



The influence of job promotion, work motivation and preventive work discipline on employee performance in the regional secretariat Serang Regency

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ABSTRACT

This study examines the influence of job promotion, work motivation, and preventive work discipline on employee performance at the Regional Secretariat of Serang Regency. The study used a quantitative method with a survey that included 98 civil servants as participants. Information was gathered through questionnaires and examined using multiple linear regression. The findings show that job promotions do not greatly influence employee performance, implying that promotion policies by themselves are not enough to boost performance unless they are backed by fair and transparent systems. On the other hand, work motivation is found to positively and significantly impact employee performance, highlighting the importance of internal drive, recognition, and encouragement in enhancing work outcomes. Preventive work discipline also shows a significant positive influence, reflecting the role of self-discipline, compliance with regulations, and responsibility in supporting optimal performance. Simultaneously, job promotion, work motivation, and preventive work discipline significantly affect employee performance, with the model explaining 49.8% of performance variance. These findings indicate that strengthening motivation and preventive discipline is more effective in improving employee performance than relying solely on structural promotion. The study contributes to human resource management practices in the public sector by emphasizing the importance of motivational and behavioral factors in enhancing organizational performance.

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1. INTRODUCTION

The realization of good governance is a primary prerequisite for government administration that can meet public expectations and realize the goals and aspirations of the nation and state. The implementation of a transparent, measurable, accountable, and legally valid planning system is a crucial foundation for effective, efficient, clean, and responsible governance, free from corruption, collusion, and nepotism. In this context, local governments essentially act as public servants tasked

with creating conditions that enable communities to optimally develop their potential, creativity, and well-being (Yuniarti et al., 2021).

Regional Secretariat of Serang Regency, as regulated in the Regulations Regent Serang Number 103 of 2022 concerning structure the organization and work procedures of the regional secretariat of serang regency, is an element implementer autonomy region led by the Regional Secretary and responsible answer to Regent. As an element supporters organization government areas in the field secretariat, the Regional Secretariat has role strategic in ensuring effectiveness implementation policies and services public. Therefore, the success of implementation of duties and functions organization is largely determined by the quality of its resources human resources (HR), especially abilities and skills employees in carrying out their duties and responsibilities (Henaulu & Ardian, 2020).

Abilities and skills employee reflected through performance generated. Employee performance is an asset important for the government regions in achieving targets and objectives organization, so that need attention Serious from leadership. Mangkunegara in Bintoro MT and Daryanto (2017) defines performance as a result of work in a way quality and quantity achieved by individuals in accordance with the assigned duties and responsibilities to him. With thus, performance is not only reflects the output of work, but also the process of carrying out tasks in the organization (Yulianti, 2023).

Employee performance influenced by various factors, including promotion position, motivation work and discipline work. Promotion Position is a form of recognition and appreciation organization to competence, achievement, and potential employee through improvement position and responsibilities. Promotion positions for civil servants State Civil Servants (ASN) have regulated in PP Number 17 of 2020 concerning Amendments regarding PP Number 11 of 2017 concerning ASN Management, which confirms that promotion position not only serves as motivation work, but also as a means development career and increased responsibility. However, in practice, the implementation promotion position Still face obstacles, especially related to objectivity and professionalism in determining position (Rohana et al., 2024).

Besides promotion position, motivation work is a factor important things that influence performance employee. Motivation work is an internal and external drive that fosters passion, perseverance, and enthusiasm employees in carrying out their duties optimally in order to achieve objective organization. Lack of motivation Work can cause saturation, decrease Spirit work, and in the end have a negative impact on performance individual and organization. In addition, discipline work, especially discipline Work preventive, also plays a role important in improving performance employee (Nabawi, 2020). Discipline Work reflect level compliance and responsibility employee to applicable rules and norms, whereas discipline preventive serves as an effort prevention violation through planting awareness and self-control (Munardi et al., 2021).

Based on the results of initial observations at the Regional Secretariat of Serang Regency, there are still found various performance related issues employees, including delays settlement jobs, low initiative repair work, lack of compliance to rules, as well as low enthusiasm and participation in work. Problems are also seen in the promotion process positions that are not yet fully reflect principle objectivity and professionalism, level motivation relative work low consequence lack of appreciation and support leadership, and discipline suboptimal work (Pusparani, 2021). The empirical urgency of examining promotion, work motivation, and preventive work discipline simultaneously lies in the fact that these three factors interact in shaping employee performance in public sector organizations. In the context of the Regional Secretariat of Serang Regency, preliminary observations indicate that performance problems are not caused by a single factor but by a combination of issues, including the promotion system that is perceived as less objective, relatively low work motivation due to limited recognition and managerial support, and suboptimal work discipline. Therefore, analyzing these variables simultaneously is important to obtain a comprehensive understanding of the determinants of employee performance in the Regional Secretariat environment.

A number of previous studies has study influence promotion position, motivation work and discipline Work to performance employee with varying results. Doni & Alfi (2024), Munadiah et al. (2015), and Bungaran et al. (2021) found that promotion position has a positive and significant influence on performance employees, while John Willy et al. (2020) showed that promotion position does not have a significant effect on performance. Inconsistency findings the shows that there is a research gap that still needs to be studied further.

Same thing also happens with the motivation variable. work and discipline Work preventive. Aulia & John (2023), Doni & Alfi (2024), Gito & John (2023), Nurhaliza & Nurvi (2024), and Tiffany et al. (2023) found that motivation work has a significant positive effect on performance employees, while Risky et al. (2019) showed different results. On discipline Work preventive, Syelviani (2022) and Camilia et al. (2024) found significant influence on performance, however Pramanty et al. (2023) stated on the contrary.

Based on the phenomenon empirical, theoretical basis, and differences in previous research results this study aims to analyze influence promotion position, motivation work and discipline Work preventive to performance employees at the District Regional Secretariat Serang. This research is expected can give contribution theoretical in development resource management man sector public as well as implications practical for improvement performance apparatus government area. The theoretical contribution of this study lies in its effort to integrate promotion, work motivation, and preventive work discipline into a single analytical framework to explain employee performance in the public sector context, particularly within a regional government institution. Previous studies generally examined these variables separately and produced inconsistent findings. By testing these variables simultaneously, this study seeks to clarify their combined influence on employee performance and provide a more comprehensive explanation of performance determinants in government organizations, thereby enriching the literature on human resource management in the public sector.

2. RESEARCH METHOD

This study employed a quantitative approach, focusing on numerical data as the basis for analysis. Data were collected using a survey method. The research was conducted at the Secretariat of Serang Regency, located at Jalan Veteran No. 01, Kotabaru, Serang District, Banten Province, from June to September 2025. The population comprised all civil servants working at the Secretariat of Serang Regency, totaling 98 employees. A saturated sampling technique was applied, in which the entire population was used as the research sample, resulting in 98 respondents.

Data collection techniques included literature review, observation, and questionnaires. The literature review was conducted by examining books, previous research reports, and other relevant sources to strengthen the theoretical framework. Observation involved direct and systematic monitoring of the research object. The primary data were obtained through closed-ended questionnaires distributed via Google Form. The questionnaire items were developed based on research variable indicators and measured using a five-point Likert scale, ranging from strongly disagree to strongly agree (Sugiyono, 2021). In this study, preventive work discipline was operationalized through several indicators, including employees' compliance with organizational rules, punctuality in attendance and task completion, awareness of work responsibilities, adherence to established procedures, and self-control in preventing violations of organizational regulations. These indicators reflect preventive efforts to foster discipline through awareness and internalized control rather than through punitive measures.

Data analysis was conducted employing descriptive statistics to gain insight into the features of the respondents and their responses. Prior to evaluating any hypotheses, we assessed the validity and reliability of the data by employing Pearson's Product Moment correlation and Cronbach's Alpha. In this study, the reliability of the research instrument was evaluated using Cronbach's Alpha with a threshold value of 0.60. This criterion is considered acceptable in social science and public sector management research, particularly for exploratory studies, where a reliability coefficient above 0.60 indicates that the measurement items have an adequate level of internal consistency and are

sufficiently reliable for further statistical analysis. We also conducted traditional assumption tests, including assessments for normality, multicollinearity, and heteroscedasticity, to ensure the regression model was appropriate. A multiple linear regression analysis was conducted to examine the influence of job promotion, work motivation, and preventive work discipline on employee performance. Hypothesis testing was conducted using both the t-test and the F-test, and we employed the coefficient of determination to illustrate the extent to which the independent variables influenced the dependent variable (Henaulu & Ardian, 2020).

3. RESULTS AND DISCUSSIONS

Results

Respondent Characteristics

The results of the study indicate that the respondents were predominantly male employees, amounting to 52 people (52.6%), while female respondents numbered 46 people (47.4%). Based on position, the majority of respondents were executive employees, namely 63 people (64.3%), while employees with echelon positions numbered 35 people (35.7%). The distribution of respondent characteristics illustrates that the object of this study was dominated by executive employees as the main implementers of operational activities at the Regional Secretariat of Serang Regency.

Table 1. Respondent characteristics

Parameter	Category	Amount	Percentage (%)
Gender	Man	52	52.6
	Woman	46	47.4
Position	Echelon	35	35.7
	Executor	63	64.3
Total		98	100.0

Source: Processed Data (2025)

Instrument Testing

The validity of the instrument was checked using Pearson's Product Moment correlation. An item is deemed valid if its correlation coefficient (r-count) is higher than the value found in the r-table at a 5% significance level. This process involved a total of 98 respondents, the r-table value was 0.198. The validity test was conducted using SPSS version 31. The results show that all questionnaire items for each variable have r-count values greater than the r-table value, indicating that all items are valid and suitable for further analysis.

Table 2. Validity test results

Variable	Number of Items	r-count Range	r-table	Result
Job Promotion	8	0.634 – 0.748	0.198	Valid
Work Motivation	8	0.395 – 0.675	0.198	Valid
Preventive Work Discipline	8	0.530 – 0.664	0.198	Valid
Employee Performance	10	0.632 – 0.752	0.198	Valid

Source: Processed Data (2025)

These results indicate that all measurement items are able to accurately represent the constructs being studied. Reliability testing was conducted to assess the consistency and stability of the research instruments. Cronbach's Alpha was used as the reliability coefficient, with a minimum acceptable value of 0.6. The results demonstrate that all variables have Cronbach's Alpha values exceeding the required threshold, indicating good internal consistency.

Table 3. Reliability test results

Variable	Cronbach's Alpha	Criteria	Conclusion
Job Promotion	0.827	> 0.6	Reliable
Work Motivation	0.715	> 0.6	Reliable
Preventive Work Discipline	0.740	> 0.6	Reliable
Employee Performance	0.871	> 0.6	Reliable

Source: Processed Data (2025)

Based on these findings, all instruments used in this study are considered reliable and appropriate for measuring job promotion, work motivation, preventive work discipline, and employee performance.

Regression Analysis

A multiple linear regression analysis was carried out to investigate how job promotion, work motivation, and preventive work discipline influence employee performance. (X_1 , X_2 and X_3) The regression results are presented in Table 4.

Table 4. Regression analysis

Variable	B	Std. Error	Beta	t	Sig.
Constant	-4,260	4,769	-	-0.893	0.374
Job Promotion (X_1)	0.269	0.151	0.169	1,778	0.079
Work Motivation (X_2)	0.447	0.148	0.286	3,019	0.003
Preventive Work Discipline (X_3)	0.585	0.169	0.371	3,466	<0.001

Source: Processed Data (2025)

The findings show that job promotion (X_1) has a positive but not statistically significant impact on employee performance ($\beta = 0.169$; $p > 0.05$). On the other hand, work motivation (X_2) has a positive and significant effect on employee performance ($\beta = 0.286$; $p < 0.05$). Preventive work discipline (X_3) has the strongest positive and significant effect on employee performance ($\beta = 0.371$; $p < 0.001$). These findings suggest that improvements in work motivation and preventive discipline are key determinants in enhancing employee performance, whereas job promotion alone does not significantly drive performance outcomes.

Coefficient of Determination and Hypothesis Testing

In regression analysis, the coefficient of determination shows how well the independent variables explain the changes in the dependent variable. This study uses the Adjusted R Square value to show the model's explanatory power, since it takes into account the number of predictors used in the model.

Table 5. Coefficient of determination result

Model	R	R Square	Adjusted R Square	Std. Error
1	0.717	0.514	0.498	3.375

Source: Processed Data (2025)

The results indicate an Adjusted R Square value of 0.498, meaning that 49.8% of the changes in employee performance are related to job promotion, work motivation, and preventive work discipline. The remaining 50.2% is influenced by other factors not included in this model, such as leadership style, organizational culture, work environment, and individual characteristics. This finding suggests that the regression model has a moderate explanatory power in explaining employee performance.

Hypothesis testing was conducted to examine the effects of job promotion, work motivation, and preventive work discipline on employee performance, both partially and simultaneously. The analysis employed the t-test for partial effects and the F-test for simultaneous effects at a significance level of 5% ($\alpha = 0.05$).

Table 6. Hypothesis testing results

Test	Variable	t / F Value	Sig.	Result
t-test	Job Promotion (X_1)	1,778	0.079	Not Significant
t-test	Work Motivation (X_2)	3,019	0.003	Significant
t-test	Preventive Work Discipline (X_3)	3,466	< 0.001	Significant
F-test	$X_1, X_2, X_3 \rightarrow Y$	33,138	< 0.001	Significant

Source: Processed Data (2025)

The t-test results indicate that work motivation (X_2) and preventive work discipline (X_3) have a positive and significant effect on employee performance, as indicated by significance values below 0.05. In contrast, job promotion (X_1) does not have a significant effect on employee performance, with a significance value greater than 0.05.

Concurrently, the F-test indicates an F value of 33.138 with a significance level lower than 0.001. This demonstrates that job promotion, work motivation, and preventive work discipline collectively have a significant effect on employee performance. Consequently, the theory that the independent variables together influence employee performance is validated. Nonetheless, only limited evidence is observed for the hypothesis concerning work motivation and preventive work discipline.

Discussion

Effect of Job Promotion on Employee Performance

The results of the hypothesis test indicate that job promotion does not have a significant impact on employee performance in the Secretariat of the Serang Regency. This is shown by the regression coefficient of 0.269, a t-value of 1.778, and a significance level of 0.079, which is higher than the conventional 0.05 threshold. Although job promotion is theoretically expected to enhance employee performance through increased responsibilities, authority, and rewards, the findings suggest that promotion alone is not sufficient to drive performance improvement in this institutional context (Adhari, 2020).

The absence of a significant effect may be attributed to several factors, such as limited transparency in promotion procedures, insufficient objectivity, or misalignment between promotion decisions and employee competencies. When promotions are not perceived as fair or merit-based, they may fail to motivate employees optimally. This finding is consistent with the study by Rebekah et al. (2022), which reported that job promotion did not significantly affect employee performance at PT PLN Main Unit Suluttenggo Region. Similarly, John et al. (2020) found that job promotion had a negative but insignificant effect on employee performance at PT Hamparan Alam Buana Indonesia, considering that motivation and discipline play a more dominant role in influencing performance. Comparable results were also reported by Rizka et al. (2020), who concluded that job promotion is not a key determinant of employee performance.

Effect of Work Motivation on Employee Performance

The examination indicates that work motivation positively influences employee performance at the Secretariat of Serang Regency significantly. This is evidenced by a regression coefficient of 0.447, a t-value of 3.019, and a significance level of 0.003, which is below 0.05. These findings suggest that increased motivation correlates with enhanced employee performance, emphasizing that motivation serves as a vital internal factor influencing work results (Itryah & Anggraini, 2022).

Motivation is reinforced not only through formal incentives but also through recognition and appreciation within the work environment. Employees who feel valued and acknowledged, either by supervisors or peers who tend to exhibit stronger commitment and deliver better performance. This finding aligns with the studies of Gito and John (2023), who reported a significant positive effect of motivation on employee performance at the Padang City Manpower Office. Similar conclusions were drawn by Aulia and John (2023), who emphasized that increased motivation and discipline contribute positively to employee performance at the Padang City Civil Registration Office. Furthermore, Nurhaliza and Nurvi (2024) confirmed that work motivation significantly improves employee performance at PT Samugara Artajaya, underscoring the importance of motivation-oriented human resource management practices. These findings also imply important managerial implications for public sector organizations. When work motivation and preventive discipline demonstrate a stronger influence on employee performance than structural promotion, organizational leaders should not rely solely on hierarchical career advancement as the primary

strategy for improving performance. Instead, managers should focus on strengthening motivational factors through fair recognition systems, supportive leadership, and the creation of a positive work environment that encourages employee engagement. In addition, reinforcing preventive work discipline through consistent organizational values, clear regulations, and leadership example can further enhance employees' sense of responsibility and accountability. Therefore, human resource management in public institutions should balance structural career policies with motivation-building and discipline-strengthening strategies to achieve sustainable employee performance.

Effect of Preventive Work Discipline on Employee Performance

The findings also show that maintaining good work discipline as a preventive measure positively and significantly influences employee performance. This is evidenced by a regression coefficient of 0.585, a t-value of 3.466, and a significance level below 0.001. Preventive discipline reflects employees' internal awareness and willingness to comply with organizational rules without external enforcement, thus fostering consistency, punctuality, and accountability in work behavior (Ashari & Kuswinarno, 2024).

At the Secretariat of the Serang Regency, employees generally demonstrate adherence to regulations, such as compliance with dress codes and working hours, which reflects an embedded culture of discipline. This internalized discipline helps prevent violations and contributes directly to performance improvement. These findings are consistent with Camilia et al. (2024), who found that preventive discipline significantly enhances employee performance by minimizing deviations and ensuring task completion according to targets. Syelviani (2022) similarly reported that preventive discipline positively affects civil servant performance, while Amelia & Rasyid (2021) emphasized that strengthening preventive discipline is essential for sustaining high levels of employee performance. The relationship between organizational culture and preventive work discipline can be understood conceptually through the role of shared values, norms, and behavioral expectations within the organization. Organizational culture shapes employees' attitudes and perceptions regarding rules, responsibilities, and ethical conduct, thereby encouraging voluntary compliance with organizational standards. In this context, a strong organizational culture promotes preventive discipline by fostering internalized awareness among civil servants to adhere to regulations without the need for strict external control. When discipline becomes part of the organizational culture, employees are more likely to demonstrate responsible work behavior, punctuality, and commitment to organizational goals, which ultimately contributes to improved employee performance.

Simultaneous Effect of All Variables

The test results indicate that job promotion, work motivation, and preventive work discipline collectively have a considerable effect on employee performance. This is shown by an F-value of 33.138 and a significance level lower than 0.001. The coefficient of determination (R^2) is 0.514, indicating that 51.4% of the variations in employee performance can be accounted for by these three factors. The remaining 48.6% is due to other factors that are not part of the model. These findings align with Dian Purnama Sari (2021), who found that job promotion and motivation together significantly affect employee performance. John et al. (2020) also observed that job promotion, motivation, and discipline together influence employee performance at PT Hamparan Alam Buana Indonesia. Winda et al. (2023) emphasized the important role of preventive discipline in improving performance, noting that higher levels of discipline lead to better work quality and productivity. Overall, these results confirm that while job promotion alone may not be enough, when combined with strong motivation and preventive discipline, it plays a major role in enhancing employee performance.

4. CONCLUSION

This study explores how job promotion, work motivation, and preventive work discipline affect employee performance at the Regional Secretariat of Serang Regency. The results show that job promotion alone does not significantly influence performance. This suggests that career advancement is not enough to improve performance unless it is backed by fair, clear, and merit-

based evaluation processes. On the other hand, work motivation and preventive work discipline are found to have a positive and meaningful impact on employee performance. These results highlight that personal motivation, a strong sense of duty, and regular compliance with organizational rules are key factors in driving productive and professional behavior.

Furthermore, the combination of job promotion, work motivation, and preventive work discipline together has a significant effect on employee performance. This indicates that enhancing the performance of local government staff needs a coordinated human resource strategy. Such a strategy should focus on boosting internal motivation, maintaining consistent preventive discipline, and establishing a just and transparent promotion system that is based on ability and performance. By implementing these practices, public sector organizations can improve employee performance in a sustainable way, supporting the principles of effective governance and quality public service.

Future research is recommended to incorporate additional variables that may enhance the explanatory power of the employee performance model in the public sector. Variables such as organizational culture, leadership style, job satisfaction, and organizational commitment may provide a more comprehensive understanding of the determinants of employee performance. In addition, future studies could apply mixed-method approaches or comparative studies across different regional government institutions to gain deeper insights into the dynamics of human resource management in the public sector. The main conceptual contribution of this study lies in integrating structural and behavioral perspectives in explaining employee performance within the public sector. While previous studies often emphasized structural factors such as promotion systems, this research highlights the stronger role of behavioral factors, particularly work motivation and preventive work discipline, in shaping employee performance. By demonstrating that internal motivation and preventive discipline can have a more substantial influence than structural promotion, this study enriches the theoretical discussion on public sector performance and emphasizes the importance of behavioral management approaches in government organizations.

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