Jurnal Teknik Industri: Jurnal Hasil Penelitian dan Karya Ilmiah dalam Bidang Teknik Industri

Vol. 10, No. 1, 2024

Model For Measuring The Level Of OHS Maturity Based On The Level Of Job Satisfaction

Nasrulloh[1], Hari Purnomo[2]
[1,2] Industrial Engineering Master's Program, Faculty of Industrial Technology, Universitas Islam Indonesia.
Jl. Kaliurang km. 14,5 Sleman, Yogyakarta 55584 Indonesia
Email : bonas1928@gmail.com, haripurnomo@uii.ac.id

ABSTRACT

In the current electricity development project, the understanding of OSH does not seem to be fully implemented. One indication that the knowledge of OSH has not been fully implemented is that workers are still unaware of the hazards associated with their work. Based on these issues, the question is whether intrinsic factors (motivation) and extrinsic factors (hygiene) influence job satisfaction and worker performance in achieving zero accidents. This research will focus on how the measurement model can influence the OHS maturity level and what design strategies will be used to improve the OHS maturity level performance. This research aims to obtain a measurement model that can influence the OHS Maturity Level and provide a design strategy used to improve the OHS Maturity Level. The author uses quantitative methods and collects data from 516 PT PLN (Persero) UIP Nusa Tenggara Working Partners correspondents. Data testing methods include the measurement model test, structural equation model test, model accuracy test (goodness of fit), and hypothesis test. The results showed that job satisfaction variables, directly and indirectly, affect K3 Maturity Level performance. Therefore, a programme design is needed to maintain the K3 Maturity Level performance results and increase the value of the current K3 Maturity Level performance results. Policy-based programmes and communication-based programmes are the programme designs. These two programs aim to maintain and improve the value of the OHS Maturity Level performance.

Keywords: hygiene factors, motivational factors, job satisfaction, OHS maturity level performance.

Introduction

Electricity development activities, such as constructing power plants, substations and transmission lines, are spread evenly throughout Indonesia. Developing electricity projects and resources is one of the most critical factors in a job. Human resources are also a factor that affects the development of a company [1]. Several aspects, such as work competence, work motivation, work loyalty and work discipline, must be owned by the employees to contribute to the achievement of a goal. Good performance is needed to achieve a successful development project based on the success factors in the electricity development project. Good performance is one of the determining factors in a development project [1]. PT PLN (Persero) Nusa Tenggara Development Unit (UIP NUSRA) is one of the organisational units of PT PLN (Persero) that manages and supervises the construction of power plants and networks in the Nusa Tenggara region. The main product of UIP NUSRA is the effective and efficient control of power plant and network development by prioritising three main criteria: cost, quality and time [2].

The Key Performance Indicators (KPIs) that are the focus of observation are OHS Management Compliance indicators. Achieving OHS Management Compliance requires an OHS Maturity Level assessment. The OHS Maturity Level value in 2020 is 3.33 out of a target of 3.00; for 2021, it is 3.97 out of a target of 3.50; and for 2022, it is 4.15 out of a target of 3.7 [3][4]. The application of OSH in electricity development projects is considered sub-optimal. One indication of the lack of optimal application is the lack of awareness among workers of the hazards of the work. This is due to human resource factors that need to be better understood. These are extrinsic factors, i.e. hygiene factors, and intrinsic factors, i.e. motivational factors for job satisfaction and worker performance in achieving zero accidents.

Occupational safety protects workers, equipment, workplaces, production materials and the environment and ensures the production process runs smoothly[5]–[7]. The organisational safety culture model can be helpful if the organisation meets specific requirements, such as adequate risk management

systems and compliance with occupational safety and health regulations [8]. Work motivation is needed to maintain safety at work. Work motivation is defined as a psychological drive that can determine the direction of a person's behaviour in an organisation, the level of effort and the degree of resilience in the face of obstacles or problems [9].

Several studies have been conducted on occupational safety and health relevant to motivational and hygiene factors [10]. Research states that motivational and hygiene factors simultaneously significantly affect employee satisfaction. Meanwhile, [11] explains that policy and administration, supervision, salary and working conditions affect mental health—the relationship between motivation and hygiene towards their work [12]. Hygiene factors influence employee performance in implementing occupational safety and health as the primary motivation [13], [14]. In supporting occupational safety, employee performance and motivation factors positively and significantly affect job satisfaction [15]–[17]. Also, significant employee performance is influenced by intrinsic and extrinsic factors [18]. The intrinsic factor, namely the motivational factor, is needed to perform good occupational safety and health [19]. Employee motivation is essential for occupational safety because its influence positively impacts the organisation's culture [20]–[23]. Therefore, in shaping the culture of work safety in the organisation, there are factors of work discipline, motivation and job satisfaction that affect the organisation's overall performance [24], [25]. Based on similar issues and research, this study will measure the effect of hygiene factors and motivators on the OHS maturity level of the organisation through job satisfaction as a mediating factor and design a programme strategy to improve the performance of the OHS maturity level.

Research Methods

Objects and subjects of research

This research was conducted at PT PLN (Persero) UIP Nusa Tenggara. The research period was conducted from October to November 2023. The research subject is the company PT PLN (Persero) UIP Nusa Tenggara, while the research object is the workers of the working partners. The population of this study was all the workers and working partners of PT PLN (Persero) UIP Nusa Tenggara. Sampling was done using purposive sampling, consisting of field implementation workers, field engineer workers, and field management. The sample size was 516 respondents.

Research Variables

This study was conducted to determine the effect of hygiene factors and motivational factors on K3 maturity level performance with job satisfaction as an intervening variable, which is described as follows:

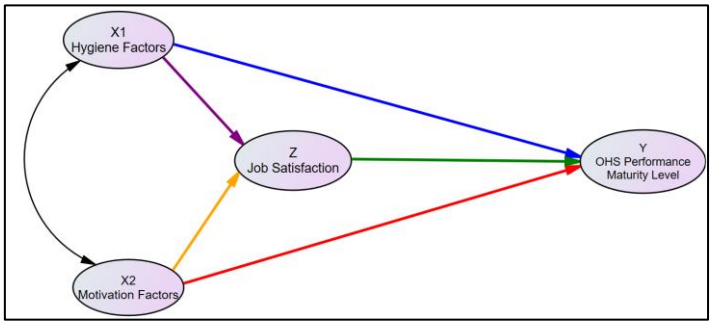

Figure 1: Research conceptual chart
Source: Handoko (2012)

Independent Variable (X1): Hygiene Factors; Independent Variable (X2): Motivator Factors; Intervening Variable (Z): Job Satisfaction; Dependent Variable (Y): OHS Maturity Level (OHS Performance Maturity Level).

Methods of data collection

The primary data collection method was distributing questionnaires to the respondents. The data collected from the questionnaire include hygiene factors, namely company policies, relationships between workers in terms of pay, security and supervision and motivational factors, namely achievement, recognition, responsibility, opportunities for advancement and job satisfaction and performance. In

addition, secondary data is collected from reports, reference books and literature studies related to the research.

Data Analysis

The implementation of data analysis in research is descriptive analysis, validation test, reliability test, goodness of fit test and hypothesis testing, while measurement analysis is with SPSS SEM-Amos. In SEM-Amos analysis, the steps are (1) measurement model test, (2) structural model test, (3) model accuracy test, and (4) hypothesis testing.

Results and Discussion

Descriptive Analysis of Respondent Characters

The respondents' gender in this study was predominantly male, with 495 people (96%), and female, with 21 people (4%). This shows that the male gender is the majority of workers in the study. Furthermore, the respondents who dominated were 26-35 years old, with a percentage of 38%, which is the largest among others. Then, it was recorded from the level of education that most of the respondents had a high school education, as many as 282 people, with a percentage of 55%. From the results of the recording of the length of work, most respondents worked in the period <1 year with a rate of 43%.

Descriptive Analysis of Research Variables

The criteria category values can be seen in the table below:

Table 1: Categories of Respondents' Assessment of Variables

intervals	Category			
	Matlev K3 Performance	**Job Satisfaction**	**Hygiene Factor**	**Motivator Factor**
1,00 s/d 1,80	Very Low	Very Dissatisfied	Very Ineffective	Very Low
1,81 s/d 2,60	Low	Not Satisfied	Not Effective	Low
2,61 s/d 3,40	Moderately High	Moderately Satisfied	Moderately Effective	Moderately High
3,41 s/d 4,20	High	Satisfied	Effective	High
4,21 s/d 5,00	Very High	Very Satisfied	Very Effective	Very High

The descriptive value description of each research variable, namely hygiene factors, motivator factors, job satisfaction and K3 maturity level performance variables, is explained as follows:

OHS Maturity Level Performance Variable (Y)

The performance of the OHS Maturity Level falls into the "very high" category with an average score of 4.49. This shows that respondents understand their goal to improve the performance of the OHS Maturity Level in supporting the achievement of zero accidents.

Job Satisfaction Variables (Z)

Job satisfaction is included in the 'very satisfied' category with an average score of 4.40. This shows that the respondents are satisfied with their work and desire to maintain this satisfaction to support achieving the OHS maturity level.

Hygiene Factors Variables (X1)

Hygiene factors are included in the "highly effective" category with an average score of 4.28. This shows that respondents comply with company regulations, have good relationships with colleagues and supervisors, receive sufficient income to enable them to earn it, feel safe at work, have a desire for continuous learning with supervision at work, comply with OHS rules at work, adhere to the use of personal protective equipment (PPE) and work according to existing procedural standards.

Motivator Factors Variables (X2)

Motivator factors are in the 'very high' category, with an average score of 4.32. This shows that the respondents have a desire or effort to achieve at work, have complete responsibility for their work,

and have the determination and intention to complete their job duties by achieving the best results. Figure 2 is a variable graph that illustrates the category of descriptive analysis of variables.

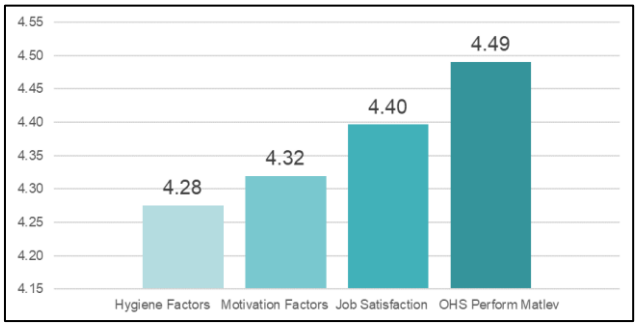

Figure 2: Graph of Variables

SEM-Amos Analysis

Measurement Model Test

This test establishes a relationship diagram between variables, namely exogenous variables with a total of 2 variables and endogenous variables with 2 variables. After performing confirmatory tests on the exogenous and endogenous variables, a complete model is obtained as follows:

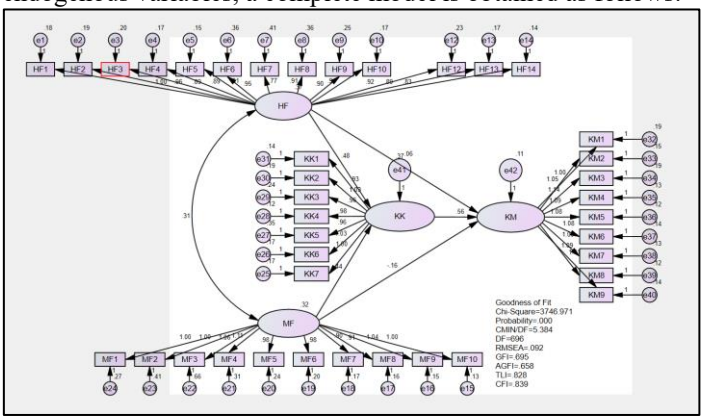

Figure 3: Complete Model (Exogenous and Endogenous Variables)

The standard regression weight value results show that the external load indicator is above > 0.5. However, the good of fitness is still unfit because the required values have not been met. Then, the covariance of the error value of each indicator is carried out with the following description:

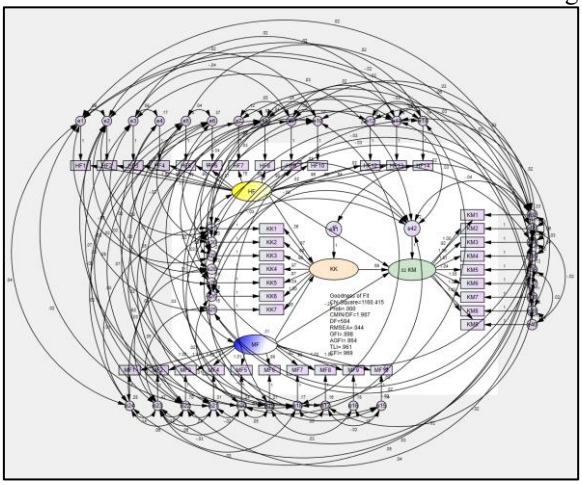

Figure 4: After Covariance Model

From the results of the error value covariance, the value of the outer load indicator is > 0.5. This means that the model is fit and ready to be tested. The tests to be carried out are the validity and reliability tests. The test data can be seen in the table below as follows:

Table 2: Variance Extract and Construct Reliability Values

VARIABLE	**HF**			**MF**			**KK**			**KM**		
indicator	Loading	Loading²	Error	Loading	Loading²	Error	Loading	Loading²	Error	Loading	Loading²	Error
HF1	0.808	0.65286	0.186									
HF2	0.788	0.62094	0.195									
HF3	0.75	0.5625	0.214									
HF4	0.791	0.62568	0.17									
HF5	0.817	0.66749	0.149									
HF6	0.688	0.47334	0.367									
HF7	0.579	0.33524	0.421									
HF8	0.665	0.44223	0.358									
HF9	0.723	0.52273	0.259									
HF10	0.811	0.65772	0.169									
HF12	0.771	0.59444	0.218									
HF13	0.779	0.60684	0.18									
HF14	0.8	0.64	0.14									
MF10				0.831	0.69056	0.139						
MF9				0.798	0.6368	0.182						
MF8				0.794	0.63044	0.157						
MF7				0.781	0.60996	0.169						
MF6				0.768	0.58982	0.212						
MF5				0.755	0.57003	0.238						
MF4				0.74	0.5476	0.314						
MF3				0.56	0.3136	0.699						
MF2				0.653	0.42641	0.421						
MF1				0.725	0.52563	0.281						
KK7							0.824	0.67898	0.162			
KK6							0.838	0.70224	0.157			
KK5							0.7	0.49	0.339			
KK4							0.858	0.73616	0.117			
KK3							0.747	0.55801	0.243			
KK2							0.79	0.6241	0.204			
KK1							0.783	0.61309	0.164			
KM1										0.828	0.68558	0.231

KM2										0.768	0.58982	0.179
KM3										0.792	0.62726	0.222
KM4										0.835	0.69723	0.148
KM5										0.871	0.75864	0.117
KM6										0.864	0.7465	0.126
KM7										0.875	0.76563	0.114
KM8										0.864	0.7465	0.12
KM9										0.835	0.69723	0.134
The sum of Std.Loading	**9.77**			**7.405**			**5.54**			**7.532**		
The sum of Std.Loading²		**7.402**			**5.54085**			**4.40258**			**6.31438**	
Sum of Error			**3.026**			**2.812**			**1.386**			**1.391**
VARIANCE EXTRACT	**0.70982**			**0.66335**			**0.76056**			**0.81948**		
CONSTRUCT RELIABILITY	**0.96927**			**0.95122**			**0.95679**			**0.97607**		

Source: Structural Equation Modeling (SEM) Data Processing Results, 2023

Based on the results of the above calculations, it can be seen that the AVE (average variance extracted) value of each variable is more significant than 0.5, so its validity is met. Based on the calculations in the table above, it can also be seen that each variable's CR (construct reliability) value is more significant than 0.7 so that the requirements for reliability can be met.

Test of Model Fit

This model fit test is used to see if the paths in the model are significantly related. If the model is accepted, the researcher will continue to interpret the path coefficient in the model. The results of the model analysis were tested using the SEM-Amos program, with the model fit test results as follows: (1) Chi-square value of 1160, 415 is below the cut-off value; (2) probability with a value of 0.00000 is required to be more than 0.05, so it is not fit; (3) RMSEA value of 0.044 is below the value of 0.08, so it is good fit; (4) GFI with a value of 0.898 is still below 0. 90, so it is marginal fit; (5) AGFI value of 0.864 is below 0.90, so it is marginal fit; (6) CMIN/DF value of 1.987 is below 2.00, so it is good fit; (7) TLI value of 0.961 is above 0.95, so it is good fit; and (8) CFI value of 0.969 is above 0.95, so it is good fit. The test results show that the structural model used as an analytical tool in this study has met the goodness of fit criteria. According to Hair et al. (2019), using the number of test results of 4 to 5 Goodness of Fitness criteria with an excellent fit value is sufficient to meet the suitability requirements of a model.

Hypothesis Test

The hypothesis is tested based on the results of the structural modelling in the model accuracy test. There are two influences in testing this hypothesis: a direct impact between variables and an indirect effect on endogenous variables (performance maturity level k3), with job satisfaction as intervening variables. Both effects can be explained as follows:

Direct effect

Hypothesis 1

Based on the existing value parameters that the β value is 0.455 and the P (probability) value is 0.0000 with the requirement that the P value must be <0.05, then H1 (hypothesis 1) **is accepted**. Since hygiene factors significantly influence the performance of the OHS maturity level, this is supported by the results of data processing, which show that the probability value of 0.0000 meets the requirements <0.05. It can be concluded that the hypothesis that hygiene factors significantly affect the performance of OHS maturity level **is supported.**

Hypothesis 2

Based on the existing parameter values that the β value is -0.228 and the P (probability) value is 0.119 with the requirement that the P value must be <0.05, then H2 (hypothesis 2) **is not accepted**. Since the motivator factors do not significantly influence the performance of the OHS maturity level, this is supported by the results of the data processing, which show that a probability value of 0.119 does not meet the requirements <0.05. It can be concluded that the hypothesis that Motivator Factors have a significant effect on the performance of OHS maturity level **is not supported.**

Hypothesis 3

Based on the existing parameters, the value of β is 0.359, and the value of P (probability) is 0.000 with the requirement that the P value must be <0.05, then H3 (hypothesis 3) **is accepted**. Since hygiene factors significantly influence job satisfaction, this is strengthened by the data processing results, which show a probability value of 0.000, which meets the requirements of <0.05. It can be concluded that the hypothesis that hygiene factors have a significant effect on job satisfaction **is supported.**

Hypothesis 4

Based on the existing parameters, the value of β is 0.604, and the value of P (probability) is 0.000 with the requirement that the P value must be <0.05, then H4 (hypothesis 4) **is accepted**. Since the motivator factors significantly influence job satisfaction, this is strengthened by the data processing results, which show a probability value of 0.000, which meets the requirements of <0.05. It can be concluded that the hypothesis that motivator factors have a significant effect on job satisfaction **is supported.**

Hypothesis 5

Based on the existing parameters, the value of β is 0.557, and the value of P (probability) is 0.000 with the requirement that the value of P must be <0.05, then H5 (hypothesis 5) **is accepted**. Since job satisfaction has a significant effect on the performance of the K3 maturity level, it is supported by the data processing results, which show that the probability value of 0.000 meets the requirements of <0.05. It can be concluded that the hypothesis that job satisfaction has a significant effect on the performance of Maturity Level K3 **is supported.**

Indirect effects

This indirect effect still uses the values from the structural modelling in the model accuracy test and is calculated using the Sobel calculator (Adnan et al., 2017). The obtained hypothesis can then be explained as follows:

Hypothesis 6

Based on the existing value parameters, the t-Stat value is 2.975, and the P-value (probability) is 0.0029 with the requirement that the calculated P must be <0.05, then H6 (hypothesis 6) **is accepted**. The indirect effect of hygiene factors on OHS maturity level performance **has a significant impact**, strengthened by the probability value of 0.0029 results, which meets the requirements <0.05. Thus, it is proven that job satisfaction can act as a mediator or mediate the relationship between the hygiene factor and OHS maturity level performance.

Hypothesis 7

Based on the existing parameter values, the t-Stat value is 3.810, and the P-value (probability) is 0.0001 with the requirement that the calculated P must be <0.05, H7 (hypothesis 7) **is accepted**. The indirect effect of the motivational factors on the performance of the OHS maturity level **has a significant impact**, which is strengthened by the probability value results that meet the requirements <0.05. Thus, it

is proven that job satisfaction **can** act as a mediator or has a mediating role between motivational factors on OHS performance

Strategy for Improving OHS Maturity Level

After processing the data and obtaining the hypothesis results from the implementation of the research. This is to the achievement of the OHS Maturity Level target, which is increasing yearly. Therefore, a programme design is needed to improve the OHS proficiency level. This programme design aims to strengthen the performance of the OHS level. This programme design will be policy-based and communication-based. The explanation of this programme design can be seen in the following design flowchart:

Policy-based OHS Maturity Level Performance Improvement

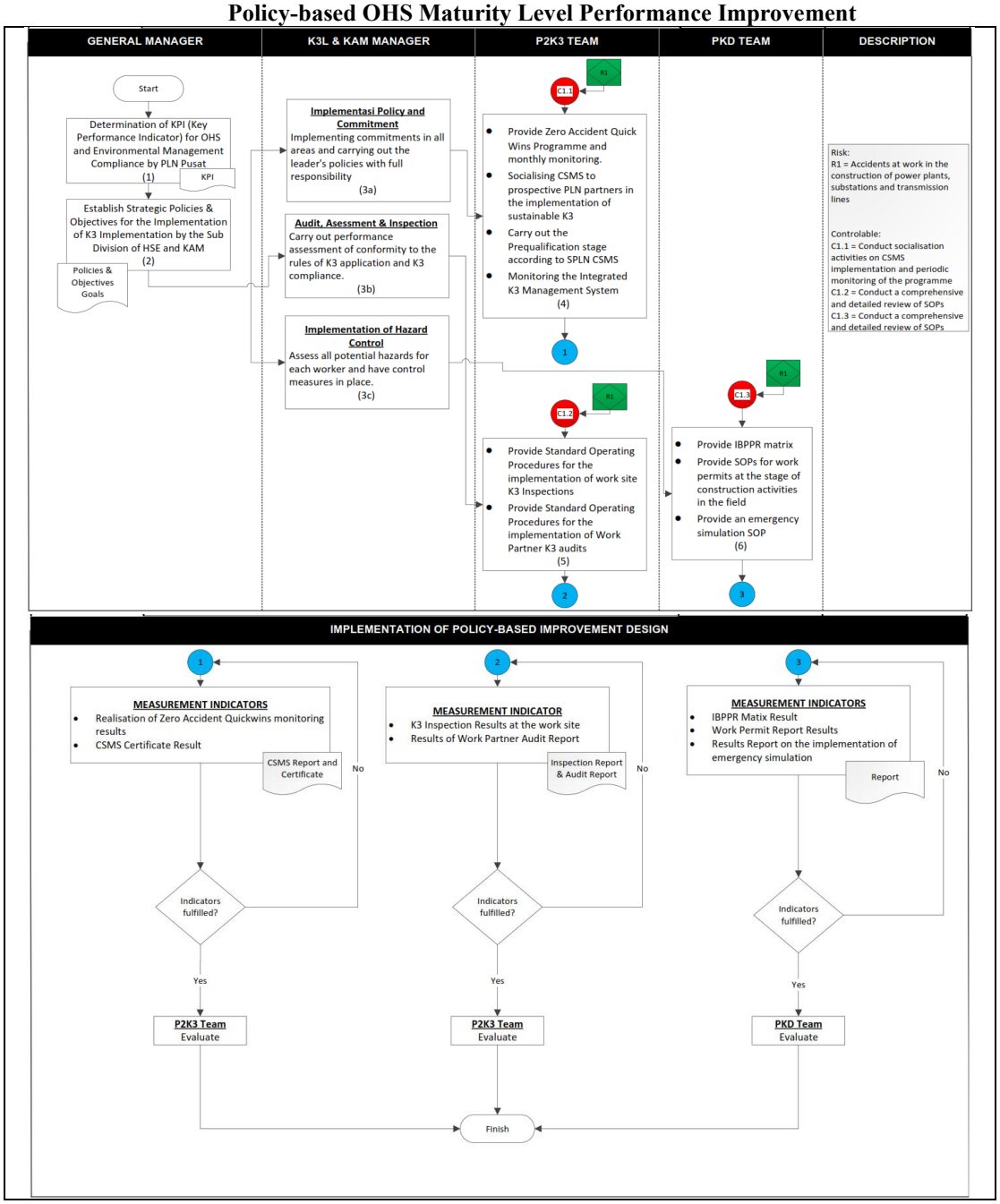

Figure 5: Flowchart Design of Policy-based OHS Maturity Level Performance Programme
Source: Policy Based Planning, 2023

Communication-based OHS Maturity Level Performance Improvement

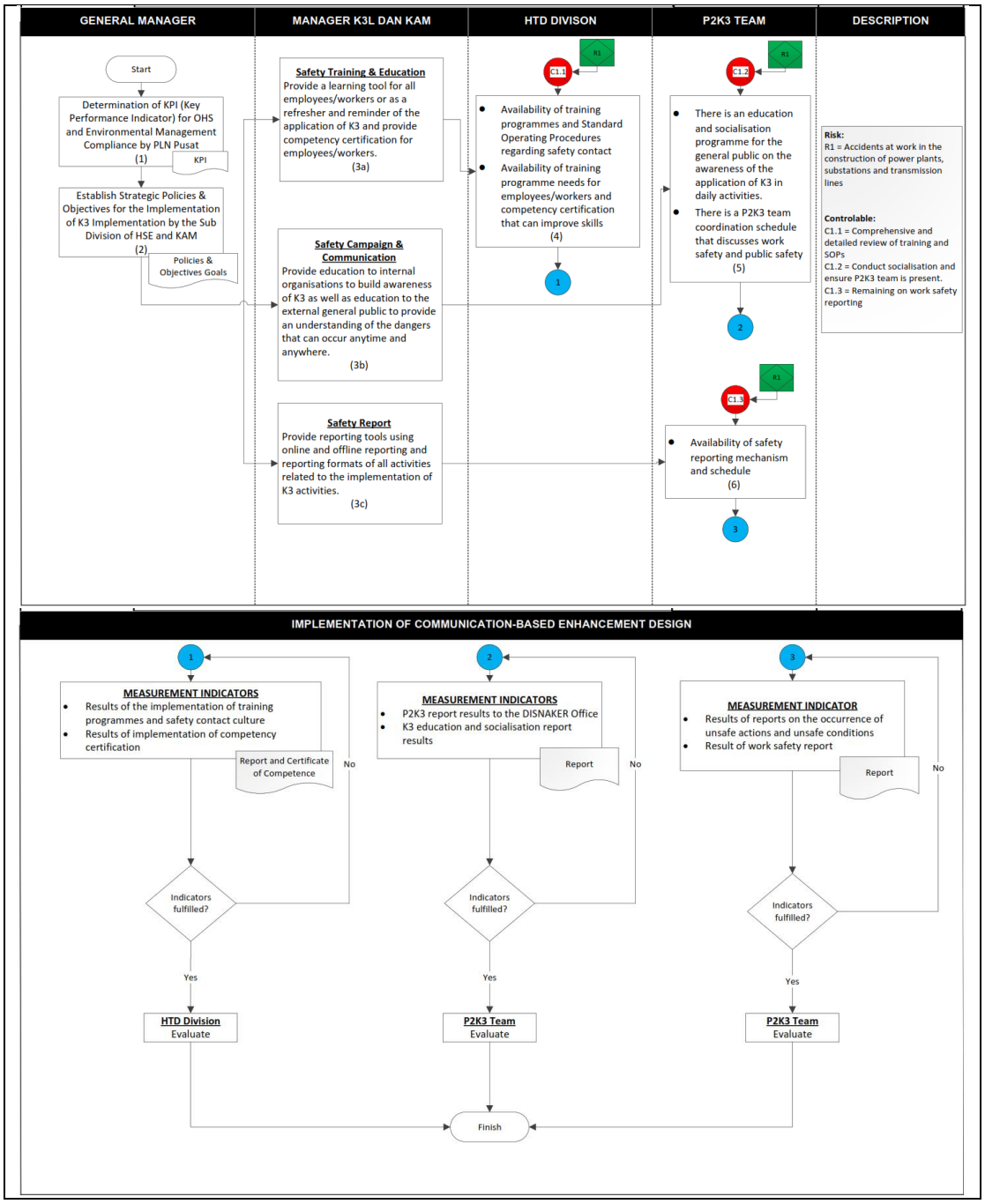

Figure 6: Flowchart Design of Communication-based OHS Maturity Level Performance Programme
Source: Communication-Based Planning, 2023

Policy-based OHS Maturity Level Performance Improvement

This policy-based programme is expected to provide benefits to improve the performance of the K3 maturity level. This policy-based programme has a objective: (1) Sustainable policies and commitment from all employees/workers who carry out activities. Obtain planning requirements in terms of budget and other needs. The implementation of safety management and the establishment of an integrated OHS management system; (2) the maintenance of zero accidents by PLN's business partners in the implementation of OHS by applicable regulations; (3) the measurement of hazard risks and the control and evaluation of work processes performed by PLN's business partners that have an impact on occupational safety and health.

Communication-based OHS Maturity Level Performance Improvement

This communication-based programme is expected to provide benefits to improve the performance of the OHS Maturity Level and has the following programme objectives: (1) to increase employee awareness and knowledge of workplace safety practices and understanding of potential hazard risks; (2) to create positive behavioural changes to reduce the number of accidents and injuries in the workplace; (3) to create an accurate record of safety problems that have occurred along with measures to prevent similar events from recurring in the future.

Implementation of Effective Programmes

The programme's success is inextricably linked to the involvement of all stakeholders, both in terms of all levels of management and all employees. This includes the consistent involvement of top management in implementing OHS and their role model role in implementing the programme. Several things need to be monitored to ensure that the programme is working: (1) monitoring the planning of the OHS maturity level performance programme; (2) implementing policy-based and communication-based programmes; (3) executing the planning schedule and identifying the Person In Charge (PIC) of employee involvement; (4) implementing checks and balances on activities.

The implementation of control requires equipment for monitoring activities. The following tools can be used in monitoring, namely: (1) Online Google Sheets; (2) Online Coordination Media Zoom meeting application; (3) Internal organisational applications such as the Inspketa application and the CSMS (Contractor Safety Management System) application.

Conclusion

The research and programme design results lead to several conclusions regarding factors influencing the K3 Maturity Level. Firstly, hygiene factors positively impact the K3 Maturity Level, whereas motivation factors have a negative and insignificant direct effect. Job satisfaction is mediating, positively affecting K3 Maturity Level performance directly and indirectly, highlighting its importance in enhancing performance. A programme plan focusing on job satisfaction is essential to sustain and improve this performance, considering the annual targets for K3 Maturity Level improvements. Secondly, policy-based and communication-based programme strategies are pivotal to boost OHS Maturity Level performance further. Policy-based programmes focus on creating sustainable policies, establishing an OHS management system, achieving zero accident targets, and controlling risks in power project construction. Meanwhile, communication-based programmes aim to elevate employee awareness of safety procedures, promote safer behaviours to decrease workplace accidents and injuries and enhance safety by recording, analysing, and improving work environment safety and maintaining an accurate safety issue track record.

References

[1] F.Utama *et al.*, “D A F TA R”.

[2] PT. PLN, “Data PT PLN,” vol. 6, no. 2016, pp. 1–10, 2021.

[3] “LAPORAN PENCAPAIAN KPI TAHUN 2022 PT PLN (Persero) Direktorat Manajemen Proyek dan Energi Baru Terbarukan Unit Induk Pembangunan Nusa Tenggara,” no. 1, p. 2022, 2022.

[4] P.Arumsari, “Improvement of the Health, Safety and Environment (HSE) Standard Operational Procedure in Construction Project,” *E3S Web of Conferences*, vol. 426. 2023. doi: 10.1051/e3sconf/202342601031.

[5] M.Babaei, “Evaluating the Performance of Health, Safety, & Environment Management System (HSE-MS) in Dam Design and Construction Projects in Tehran Industrial Group based on EFQM Enterprise Excellence Model,” *J. Heal. Saf. Work*, vol. 11, no. 3, pp. 417–432, 2021, [Online]. Available: https://api.elsevier.com/content/abstract/scopus_id/85123884246

[6] K. I.Ismara *et al.*, “Buku Ajar Keselamatan Dan Kesehatan Kerja (K3),” *Yogyakarta Univ. Negeri Yogyakarta*, pp. 62–74, 2014.

[7] M.Nur, A.Ghallib, A. A.Karim, andR. K.Sari, “Analisis Postur Tubuh Pekerja Unit Finishing Pada Produksi Kertas Menggunakan Metode Ovako Working Analysis System (OWAS),” *J. Teknol. dan Manaj. Ind. Terap.*, vol. 2, no. 4, pp. 278–286, 2023.

[8] A. Z. dan D.Yusri, "済無No Title No Title No Title," *J. Ilmu Pendidik.*, vol. 7, no. 2, pp. 809–820, 2020.

[9] H.vanPham andH. T. H.Nguyen, "The effect of motivation and hygiene factors on employees' work motivation in textile and apparel enterprises," *Manag. Sci. Lett.*, vol. 10, no. 12, pp. 2837–2844, 2020, doi: 10.5267/j.msl.2020.4.025.

[10] N.Onidis, "Pengaruh Faktor Motivator Dan Faktor Higiene Terhadap Kepuasan Kerja Karyawan Home Industry Batik Pasir Semeru Di Pasirian," *Manaj. Bisnis*, vol. 6, no. 1, 2018, doi: 10.22219/jmb.v6i1.5389.

[11] Mahfuzil Anwar, "Analisis Model Dua Faktor (Hygiene Factors Dan Motivator Factors) Dosen Tetap Pada Lldikti Wilayah Xi Kalimantan Di Banjarmasin," *Manaj. J. Ekon.*, vol. 2, no. 2, pp. 134–147, 2020, doi: 10.36985/manajemen.v2i2.89.

[12] "9. Arka'a_2018-OK.pdf."

[13] "10. Gebremedhin-2017-OK.pdf."

[14] H.Subariyanti, "Garuda513940," *Hub. Motiv. Kerjadan Kepuasan KerjaTerhadap Kinerja Karyawan PTLR Batan*, vol. 1, no. 2, pp. 1–9, 2017.

[15] E. A.Setiawan andM.Mubariz, "Penerapan Metode Full Time Equivalent (FTE) Dalam Menentukan Keseimbangan Beban Kerja Pada Distributor Pompa Air," *J. Teknol. dan Manaj. Ind. Terap.*, vol. 3, no. I, pp. 40–46, 2024.

[16] R.Rosmaini andH.Tanjung, "Pengaruh Kompetensi, Motivasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai," *Maneggio J. Ilm. Magister Manaj.*, vol. 2, no. 1, pp. 1–15, 2019, doi: 10.30596/maneggio.v2i1.3366.

[17] I. D.Afianto andH. N.Utami, "Pengaruh Disiplin Kerja Dan Komunikasi Organisasi Terhadap Kepuasan Kerja Dan Kinerja Karyawan (Studi pada Karyawan Divisi Marketing PT. Victory International Futures Kota Malang)," *J. Adm. Bisnis*, vol. 50, no. 6, pp. 58–67, 2017.

[18] S. N.Hidayati andA.Ermiyanto, "Analisis Faktor Motivasi Intrinsik dan Motivasi Ekstrinsik Pengaruhnya terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Mediasi," *J. Maksipreneur Manajemen, Koperasi, dan Entrep.*, vol. 7, no. 1, p. 18, 2017, doi: 10.30588/jmp.v7i1.320.

[19] H.Basril, "Literature Review Determination of Employee Satisfaction and Performance: Hygiene and Motivator Factors Analysis," *Dinasti Int. J. Manag. Sci.*, vol. 3, no. 5, pp. 976–984, 2022, doi: 10.31933/dijms.v3i5.1199.

[20] I.Artikel, "Isi2," vol. 1, no. 7, pp. 348–354, 2020.

[21] I.Fahmi, "Faktor-Faktor Yang Mempengaruhi Kinerja Karyawan: Motivasi, Gaya Kepemimpinan, Kepuasan Kerja Dan Organisasi Budaya (Studi Literatur Manajemen Sumber Daya)," *J. Ekon. Manaj. Sist. Inf.*, vol. 3, no. 1, pp. 52–67, 2021, doi: 10.31933/jemsi.v3i1.677.

[22] H.Hamdani, R. Y.Mulyanti, andF.Abdillah, "Pengaruh Motivasi Intrinsik Dan Ekstrinsik Terhadap Kinerja Pengemudi Grabbike," *J. Ekobis Ekon. Bisnis Manaj.*, vol. 9, no. 2, pp. 89–103, 2020, doi: 10.37932/j.e.v9i2.53.

[23] I. W. A.Lantara, "Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Di Pt. Indonesia Tourism Development Corporation (Itdc)," *J. Pendidik. Ekon. Undiksha*, vol. 10, no. 1, p. 231, 2019, doi: 10.23887/jjpe.v10i1.20122.

[24] R.Budi Satriyo, "Pengaruh Motivasi Intrinsik dan Disiplin Kerja Karyawan terhadap Kinerja Karyawan PT. Genindo Prima Sakti Cabang Serang Banten dengan Kepuasan Kerja Sebagai Variabel Intervening," *J. Mozaik*, vol. 11, no. 1, pp. 1–11, 2019.

[25] S.Surito, A. H.Arifin, andA.Aiyub, "Pengaruh Disiplin Kerja, Dan Lingkungan Kerja Terhadap Komitmen Organisasi Pegawai Universitas Malikussaleh Dengan Kepuasan Kerja Sebagai Variabel Intervening," *J-MIND (Jurnal Manaj. Indones.*, vol. 4, no. 1, p. 30, 2020, doi: 10.29103/j-mind.v4i1.3366.