by Pradnyandari (2024), who stated that superiors are expected to improve communication with subordinates, such as employee relationships, information dissemination through employees, and employee leisure time. The regression results indicate that communication variables have a positive influence on employee performance.

### **CONCLUSION**

The conclusions that can be drawn based on the research results and discussion above are as follows:

1. Work facilities have a positive and significant effect on performance.
2. Communication has a positive and significant effect on performance.
3. Motivation has a positive and significant effect on performance.
4. Work facilities have a positive and significant effect on motivation.

5. Communication has a positive and significant effect on motivation.
6. Motivation can strengthen the effect of facilities on performance.
7. Motivation can strengthen the effect of communication on performance..

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