

The Effects of Job Satisfaction and Work Motivation on Employee Performance in Indonesia's Aquaculture Administration

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Abstract

This study examines the effects of job satisfaction and work motivation on employee performance at the Secretariat of the Directorate General of Aquaculture, Ministry of Marine Affairs and Fisheries of the Republic of Indonesia. Job satisfaction is measured through four dimensions: salary, coworkers, supervisors, and the nature of work. Work motivation includes physiological needs, safety, social needs, esteem, and self-actualization. Using a quantitative survey design, data were collected from 55 employees selected through non-probability accidental sampling. The data were analyzed using multiple linear regression after passing validity, reliability, and classical assumption tests, including normality, heteroscedasticity, and multicollinearity. The findings show that job satisfaction does not have a significant partial effect on employee performance, while work motivation has a significant partial effect. Simultaneously, both job satisfaction and work motivation significantly and positively influence employee performance. These results indicate that employee performance in this governmental context is driven more by internal motivational factors than by perceived job satisfaction. The study recommends prioritizing motivation-enhancing strategies in human resource management to improve organizational performance.

Keywords : job satisfaction, work motivation, employee performance, aquaculture administration, Indonesia.

1. Introduction

The increasing demands for efficiency, accountability, and transparency in the era of globalization and bureaucratic decentralization have intensified performance pressures on public sector institutions. Within Indonesia's maritime and fisheries sector, these pressures are particularly pronounced, given its strategic contribution to national economic growth. In 2022, aquaculture production exceeded 7.2 million tons, underscoring the sector's crucial role in national food security and export value (Kementerian Kelautan dan Perikanan, 2023). In this context, the performance of human resources becomes a determining factor in the success of government programs, aligning with the view that organizational performance is directly influenced by human resource effectiveness (Hasibuan, 2017; Mangkunegara, 2022).

The Directorate General of Aquaculture (DJPB) plays a central role in formulating and implementing national aquaculture development strategies. Its Secretariat functions as an administrative center responsible for coordination, planning, budgeting, and monitoring strategic initiatives. However, internal audit reports indicate persistent challenges such as low work motivation, disproportionate administrative workload, and dissatisfaction with incentive systems—factors that potentially hinder organizational effectiveness (KKP, 2023). Similar patterns of administrative fatigue and declining work morale in public sector institutions have also been noted by Sedarmayanti (2011) and Wibowo (2015), highlighting the need for deeper analysis of behavioral aspects within government agencies.

In organizational behavior literature, job satisfaction and work motivation are conceptualized as key psychological determinants of employee performance. Herzberg's Two-Factor Theory distinguishes between hygiene factors and motivators in shaping satisfaction (Herzberg, 1959), while Maslow's hierarchy and McClelland's needs theory describe motivational drivers that influence performance (Robbins & Judge, 2015). These theoretical contributions remain relevant in public sector settings, where employees navigate complex administrative tasks and public service accountability. Studies by Kasmir (2016) and Priyono (2010) similarly emphasize that performance outcomes in bureaucratic organizations are strongly linked to intrinsic motivational factors and perceived job fulfillment.

Empirical research in Indonesia's public and semi-public sectors provides varied results concerning the relationship between satisfaction, motivation, and performance. Komala (2019) found that motivation and competence significantly influence performance, while job satisfaction does not directly affect performance in aquaculture-related directorates. Purwono et al. (2012), however, demonstrated that job satisfaction has a significant impact on performance in the Directorate of Aquaculture Business Development. These inconsistent findings are echoed by studies in other sectors, such as Afifah (2017), Nurhastiti (2021), Wardani (2018), and Rambe (2020), who collectively show that satisfaction and motivation can produce different performance outcomes depending on organizational context.

Further studies strengthen the argument that leadership, communication, and organizational climate indirectly shape work motivation and job satisfaction. Latief (2020) reported that motivation and satisfaction mediate the influence of transformational leadership on performance among DJPB employees. Similarly, Manihuruk (2022) found that organizational communication significantly influences motivation and satisfaction in the Ministry of Marine Affairs and Fisheries, ultimately affecting productivity and employee loyalty. These findings align with the view that motivation acts as a psychological bridge between organizational systems and employee behavior (Moheriono, 2012; Sutrisno, 2010).

Despite the growing body of research, limited studies specifically examine the Secretariat of the Directorate General of Aquaculture. The Secretariat has distinct structural and administrative characteristics compared to technical directorates, which may influence how satisfaction and motivation affect employee performance. Additionally, few quantitative studies have assessed the simultaneous and partial effects of both variables using rigorous analytical techniques such as multiple regression, which is essential for understanding causal relationships in behavioral research (Ghozali, 2018; Sugiyono, 2024). This gap highlights the importance of conducting a focused empirical investigation within this administrative environment.

This study aims to address this gap by examining how job satisfaction and work motivation influence employee performance within the Secretariat of DJPB. By employing a quantitative approach, the research evaluates both individual and combined effects of satisfaction and motivation on performance. The findings are expected to enrich the theoretical discourse on public sector organizational behavior and provide practical insights for policymakers in designing strategies to improve human resource performance (Alfin & Simanjuntak, 2022; Junmanti, 2019). Ultimately, this study contributes to strengthening evidence-based human resource management practices in Indonesia's public institutions.

2. Literature Review

Job Satisfaction

Job satisfaction refers to an employee's positive emotional response toward their job, which arises when their expectations align with the reality they experience (Hasibuan, 2017; Robbins & Judge, 2015). It reflects an individual's overall attitude toward work, colleagues, supervisors, and

the organizational environment. Differences in values and personal expectations make levels of job satisfaction vary among employees, and low satisfaction may lead to withdrawal behaviors or decreased performance (Wibowo, 2015).

Several theoretical perspectives explain job satisfaction. The Discrepancy Theory highlights that satisfaction occurs when the outcomes received meet or exceed expectations (Priyono, 2010). The Equity Theory emphasizes employees' perception of fairness between their contributions and rewards (Kasmir, 2016). Meanwhile, Herzberg's Two-Factor Theory differentiates between motivator factors that generate satisfaction and hygiene factors that prevent dissatisfaction (Herzberg, 1959; Afifah, 2017). These theories remain relevant in modern public organizations where job satisfaction contributes to improved employee attitudes and performance..

Work Motivation

Work motivation is the internal and external drive that encourages employees to exert effort in achieving organizational goals (Mangkunegara, 2022). Motivation determines the direction, intensity, and persistence of an individual's behavior at work. It can be intrinsic—associated with responsibility, personal growth, and meaningful tasks—or extrinsic, such as salary, recognition, or conducive work conditions (Sedarmayanti, 2011).

Several motivational theories provide insight into employee behavior. Maslow's Hierarchy of Needs explains that individuals are motivated by layered needs ranging from physiological to self-actualization (Sutrisno, 2010). McGregor's Theory X and Y distinguishes between negative and positive assumptions about human nature in the workplace (Robbins & Judge, 2015). Meanwhile, McClelland's Theory emphasizes the role of achievement, affiliation, and power needs in shaping work motivation (Nurhastiti, 2021). Studies in Indonesian public institutions also show that motivation strongly influences performance outcomes (Komala, 2019; Rambe, 2020)..

Employee Performance

Employee performance refers to the measurable results of work—both in quality and quantity—achieved by an employee in accordance with their responsibilities (Moheriono, 2012; Kementerian Kelautan dan Perikanan, 2023). Performance encompasses behaviors, competencies, and outputs that contribute to organizational objectives. High performance is influenced by factors such as ability, motivation, job satisfaction, leadership quality, and organizational culture (Sugiyono, 2016; Ghazali, 2018).

In public organizations, employee performance is essential for delivering efficient and accountable services. Previous studies indicate that performance increases when employees experience supportive leadership, strong motivation, and adequate satisfaction with their work environment (Purwono et al., 2012; Manihuruk, 2022; Latief, 2020). As such, understanding how job satisfaction and motivation contribute to performance becomes important for improving the effectiveness of government institutions.

Hypothesis

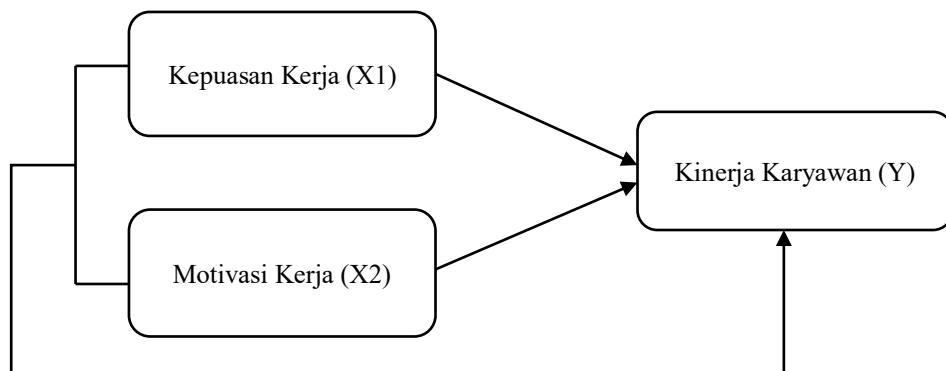


Figure1. Formulation of Hypotheses

3. Research methods

This study employed a quantitative research design with an exploratory orientation to obtain an initial empirical description of the relationship between job satisfaction, work motivation, and employee performance within a public-sector administrative unit. The exploratory approach enabled the researcher to identify patterns that had not been extensively examined in previous studies, particularly within the context of the Secretariat of the Directorate General of Aquaculture, Ministry of Marine Affairs and Fisheries. Consistent with the positivist paradigm, the quantitative method allowed the collection of standardized data using a structured questionnaire, facilitating objective measurement and hypothesis testing (Sugiyono, 2024). The causal relationship examined in this study positioned job satisfaction and work motivation as independent variables influencing employee performance as the dependent variable. To test these assumptions, multiple linear regression analysis was applied, preceded by validity testing, reliability testing, and classical assumption tests.

The scope of the research was limited to permanent administrative employees within the Secretariat of the Directorate General of Aquaculture, selected due to their strategic role in supporting administrative processes and policy execution. The unit of analysis was the individual employee, allowing the study to capture personal perceptions of satisfaction, motivation, and performance. A cross-sectional time horizon was adopted, meaning data were collected at a single point in time to reflect the current organizational condition. This design provided empirical insights that can serve as a basis for decision-making and managerial improvements within the Ministry of Marine Affairs and Fisheries.

4. Results and Discussion

Frequency of the Job Satisfaction

The variable in this study was measured using eight questionnaire items administered to 55 respondents, representing the indicators of the job satisfaction construct. The response results for this variable are presented in Table. 1

Table. 1 Frequency Distribution of the Job Satisfaction Variable

No	Item	Answer Scale												Mean
		STS		TS		N		S		SS				
		f	%	f	%	f	%	f	%	f	%			
1	X1.1	0	0	1	1,8	10	18,2	24	43,6	20	36,4		4,14	
2	X1.2	0	0	2	3,6	11	20,0	26	47,3	16	29,1		4,01	
3	X1.3	0	0	1	1,8	5	9,1	21	38,2	28	50,9		4,38	
4	X1.4	1	1,8	0	0	6	10,9	26	47,3	22	40,0		4,23	
5	X1.5	1	1,8	1	1,8	10	18,2	27	49,1	16	29,1		4,01	
6	X1.6	2	3,6	1	1,8	14	25,5	18	32,7	20	36,4		3,96	
7	X1.7	0	0	1	1,8	14	25,2	21	38,2	19	34,5		4,05	
8	X1.8	0	0	2	3,6	5	9,1	29	52,7	19	34,5		4,18	
Grand Mean														4,12

Table 1 indicates that the most influential item on the job satisfaction variable is Item 3, with 50.9% of respondents selecting “Strongly Agree.” This suggests that the statement “I feel I can communicate well with my colleagues” is a key contributor to employee performance. Effective interpersonal communication appears to enhance employees’ sense of satisfaction, which in turn supports higher performance levels. Overall, employees at the Secretariat of the Directorate General of Aquaculture demonstrate strong communication relationships within the workplace.

Frequency of Job Motivation

Table. 2 Frequency Distribution of the Work Motivation Variable

No	Item	Answer Scale										Mean
		STS		TS		N		S		SS		
		f	%	f	%	f	%	f	%	f	%	
1	X2.1	0	0	0	0	4	7,3	31	56,4	20	36,4	4,29
2	X2.2	0	0	0	0	8	14,5	23	41,8	24	43,6	4,29
3	X2.3	0	0	2	3,6	5	9,1	32	58,2	16	29,1	4,12
4	X2.4	0	0	2	3,6	10	18,2	29	52,7	14	25,5	4
5	X2.5	1	1,8	3	5,5	10	18,2	28	50,9	13	23,6	3,89
6	X2.6	0	0	2	3,6	9	16,4	25	45,5	19	34,5	4,10
7	X2.7	1	1,8	2	3,6	8	14,5	31	56,4	13	23,6	3,96
8	X2.8	1	1,8	0	0	11	20,0	21	38,2	22	40,0	4,14
9	X2.9	1	1,8	0	0	5	9,1	30	54,5	19	34,5	4,2
Grand Mean												4,11

Table 2 shows that the most influential item for the work motivation variable is Item 2, with 43.6% of respondents selecting “Strongly Agree.” This indicates that the statement “Job security makes me feel comfortable at work” significantly affects employee performance. When employees feel secure in their workplace, their comfort and motivation increase, which in turn supports higher performance levels.

Frequency of Employee Performance

Table. 3 Frequency Distribution of the Employee Performance Variable

No	Item	Skala Jawaban										Mean
		STS		TS		N		S		SS		
		f	%	f	%	f	%	f	%	f	%	
1	Y.1	0	0	0	0	7	12,7	26	47,3	22	40,0	4,27
2	Y.2	0	0	0	0	5	9,1	30	54,5	20	36,4	4,27
3	Y.3	0	0	0	0	6	10,9	35	63,6	14	25,5	4,14
4	Y.4	0	0	1	1,8	6	10,9	27	49,1	21	38,2	4,23
5	Y.5	0	0	0	0	3	5,5	24	43,6	28	50,9	4,45
6	Y.6	0	0	1	1,8	5	9,1	26	47,3	23	41,8	4,29

7	Y.7	0	0	0	0	2	3,6	22	40,0	31	56,4	4,52
Grand Mean												4,31

Table 3 shows that the most influential statement within the employee performance variable is Statement No. 7, as the majority of respondents (56.4%) selected "Strongly Agree." This indicates that the indicator "I have a good level of attendance at work" significantly reflects employee performance. Thus, it can be concluded that most employees at the Secretariat of the Directorate General of Aquaculture demonstrate a consistently good attendance level.

Normality Test

Figure.1 Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		55
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.15326002
Most Extreme Differences	Absolute	.111
	Positive	.071
	Negative	-.111
Test Statistic		.111
Asymp. Sig. (2-tailed) ^c		.087
Monte Carlo Sig. (2-tailed) ^d	Sig.	.087
	99% Confidence Interval	
	Lower Bound	.080
	Upper Bound	.094

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Validity Test

Tabel.4 Validity Test

Question Item	R Table Value	R Calculated Value	Sig (2-Tailed)	Description
X1.1	0,2656	0,691	0,01	VALID
X1.2	0,2656	0,727	0,01	VALID
X1.3	0,2656	0,605	0,01	VALID
X1.4	0,2656	0,765	0,01	VALID
X1.5	0,2656	0,679	0,01	VALID
X1.6	0,2656	0,752	0,01	VALID
X1.7	0,2656	0,582	0,01	VALID
X1.8	0,2656	0,581	0,01	VALID
X2.1	0,2656	0,497	0,01	VALID
X2.2	0,2656	0,508	0,01	VALID
X2.3	0,2656	0,486	0,01	VALID
X2.4	0,2656	0,723	0,01	VALID

X2.5	0,2656	0,698	0,01	VALID
X2.6	0,2656	0,782	0,01	VALID
X2.7	0,2656	0,727	0,01	VALID
X2.8	0,2656	0,746	0,01	VALID
X2.9	0,2656	0,677	0,01	VALID
Y.1	0,2656	0,609	0,01	VALID
Y.2	0,2656	0,676	0,01	VALID
Y.3	0,2656	0,636	0,01	VALID
Y.4	0,2656	0,673	0,01	VALID
Y.5	0,2656	0,618	0,01	VALID
Y.6	0,2656	0,618	0,01	VALID
Y.7	0,2656	0,618	0,01	VALID

Table 4 shows that the Job Satisfaction variable meets the validity criteria for all question items, as the significance values are less than 0.05. In addition, all Pearson Correlation values exceed the r-table value of 0.2656, indicating that all indicators of the Job Satisfaction variable are valid.

Multiple Linear Regression Analysis

Tabel. 5 Multiple Linear Regression Results

Prediktor	Coefficient	SE Coefficient	<i>t_{Hitung}</i>	Sig.
(Constant)	16,006	2,540	6,302	0,001
Job Satisfaction	0,158	0,094	1,674	0,100
Work Motivation	0,243	0,091	2,665	0,010
Standard Error Of Estimate		2,19428		
R Square		0,378		
Adjusted R Square		0,355		

The regression results indicate that job satisfaction has a positive but statistically insignificant effect on employee performance ($\beta = 0,158$, $p > 0,05$). In contrast, work motivation shows a positive and significant influence ($\beta = 0,243$, $p < 0,05$), suggesting that increases in motivation are associated with higher employee performance when job satisfaction is held constant. The model explains 37,8% of the variance in employee performance.

The Effect of Job Satisfaction and Work Motivation on Employee Performance

The results of the multiple linear regression analysis indicate that job satisfaction and work motivation jointly have a significant effect on employee performance, as shown by the F-test significance value of 0.001, which is lower than $\alpha = 0,05$. This finding suggests that the combined influence of these variables plays a meaningful role in shaping performance outcomes among employees at the Secretariat of the Directorate General of Aquaculture. The statistical significance of the model confirms that these two human resource factors should be considered together when assessing performance improvements in government institutions.

Furthermore, the R-squared value of 0.355 indicates that job satisfaction and work motivation together contribute 35,5% to explaining variations in employee performance. The remaining 64,5% is likely influenced by other factors not examined in this study, such as ability, compensation, leadership style, and organizational culture. These additional determinants are widely recognized in organizational behavior research as contributing to variations in job performance. Consequently, the findings reinforce the importance of considering broader organizational and individual factors beyond satisfaction and motivation alone.

Based on these results, it can be concluded that job satisfaction and work motivation are essential determinants of employee performance. Their combined influence validates the third hypothesis (Ha3), which states that job satisfaction and work motivation jointly exert a positive and significant effect on the performance of employees at the Secretariat of the Directorate General of Aquaculture. This evidence underscores the need for organizations to prioritize both constructs in order to strengthen overall performance outcomes.

The Effect of Job Satisfaction on Employee Performance

The results of the t-test analysis show that job satisfaction does not have a significant effect on employee performance, as indicated by a significance value of 0.10, which is greater than $\alpha = 0.05$. Despite this lack of statistical significance, descriptive analysis reveals that the overall level of job satisfaction among employees is relatively high, with a grand mean of 4.12. This suggests that employees generally feel satisfied with various aspects of their work, including work environment, compensation, social relationships, and leadership practices. However, such satisfaction does not directly translate into improved performance outcomes.

Empirically, these findings are consistent with previous research by Afifah (2017), which reported that job satisfaction does not significantly influence employee performance but may exert an indirect effect through work motivation. This indicates that while employees may feel content with their working conditions, satisfaction alone may not be a strong enough driver to push employees toward achieving higher levels of performance. Rather, satisfaction may enhance motivation, which then becomes the more immediate determinant of performance behavior.

Based on these results, the second hypothesis (Ha1) is rejected. Job satisfaction does not significantly affect employee performance at the Secretariat of the Directorate General of Aquaculture. Although employees generally experience favorable levels of satisfaction, this variable does not serve as a direct predictor of performance within the organizational context examined in this study. These findings emphasize the need for organizations to focus on motivational drivers rather than relying solely on satisfaction-related policies to enhance employee performance.

The Effect of Work Motivation on Employee Performance

The results of the t-test reveal that work motivation has a significant effect on employee performance, with a t-value of 2.665 and a significance level of 0.01, which is below $\alpha = 0.05$. The regression coefficient of 0.243 indicates that higher levels of work motivation lead to improved employee performance. Descriptive findings support this conclusion, showing that employees scored highly on motivation indicators, with a grand mean of 4.23. This suggests that employees perceive their basic needs as being met, feel secure at work, experience positive social acceptance, receive respect, benefit from recognition, and have opportunities for career development and innovation.

These results align with McClelland's (1961) theory of motivation, which posits that three fundamental needs—achievement (nAch), affiliation (nAff), and power (nPow)—serve as key motivators that shape behavior and performance outcomes. Employees who possess strong achievement motivation tend to exert greater effort, complete tasks more efficiently, and strive for superior results. Thus, motivation derived from psychological and social needs plays an essential role in enhancing performance.

The findings are also consistent with Mangkunegara's (2013) argument that motivation is formed from an employee's attitude in responding to work situations. Employees who possess high achievement motives tend to demonstrate higher performance levels. Consequently, the second hypothesis (Ha2) is accepted, confirming that work motivation has a positive and significant effect on employee performance at the Secretariat of the Directorate General of Aquaculture. This

underscores the need for organizations to prioritize motivational programs and supportive work environments that encourage employee growth and performance improvement.

5. Conclusion

Based on the results of the descriptive analysis, this study shows that the employees of the Secretariat of the Directorate General of Aquaculture have good levels of job satisfaction, work motivation, and performance, with grand means of 4.12, 4.11, and 4.31 respectively. These findings indicate that employees generally feel satisfied with various aspects of their jobs and possess high work motivation, which is reflected in their strong performance. Furthermore, the F-test results show that job satisfaction and work motivation simultaneously have a significant effect on employee performance, meaning that both variables collectively contribute to improving performance.

However, the partial test results show different effects for each variable. Job satisfaction does not have a significant effect on employee performance, whereas work motivation has a positive and significant effect. This means that improvements in employee performance are more strongly influenced by work motivation than by job satisfaction. Therefore, it can be concluded that work motivation is the key factor in enhancing employee performance, while job satisfaction does not have a direct effect but still serves as a supporting factor in creating a conducive work environment.

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