

## THE INFLUENCE OF THE EMPLOYMENT CONTRACT SYSTEM AND WORK MOTIVATION ON THE EMPLOYEES' PERFORMANCE OF PT BUSANA INDAH GLOBAL



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### Abstract

Competition in the current industrial era is growing rapidly which requires more effective and efficient human resources. Contract employees are one of the company management's strategies for reducing the company's labor costs, but on the other hand, contract employees object because of uncertainty about career paths. Therefore, companies need to pay attention to the level of job satisfaction of contract employees, which is the main factor driving employee morale, discipline, and work performance in supporting the realization of company goals. Several factors that can influence performance are work motivation. This research aims to determine the influence of the work contract system and work motivation on the performance of PT. Busana Indah Global. The sample for this research is active contract employees. The technique for sampling was purposive sampling. In this research, the author used a questionnaire as an instrument in collecting data using Likert scale measurements. The method used in this research is a quantitative method that requires data analysis using validation, reliability, and multiple linear regression tests. This research was conducted by distributing questionnaires to employees of PT. Busana Indah Global consisted of 97 samples with 30 questions. The research results show that work motivation influences employee performance at PT. Busana Indah Global with an influence of 56.1%, while the rest is influenced by other factors. In the calculation results using SPSS, the influence of work motivation has a significant value of  $0.001 < 0.005$ , meaning that work motivation does have a significant influence on the performance of employees at PT. Busana Indah Global.

**Keywords:** Employment Contract System, Work Motivation, Employee Performance, PT. Busana Indah Global

## INTRODUCTION

In this era of globalization, Indonesia, as an example of a developing country, will face serious challenges. This happens because in this era developing countries are dealing directly with developed countries which have advantages in almost all aspects (Miftahul Maulidy & Ratnawati, 2023). Starting from technology, capital, and human resources. These three aspects have very important meanings, especially human resources.

Human Resources (HR) are seen as a very important organizational asset because humans are dynamic resources and are always needed in the organization in the process of producing goods and services (Zaena et al., 2022). Considering that human factors are needed in companies, a management science has emerged that studies labor or personnel issues called Human Resource Management (HRM) which has an impact on the high standards for becoming an employee and the high unemployment rate which also contributes to increasingly tight competition. jobs in various companies (Maula et al., 2020; Rinayanti Pelealu, 2023). The unequal number of labor supplies and the demand for labor give companies the freedom to choose and sort and even replace workers. This creates competition between employees so that employees forget about the natural rights that must be obtained to get a job. At the same time, the Employment Law (UUK) emerged which concerns contract work. After the ratification of Law No. 13 of 2003, many companies implemented a contract work system in their respective companies.

In this case, Indonesia has regulated the labor system compiled in UUK No. 13 of 2013, including the contract work system. The law explains that the contract work system is an agreement between workers/laborers and entrepreneurs or employers that contains work conditions, rights, and obligations of workers for a certain period which is based on an agreement or contract which can also be called a Specific Time Work Agreement (PKWT).

After the existence of the UUK, many companies in Indonesia used a contract work system for various reasons, one of which was to be able to increase company productivity and to be able to improve the company's performance effectively and efficiently by employing as few employees as possible to make the maximum possible contribution.

In line with the explanation and reasons above, one of the companies that implement this system is located in the Sukabumi Regency area, to be precise in Cibadak District,

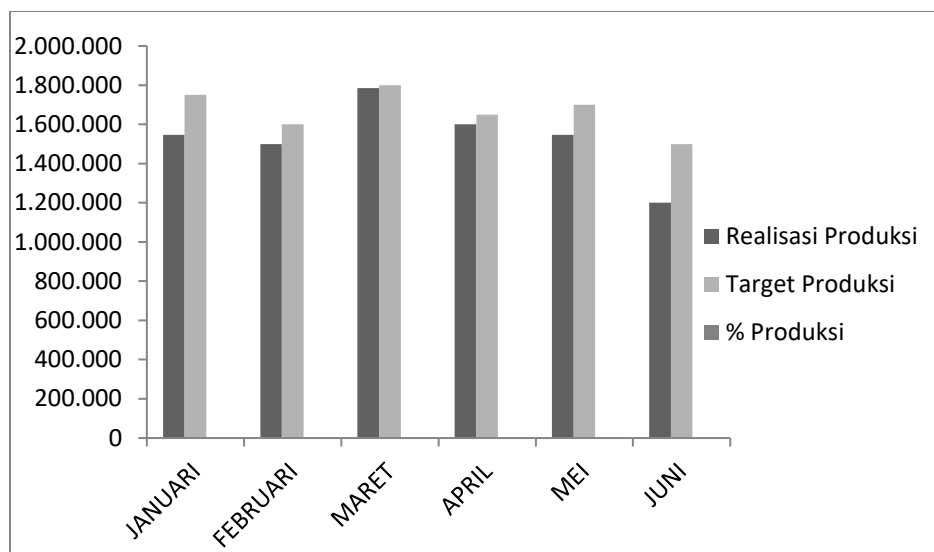
namely PT. Busana Indah Global. The company has implemented this system since its inception when the company was founded, adopting a permanent employee system, not just a contract system. However, as time went by until 2017 PT. Busana Indah Global no longer hires permanent employees, and this causes the number of permanent employees not to increase. Not only that, this work contract system does not last long, only 1-3 months. Table 1 the total number of employees of PT. Busana Indah Global currently in 2023 has a total of 3,278 employees with details as listed in table 1.

**Table 1.**  
**Number of Employees of PT. Busana Indah Global**

No	Department	Number of Permanent Employees	Number of Contract Employees	Total
1.	HRD	1	3	4
2.	Office Staff	3	32	35
3.	Warehouse	1	60	61
4.	Cutting	2	150	152
5.	Sewing	10	2,500	2,510
6.	Quality Control		252	252
7.	Packing	2	200	202
8.	General		50	50
9.	Security		12	12
Total		21	3,257	3,278

Source: HRD Department

The conditions that occurred due to changes in the company's employment status caused complaints from employees because they could only become contract employees and could not become permanent employees and the contracts given were not for a long period, employees considered the career path unclear. Based on these problems, the following are details of work income for the last 6 months in Figure 1.



**Figure 1.**

**Diagram of Number of Work Results of PT. Busana Indah Global Employees**

Source: Operational Management

Figure 1. is the production target and realization at PT. Busana Indah Global. This data shows the instability of achieving production targets, which illustrates employee performance in terms of quantity at PT. Busana Indah Global rises and falls. The targets that must be achieved are not always met, it was recorded that the amount of production realization obtained in January was 1,546 (88%) increased in February to 1,500 (94%), and increased in March to 1,785 (99%) but then decreased. Again, in April it was 1600 (97%) and continued to decline in May it was 1,547 (91%) and in June the target got worse to 1200 (80%) This is certainly a source of problems for the company. Regarding this case, the researcher formulated whether the employment contract system influences the performance of employees of PT. Busana Indah Global.

Another thing that researchers want to examine is related to work motivation because human resources are the only ones who have reason, feelings, desires, knowledge, encouragement, and power and the work of an employee is the most valuable investment in the organization which is the main asset that is valuable and must be recognized (Rofifah et al., 2021). its existence as the main key and even a determining factor in the success of an organization in carrying out the vision, mission, and goals of the organization. That is why the role of humans is very influential as a driving force and as an agent of change.

Organizational goals can be achieved as fully as possible if they are supported by good performance from employees (de Nichilo, 2023). To get good performance from employees, structured and effective direction must be sought (Yusnar et al., 2023). The company is trying to encourage its employees to work more productively following the company goals that have been set. Motivation can be seen as a change in energy within a person which is characterized by the emergence of feelings and is preceded by a response to a goal. Thus, motivation in this case is a response to an action, this goal is related to a need. It can be said that there will be no motivation if there is no perceived need. Therefore, to achieve the performance expected by the company, employee motivation is needed, this motivation can be in the form of bonuses.

## **RESEARCH METHOD**

This type of research uses quantitative research. In this quantitative research method, survey research methods are widely used, which is research using questionnaires as a means of collecting data. Questionnaires were distributed to respondents and then their responses were analyzed by researchers (Fenia, 2016. et. al., nd).

Apart from that, quantitative researchers place more emphasis on the aspect of objective measurement of respondents, usually, researchers will take samples from a group of respondents to then represent all of them. What is meant is that the respondents as a sample will represent the entire category of people so that by having a group of respondents as a sample, researchers do not need to examine the entire population.

The research method used is quantitative research methods, research that is based on collecting and analyzing data in the form of numbers (numerics) to explain, predict, and control phenomena of interest. This quantitative research emphasizes the analysis of numerical data processed using statistical methods. With quantitative methods, the significance of the relationship between variables will be obtained.

## **RESULTS AND DISCUSSION**

This research aims to determine the effect of the work contract system and work contracts on the performance of employees of PT. Busana Indah Global, data collection was

carried out by giving questionnaires to 97 employees taken as samples, questionnaires were obtained based on gender, age, and length of work. The results of distributing the questionnaires in this study can be shown as follows:

### Respondents by Gender

The following are the number of respondents by age:

**Table 2.**  
**Respondents Based on Gender**

Respondent's Gender	Number of People	Percentage %
Man	20	21%
Woman	77	79%
Amount	97	100%

Based on Table 1, the number of male respondents was 20 (21%) and the number of female respondents was 77 (79%), meaning that the majority of respondents were women.

### Respondents by Age

The following is a table of the number of respondents based on age:

**Table 3.**  
**Respondents Based on Age**

Respondent's Age	Number of People	Percentage %
17 - 25	74	76%
26 - 40	19	20%
41 - 55	4	4%
56 > Year	0	0%
Amount	97	100%

Based on Table 3, the number of respondents based on age was obtained, aged 17-25 amounted to 74 (76%), aged 26-40 amounted to 19 (20%), aged 41-55 amounted to 4 (4%) and the number aged 56 > 0 (0 %) means the highest number is at ages 17-25.

### Respondents Based on Length of Work

The following is a table of the number of respondents based on length of work:

**Table 4.**  
**Respondents Based on Length of Work**

Respondent's Age	Number of People	Percentage %
< A year	19	20%
1 - 2	34	35%
3 - 5	32	33%

5 >	12	12%
Amount	97	100%

Based on Table 4, the number of respondents based on length of work was obtained, those who worked < a year were 19 (20%), those who worked 1 - 2 were 34 (35%), those who worked 3 - 5 were 32 (33%) and those who worked 5 > totaling 12 (12%) means the number of respondents based on length of work is at most 1-2 years of work.

### **Analysis of Research Data and Hypothesis Testing**

After the data is collected, data analysis is needed. Before analyzing the data, the researcher used an instrument test which consisted of two tests, namely the validity test and the reliability test. After that, the prerequisite test is used so that the basis for the estimation used later can use the t-test model. In the prerequisite test, there are two tests, namely normality and homogeneity and the hypothesis test used is the t-test.

#### **1. Instrument Test**

Instrument Test Research instruments are tools chosen & used by researchers in carrying out their activities to collect data so that these activities become systematic & made easier (Suharsimi Arikuntoro), instrument testing itself consists of validation tests and reliability tests.

##### **a. Validity Test**

A validity test is a test used to measure the instrument in the questionnaire and can be used to measure what should be measured. Testing the validity of each item uses item analysis, namely correlating the scores of each item with a total score which is the sum of each item's scores. Valid or not using the Product Moment correlation formula (Singarimbun and Effendy, 1995) in Munawarroh (2012),

In the validity test of the instrument, it was carried out by comparing the  $r_{table}$  value with the  $r_{count}$ . There were 97 respondents in this questionnaire, so the value  $df = n - 2$   $df = 97 - 2 = 95$  seen from the product moment  $r_{table}$ , at a significance of 5%, the  $r_{table}$  number = 0.202 compared to the value  $R_{count}$  can be seen in the total correlation column in SPSS.

The validity tests that have been carried out in this research are shown in the following table:

**Table 5.**  
**Validity Test Results of Variable Items**

<b>Indicator</b>	<b>Rcount</b>	<b>Table</b>	<b>Information</b>
X1-1	0.543	0.202	Valid
X1-2	0.501	0.202	Valid
X1-3	0.470	0.202	Valid
X1-4	0.511	0.202	Valid
X1-5	0.659	0.202	Valid
X1-6	0.709	0.202	Valid
X1-7	0.526	0.202	Valid
X1-8	0.597	0.202	Valid
X1-9	0.687	0.202	Valid
X1-10	0.642	0.202	Valid
X2-1	0.729	0.202	Valid
X2-2	0.712	0.202	Valid
X2-3	0.688	0.202	Valid
X2-4	0.616	0.202	Valid
X2-5	0.661	0.202	Valid
X2-6	0.719	0.202	Valid
X2-7	0.626	0.202	Valid
X2-8	0.797	0.202	Valid
X2-9	0.752	0.202	Valid
X2-10	0.738	0.202	Valid
Y-1	0.688	0.202	Valid
Y-2	0.648	0.202	Valid
Y-3	0.763	0.202	Valid
Y-4	0.673	0.202	Valid
Y-5	0.663	0.202	Valid
Y-6	0.629	0.202	Valid
Y-7	0.686	0.202	Valid
Y-8	0.621	0.202	Valid
Y-9	0.714	0.202	Valid
Y-10	0.597	0.202	Valid

From the results of validity testing in Table 5, there are 30 questionnaires containing these 3 variables which have been filled in by 97 respondents in this study. One way to find out which questionnaires are valid and invalid is to find out the table first. The formula for the r table is  $df = N - 2$  so  $100 - 2 = 98$ , so the r table = 0.202. From the results of the validity calculations in the table above, it can be seen that r count > r table, 30 questionnaires totaling 97 respondents declared valid.

b. Reliability Test

Apart from testing validity, this research also tested the reliability of the data. This aims to see whether the data is consistent or reliable to proceed to the next calculation. The results obtained are as follows:

**Table 6.**  
**Statistical Reliability Test Results of the Employment Contract System (X1)**  
**Reliability Statistics**

Cronbach's Alpha	N of Items
,801	10

The results of the reliability test on the first variable or from these results it can be concluded that all statements on this variable are declared reliable or trustworthy.

**Table 7.**  
**Statistical Reliability Test Results for Work Motivation (X2)**  
**Reliability Statistics**

Cronbach's Alpha	N of Items
,919	10

The results of the reliability test on the second variable From these results it can be concluded that all statements on this variable are declared reliable or trustworthy.

**Table 8.**  
**Performance Statistical Reliability Test Results (Y)**  
**Reliability Statistics**

Cronbach's Alpha	N of Items
,920	10

The results of the reliability test on the third variable (Y), namely Performance, can be seen in Table 8. The results produced from this variable are 0.920, indicating that Cronbach's alpha is  $0.920 > 0.60$ . From these results, it can be concluded that all statements on this variable are declared reliable or trustworthy.

**Classic Assumption Test**

The classical assumption test is a statistical requirement that must be met in multiple linear regression analysis based on Ordinary Least Squares (OLS). To ensure that the regression model obtained is the best, in terms of estimation accuracy, unbiased and consistent, it is necessary to test classical assumptions (Juliandi et al., 2014). This classic assumption test consists of the normality test, multicollinearity test, heteroscedasticity test, autocorrelation test, and linearity test.

### 1. Normality Test

The purpose of the normality test is to find out whether, in a regression model, the resulting error has a normal distribution or not (Singgih Santoso, 2012: 230). One way to find out the normality value of the data is to test the normality of the probability plot, namely by looking at the distribution of data (points) on the diagonal axis of the graph. The following normality test results are in Table 9.

**Table 9.**  
**Normality Test Results Using Kolomogrov-Smirnov**  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residuals	
N		97	
Normal Parameters, b	Mean	.0000000	
	Std. Deviation	3.72329352	
Most Extreme Differences	Absolute	.068	
	Positive	.044	
	Negative	-.068	
Statistical Tests		.068	
Asymp. Sig. (2-tailed)c		.200d	
Monte Carlo Sig. (2-tailed) e	Sig.	.326	
	99% Confidence Interval	Lower Bound	.313
		Upper Bound	.338

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.
- e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Based on Table 9, the significance value (Monte Carlo Sig. (2-tailed)) of 0.326 is greater than  $\alpha$  (0.05). It was decided that the data in this study had a normal distribution.

### 2. Multicollinearity Test

The multicollinearity test is intended to prove or test whether there is a linear relationship between one independent (independent) variable and other independent (independent) variables (R. Gunawam Sudarmanto, 2005:135). Testing can be done by looking at the Tolerance and Variance Inflation Factor (VIF) values in the regression model. The decision-making criteria regarding the multicollinearity test are as follows (Ghozali, 2016):

- 1) If the VIF value is  $< 10$  or the Tolerance value is  $> 0.01$ , then it is stated that multicollinearity does not occur.
- 2) If the VIF value is  $> 10$  or the Tolerance value is  $< 0.01$ , then multicollinearity is declared to have occurred.

Following are the Multicollinearity Test Results in Table 10.

**Table 10.**  
**Multicollinearity Test Results**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	9,565	2,885		3,316	,001		
	x1	,068	,091	,070	,749	,456	,521	1,919
	x2	,675	,090	,706	7,540	<.001	,521	1,919

a. Dependent Variable: y

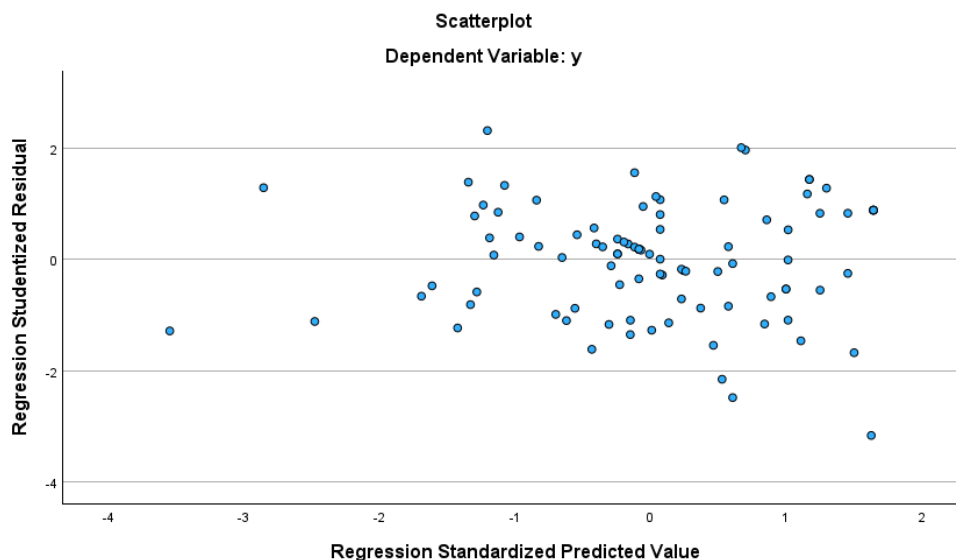
Based on Table 10, the tolerance values X1 and X2

### 3. Heteroscedasticity Test

The heteroscedasticity test is intended to determine whether the absolute residual variation is the same or not the same for all observations (R. Gunawam Sudarmanto, 2005: 147).

The heteroscedasticity test used is the scatterplot method.

Following are the results of the heteroscedasticity test in Figure 2.



**Figure 2.**  
**Heteroscedasticity Test Results**

Based on Table 10, it is known that the data distribution is spread both above and below the zero axis. It was concluded that heteroscedasticity did not occur so that regression testing could be continued.

**Multiple Linear Coefficient Test**

Multiple linear regression is a regression model that involves more than one independent variable. Multiple linear regression analysis was carried out to determine the direction and how much influence the independent variable has on the dependent variable (Ghozali, 2018)

1. T Test

The T-test is used to test whether the relationship between the independent variables Work Contract System (X1), Work Motivation (X2), and the dependent variable Performance Value (Y) is significant or not. The testing steps are as follows:

- 1) Determine the degree of confidence of 95% ( $\alpha = 0.05$ )
- 2) Determine significance as follows:
  - The significance value (P Value) < 0.05 means H0 is rejected and Ha is accepted.
  - The significance value (P Value) is > 0.05, so H0 is accepted and Ha is rejected.
- 3) Make conclusions
  - If the significance value (P Value) is <0.05 then H0 is rejected and Ha is accepted.

This means that the independent variable partially influences the dependent variable. If the significance value (P Value) is > 0.05 then H0 is accepted and rejected. This means that the independent variable does not partially influence the dependent variable. Following are the Heteroscedasticity Test Results in Table 11.

**Table 11.**  
**t Test Results**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	9,565	2,885		3,316	,001
x1	,068	,091	,070	,749	,456
x2	,675	,090	,706	7,540	<.001

a. Dependent Variable: y

The analysis results in Table 4.3 are based on significance values, namely:

$$T_{table} = t (a/2 ; nk-1 = t (0.05/2 ; \text{Value} - \text{number of variables} \times -1 ) = t (0.025 ; 94) = 1985$$

a. First hypothesis testing (H1)

It is known that the Sig value. For the influence of

b. Testing the second hypothesis (H2)

It is known that the Sig value for the influence of

### 2. F Test (Simultaneous Test)

The F test is used to determine the relationship between the dependent variable and the independent variable, whether the variables emotional stability, emotional strength, and emotional satisfaction influence simultaneously (together) employee performance scores.

The following is the F-test table.

**Table 12.**  
**F Test Results**  
**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1772.603	2	886.302	62,601	<.001b
	Residual	1330.840	94	14,158		
	Total	3103.443	96			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation, Employment Contract System

$$T \text{ table} = F (k ; nk) = F (2 ; 97- 2 ) = F ( 2 ; 95) = 3.09$$

a. Testing the third hypothesis (H3)

Based on this output, it is known that the significance value for the influence of X1 and

### 3. Coefficient of Determination Test

The coefficient of determination aims to find the percentage value of the influence of the independent variable emotional intelligence (emotional stability, emotional strength, emotional satisfaction) simultaneously on the dependent variable (employee/employee performance) where the R square value with the results is in Table 13. as follows:

**Table 13.**  
**Coefficient of Determination Test Results**  
**Model Summary b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.756a	.571	.562	3,763

a. Predictors: (Constant), Motivation, Employment Contract System

b. Dependent Variable: Performance

The results of the data analysis in Table 13 show that the Adjusted R Square value is 0.562.

This can be interpreted as that the independent variable (X) work contract system and work motivation for the dependent variable (Y) is 56.1%

**Multiple Linear Regression Analysis**

The purpose of multiple regression is to predict the size of the dependent variable using data from two or more independent variables whose magnitudes are already known (Singgih Santoso 2012:221). The results of the multiple regression test with SPSS are as follows:

**Table 14.**  
**Multiple Regression Test Results**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,565	2,885		3,316	,001
	Employment Contract System	,068	,091	,070	,749	,456
	Work motivation	,675	,090	,706	7,540	<.001

a. Dependent Variable: Performance

Based on the table above, it can be seen that the constant value (a value) is 9.565 and for the work system (β value) 0.068 while work motivation (β value) is 0.675 so that the multiple linear regression equation can be obtained as follows

$$Y = 9.565 + 0.068X_1 + 0.094X_2 + e$$

$$Y = a + b_1x_1 + b_2x_2 + e$$

Which mean:

a = constant number from understood coefficients, in this case, the value is 9.565. This number is a constant number which means that if there were no independent variables

(work contract system and work motivation) then employee performance (Y) would be 9.565.

b1 = regression coefficient number. The value is 0.068. This figure means that for every additional 1 value of the work contract system (x1), the value of rice demand (Y) will increase by 0.068. Note: A negative value in b1 means reducing.

b2 = regression coefficient number. The value is 0.675, this figure means that for every additional 1 value of work motivation (x2), the value of demand for rice (Y) will increase by 0.675. Note: A negative value in b1 means reducing.

#### Conclusion of hypothesis testing

H1 = there is an influence of the employment contract system (X1) on performance (Y)

H2 = there is an influence of work motivation (X2) on performance (Y)

H3 = there is an influence of the work contract system (X1) work motivation (X2) on performance (Y)

H1 REJECTED because the significant value is  $> 0.05$  (t test)

H2 ACCEPTED because the significant value is  $< 0.05$  (t test)

## **CONCLUSION**

Based on the results of this research, work motivation influences employee performance at PT. Busana Indah Global with an influence of 56.1%, while the rest is influenced by other factors. In the calculation results using SPSS, the influence of work motivation has a significant value of  $0.001 < 0.005$ , meaning that work motivation does have a significant influence on the performance of employees at PT. Busana Indah Global.

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