

The Influence of Motivation, Work Discipline, and Work Environment on Employee Performance in Waste Management at DLHKP Kediri City

Azizatus Sholikhah^{1*}, Dodi Kusuma Hadi S.²

^{1,2}Universitas Nusantara PGRI Kediri, Jl. KH. Ahmad Dahlan No.76, Mojoroto, Kediri City, East java, 64112, Indonesia.

Azizatussholikhah787@gmail.com ¹, dodikusuma@unpkdr.ac.id ²

*corresponding author

Article Information

Submission date January 03, 2025

Revised date February 17, 2025

Date received March 15, 2025

Abstract

Research objectives: This study looks at how employee performance in trash management at DLHKP Kediri City is affected by motivation, work ethics, and workplace conditions.

Design/Method/Approach: Employees of DLHKP Kota Kediri were given questionnaires to gather data for the quantitative analysis. Various tests, including validity and reliability assessments, were conducted, followed by data analysis using multiple linear regression, t-tests, and F-tests in SPSS version 25.0. Additionally, classical assumption tests were applied to enhance the reliability of the study's findings.

Research Finding : Based on the coefficient of determination (R^2), the three factors which include social work environment, employee discipline, and motivation can affect employee results significantly and earning contribute 2% of the whole variation in employee output.

Theoretical contribution/originality: This study lends credence to the idea that the work environment, employee discipline, and motivate trigger all have more impact on boosting performance. The concurrent analysis of this study provides a novel viewpoint on the factors that influence performance in the waste management sector.

Practice/Policy Implications: To improve overall performance, this study suggests that DLHKP Kota Kediri focus more on elements that can improve worker performance, such as offering appropriate incentives, strengthening work discipline, and building a more favorable work environment.

Research limitations: This research is limited to the waste management sector in DLHKP Kediri City and only covers a few variables that affect employee performance. Future research suggests expanding the scope to other sectors and incorporating additional relevant variables to improve employee performance in the public sector.

Keywords: Employee Performance, Multiple Linear Regression, SPSS, Quantitative Research, Determination Coefficient.

1. Introduction

Waste is one of the main problems faced by local governments in Indonesia, including the Kediri Environment, Hygiene and Urban Parks Agency (DLHKP). As an institution tasked with maintaining the cleanliness of the city, DLHKP has an important role in creating a healthy environment and supporting the welfare of residents. However, to achieve the best performance in waste management, DLHKP often faces various obstacles, especially related to factors in the organization. In terms of human resource management, various factors affect

staff performance, such as encouragement and discipline related to work, and workplace conditions. Lack of motivation is often the cause of a lack of initiative from employees to complete their tasks well [1]. This problem is evident in waste management in Kediri City, where internal problems often interfere with the effectiveness of DLHKP employees. Given the importance of waste management in improving the environment and people's lives, a thorough examination is needed to understand how workplace conditions, motivate employees at work, and discipline at work is very influential on employee results. Through better human resource management, this research offers insights that can be applied to improve the efficiency in the management of disposable waste from households in Kediri City. Therefore, one of the objectives of this research is to examine how workplace conditions, motivate employees when working, and discipline when working affect the results of DLHKP Kediri City employees and offer evidence-based suggestions for future development [2].

The results revealed that the motivate employees at work component (X1), discipline at work (X2), and workplace conditions (X3) all had a table t count and a significance level below 0.05. Referring to research by Citra Apsari (2022), these factors significantly improve the quality of employee performance, both individually (partially) and simultaneously. Discipline at work (X2) has a t -value of 2.119 with a p -value of 0.039, while motivate employees at work (X1) indicates a t -value of 2.551 with a p -value of 0.015. These three variables are proven to have a meaningful influence on employee output (Y) at the National Pharmaceutical The Ministry of Health Committee of the Republic of Indonesia. [3]. A study conducted by Ririn Agustriani (2022) The Effects of Work Discipline, Communication, Motivation, and Work Environment on Employee Performance Outcomes, each demonstrating strong and meaningful impact on worker performance. Additionally, the workplace conditions It also have a vital role on boosting performance. At PT. Shipyard Ship, factors such as work atmosphere, communication, incentives, and discipline collectively contribute to improving employee performance [4].

Worker productivity is often limited due to lack of enthusiasm, poor discipline, and inadequate work environment. Employee dedication is affected by motivation at work, task consistency requires discipline, and work efficiency is enhanced by an appropriate work environment. With the increasing amount of waste generated by urbanization, it is imperative to examine how DLHKP employees' performance is affected by motivation, work environment, and discipline. Researchers hope that this study can have a positive impact, namely recommendations in improving the effectiveness and efficiency of the waste management system in Kediri City.

This study differs from prior studies in that it considers three independent variables: motivation, work environment, and work discipline. The dependent variable is employee performance. The number of variables in Ririn Agustriani's (2022) study differs from the previous one. This research consists of three independent variables - work discipline, communication, and motivation - and one dependent variable, employee performance. This researchs focuses on how successfully Kediri City's Department of Environment, Cleanliness, and Parks (DLHKP) staff manage garbage. This study focuses on employees at DLHKP and provides a more specialized research setting for environmental management.

The author is interested in finding out more about workplace conditions, discipline at work, and motivate employees work at the DLHKP Kediri office based on the description given above. The researcher chose the title "The Influence of Motivation, Work Discipline,

and Work Environment on Employee Performance in Waste Management at DLHKP Kediri City" as the basis for this research study.

1.1. Problem statement

- a. Does motivation affect employee performance in waste management at DLHKP Kediri City?
- b. Does work discipline affect employee performance in waste management at DLHKP Kediri City?
- c. Does the success of employees in waste management at DLHKP Kediri City depend on the workplace?
- d. How much does employee performance in waste management at DLHKP Kediri City depend on the combined workplace conditions, discipline at work, and motivate employees work?

1.2. Research Objectives

Given the previous problem identification, the following are the objectives of the study:

- a. To examine how employee motivation affects waste management performance at DLHKP Kediri City
- b. To examine how employee performance in waste management at DLHKP Kediri City is affected by work discipline
- c. To examine how the workplace at DLHKP Kediri City affects worker performance in waste management
- d. To examine how employee performance in waste management at DLHKP Kediri City is influenced by workplace conditions, discipline at work, and motivate employees work.

2. Methods

Location of this research is at the Kediri City Environment, Hygiene and Landscape Service (DLHKP), which is located on Jl. Mayor Bismo no 4, Semampir District, Mojoroto District, Kediri City, East Java. The study uses quantitative research, which places a strong emphasis on testing hypotheses through variable measurements, working with numbers, and analyzing data using statistical techniques.

This research used purposive sampling method, used to select samples by deliberately selecting respondents based on certain criteria relevant to the research. This technique can be used to select employees who are responsible for waste management, have a minimum work period of one year, and are assigned to the relevant division, so that the data obtained is more focused and relevant.

A sample of 80 is required for a population of 401 with a margin of error of 10%, according to the sample calculation using the Slovin formula. According to calculations using the Slovin formula, up to 80 people responded to this survey.

Data collection methods in this study include interviews and observations of employees at DLHKP Kediri City, as well as primary data collected directly from respondents using questionnaires that assess motivation to work, discipline in the workplace, and the surrounding work environment.

2.1. Data Analysis Methods

Validity is evaluated based on whether the questionnaire questions can produce measurable data. The examination is conducted by comparing the output value of Rcal

(Corrected Item-Total Correlation) with Table R. Question points are considered valid if the R_{hitung} value exceeds the R_{tabel} value, then vice versa it is considered invalid if the R_{hitung} value is less than R_{tabel} [5].

a. Reliability Test

One of the metrics for evaluating questionnaires as variable identifiers is reliability, the objective of the test is to evaluate the extent to which consistent the data is over a period of time, specifically in ensuring that the measurement is reliable. If the results of the relative coefficient measurements are remeasured, these variables are said to have values more than 0.6, indicating that in collecting reliable data, it is necessary to have research instruments. The purpose of this reliability test is to evaluate consistency [6].

b. Normality Test

The assessment is carried out to determine the connection between the independent and dependent variables, and also the regression guidelines can contribute to each other normally or abnormally. The use of residual values adheres to normal contributions, as do the T and F tests. Therefore, it can be concluded that statistical tests in small sample sizes become invalid if these assumptions are violated. Kolmogorov-Smirnov is a statistical test commonly used in determining whether data is well distributed. If the residual significant value is more than 0.05, it has a normal distribution value [7].

c. Multicollinearity Test

Correlation testing between independent variable is the final result of a regression model. The VIF the value of each independent variable is used to test multicollinearity; If it is less than 10, the data is considered free of multicollinearity problems [8].

d. Heteroscedasticity Test

The goal was to determine if there was any variance inequality between the observations in the regression model. Heteroskedastic symptoms are absent in the regression model if the significant value (sig.) is more over 0.05. However, it can be inferred that the regression guidelines exhibits signs of heteroscedasticity if the significance value meets the specified threshold (sig.) was less than 0.05 [9].

e. Autocorrelation Test

Finding the degree of interrelation between independent variables (X) and non-independent variables (Y) is the goal of this investigation. The "R" or sample correlation coefficient, which estimates the population coefficient in a linear regression model, is typically used to indicate whether there is a interrelation between perturbulent errors in the t-period and interfering fallacy in the t-1 period. If there is a interrelation, it is referred to as an autocorrelation problem. In the present study, the The use of the Durbin-Watson test in confirming the presence or absence of signs of autocorrelation. [10].

f. Multiple Linear Regression Analysis

This approach aims to analyze the connection and impact of motivation and workplace conditions on boosting performance while also evaluating how variations in factor X affect changes in factor Y. Regression model: $Y = a + b_1X_1 + b_2X_2 + b_3X_3...$

g. Determination Coefficient Analysis (R^2)

The Determination Coefficient Test evaluates how well the model explains the variation of dependent variables. The effectiveness of the independent variables in describing the outcomes of the dependent factor, fluctuations is very important constrained when the R^2 value is low [11]. To ascertain the extent to which workplace and motivation affect

employee performance, a statistical technique for assessing the influence (variance) of some factors on (variance) of other variables is the determination coefficient [12].

h. T Test

To determine whether each of its independent factors significantly affects its bound variable, the T test is used [13]. H_0 is acceptable when $T_{table} > T_{thical}$. However, H_1 is allowed if the Table is less than T_{cal} . The same probability can be used to determine:

- 1) H_0 can be accepted while H_1 can be rejected if sig is more than α (0.05).
- 2) H_0 can be dismissed, and H_1 can be acknowledged if the significance value is below α (0.05).

i. F Test

The F-test hypothesis was performed to examine the combined effect of independent factor on the dependent factor. If F_{count} is greater than F_{table} , H_0 is rejected, indicating a significant influence of the independent variables on the dependent variable. Conversely, if F_{count} is less than F_{table} , H_0 is accepted, meaning the independent variables do not simultaneously impact the dependent variable. A 5% significance level ($\alpha = 0.05$) is used to assess whether the independent factor collectively affect the dependent factor:

- 1) If the significance value surpasses α (0.05), H_0 is accepted, and H_1 is not supported.
- 2) If the significance value falls below α (0.05), H_0 is rejected, and H_1 is confirmed [14].

2.1 Validity test

The process to ensure the research tool can measure what needs to be measured. Contrasting R tables and R calculations Validity guarantees that the information collected is relevant and worthy of examination in the study.

Table 1. Output Validity Test

Factor	Description	r calculate	Table R	Remarks
Motivation (x1)	Motivation1	0,843	0.219	Valid
	Motivation 2	0,852	0.219	Valid
	Motivation 3	0,766	0.219	Valid
	Motivation 4	0,698	0.219	Valid
Work discipline (x2)	DK1	0,814	0.219	Valid
	DK2	0,855	0.219	Valid
	DK3	0,756	0.219	Valid
	DK4	0,726	0.219	Valid
Working environment (x3)	PAGE 1	0,847	0.219	Valid
	LK2	0,839	0.219	Valid
	LK3	0,849	0.219	Valid
	LK4	0,651	0.219	Valid
Employee performance (x3)	KK 1	0,825	0.219	Valid
	KK2	0,853	0.219	Valid
	KK3	0,819	0.219	Valid
	KK4	0,653	0.219	Valid

Source: raw data, with processed (2024)

Each questionnaires weight is Legitimate if the factor X_1 , X_2 , X_3 , and y represents the value of $R_{count} > R_{table}$, as shown in the table above.

2.2. Reliability Test

The process for assessing how consistent a research tool is produces consistent and trustworthy data. If the Cronbach's Alpha value is more greater than or equal to 0.6, the

instrument is considered reliable. The more consistently the instrument measures the same variable under various settings, the better the reliability value.

Table 2. Output Test Reliability

Factor	Alfa Cronbach	Remarks
Motivation	0,797	Reliable
Work discipline	0,793	Reliable
Work environment	0,811	Reliable
Employee performance	0,799	Reliable

Source: raw data, with processed (2024)

With a Cronbach's Alpha value bigger than 0.6, Table 2 shows the reliability of the statements from this questionnaire, which shows that each statement item will be able to collect consistent data

3. Results and Discussion

3.1. Normality Test

Testing the existence of normal distributions in the research data. In many statistical analyses, including linear regression, the assumption of normal distribution is crucial.

Table 3. Output Test Normality

One-Sample Kolmogorov-Smirnov Test		
		Non-Standard Residue
N		80
Parameter Normal,b	Average	,0000000
	Std. Deviation	2,03609766
The most striking difference	Absolute	,115
	Positive	,100
	Negative	-,115
Test Statistics		,115
Asymp. Sig. (2-gema)		,011c
a. Test distribution can be said to be normal.		
b. Calculated by using the data.		
c. Lilliefors Significance Correction.		

Source: raw data, processed (2024)

Residual value considered regularly distributed because the significance value, as determined by the Kolmogorov-Smirnov normality test, is $0.11 > 0.05$.

3.2. Multicollinearity Test

Table 4. Output Multicollinearity Test

		Coefficient					Collinearity Statistics	
Pattern		Non-standardized coefficient	Standard Coefficient	t	Mr.		Tolerance	BRIGHT
1	(Constants)	13,632	2,443	5,580	,000			
	Motivation	-,078	,128	-,085	-,610	,544	,655	1,526
	Work discipline	,147	,136	,152	1,082	,283	,637	1,570
	Work environment	,129	,112	,134	1,150	,254	,924	1,082

a. Dependent Variable: Employee performance

Source: raw data, with processed (2024)

The tolerance values for X1, X2, and X3 were recorded at 0.655, 0.637, and 0.924, respectively, all of which exceed required threshold of 0.100. As presented in Table 4 of multicollinearity output test, a VIF value must below than 10, while tolerance level should be greater than 0.100. The VIF values for X1 ($1.526 < 10$), X2 ($1.570 < 10$), and X3 ($1.082 < 10$) confirm that none of these variables exhibit multicollinearity issues.

3.3. Heteroscedstability Test

A technique to determine whether the residual variance of a regression model remains constant or changes (becomes non-uniform) in response to changes in the values of independent variables.

Table 5. Output Test Heteroscedstability

		Coefficient					
Pattern		Non-standardized coefficient		Standard Coefficient		Collinearity Statistics	
		B	STD error.	Beta	t	Mr.	Tolerance BRIGHT
1	(Constants)	13,632	2,443		5,580	,000	
	Motivation	-,078	,128	-,085	-,610	,544	,655 1,526
	Work discipline	,147	,136	,152	1,082	,283	,637 1,570
	Work environment	,129	,112	,134	1,150	,254	,924 1,082

a. Dependent Variable: Employee performance

Source: raw data, with processed (2024)

The work environment and discipline values of 0.283 and 0.254 respectively showed that there was no indication of heteroscedasticity and the significance threshold was > 0.05 . The motivation variable (x1), as represented in table 5, has a significant value of 0.544.

3.4. Autocorrelation Test

Determine whether the residue (prediction error) of one regression model and the other regression model in sequence (serial correlation) are correlated.

Table 6. Output Test Autocorrelation

Model Summary					
Pattern	R	R square	Customized R Square	Forecast errors	Durbin-Watson
1	,199a	,040	,002	2,076	2,030

a. Predictors: (Constant), Work environment, Motivation, Work discipline

b. Dependent Variable: Employee performance

Source: raw data, with processed (2024)

The regression model yields a Durbin-Watson (DW) value of 2.030, as presented in the table above. Grounded in the DW table, with three independent variables ($k = 3$), a sample size of 80 ($n = 80$), and a significance level of 0.05, the corresponding values are $4 - du = 2.284$, $dL = 1.5600$, and $du = 1.7153$. Since the DW value (2.030) falls within the acceptable range of du and $4 - du$ ($1.7153 < 2.030 < 2.284$), that can be inferred that the regression model is free from autocorrelation problems..

3.5. Multiple linear regression analysis

A statistical approach utilized to examine the correlation between a single dependent variable and multiple independent variables. The goal is to estimate or explain dependent variables using the values of independent variables that are already available. The following is a research regression model:

$$Y = 13.632 + (-0.78) X1 + 0.147 X2 + 0.129X3$$

1. Since the obtained constant is 13.632, it indicates that in the case where the independent factor hold a certain value of 0, the dependent factor will be 13.632.
2. If the value of X1 (Motivation) increases, the dependent factor Y (Employee Performance) will decrease, and vice versa. This displayed by the negative regression coefficient of -0.78 for variable X1.
3. It can be inferred that an improvement in the X2 variable (Work Discipline) will lead to an increase in the Y variable (Employee Performance), as displayed by the positive regression coefficient of 0.147.
4. Since the X3 variable (Work Environment) got a positive regression coefficient worth 0.129, it can be determined that an improved work conditions environment will also enhance boosting performance.

3.6. Determination Coefficient Analysis (R²)

A statistical metric used to show how well a regression model's independent variables account for variance in its dependent variables.

Table 7. Output Determination Coefficient (R²)

Model Summary				
Pattern	R	R square	Adjusted R Square	Forecast errors
1	,199a	,040	,002	2,076
a. Predictors: (Constant), Work environment, Motivation, Work discipline				
Source: raw data, with processed (2024)				

Referring to table number 7, Adjusted R Square value stands at 0.002, signifying that the independent variables together account for 2% of the changes observed in dependent variable.

3.7. T Test

Evaluate the significance of each regression coefficient (independent variable) separately. When all other variables remain constant, the t-test is utilized to assess whether the independent factor has a significant impact on the dependent factor..

Table 8. T-Test Output

Model Conclusion				
Pattern	R	R square	Adjusted R Square	Forecast errors
1	,199a	,040	,002	2,076
a. Independent variables: Work environment, Motivation, Work discipline				
b. Dependent variable: Employee performance.				
Source: raw data, with processed (2024)				

Referring to Table 8, with a significance level of $\alpha = 5\%$, the t-table measuring value is determined to be 1.665, resulting in the following conclusions:

1. With a calculated t-value of -0.610, which falls below the 0.05 threshold, the X1 factor significantly influences the Y factor.

2. Since the calculated t-value is 1.082, which is better than 0.05, X2 factor does not have a noticeable impact on the Y factor.
3. Given on calculated t-value is 1.150, which is also greater than 0.05, the X3 factor does not demonstrate considerable changes on the Y factor.

3.8. F Test

Evaluate the overall significance of the regression model, or whether it can explain the change in the dependent variables that are combined.

Table 9. Test Output F

ANOVA					
Pattern		Sum Squared	Df	Square Average	F
1	Regression	13,478	3	4,493	1,043
	Remnant	327,510	76	4,309	
	Entire	340,987	79		

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Work environment, Motivation, Work discipline

Source: raw data, with processed (2024)

Referring to Table 9, statistical value obtained of 0.379 surpasses 0.05, indicating that the independent it still exists no real effect on the factor and simultaneous changes in the dependent factor.

4. Conclusion

The validity test results indicate that all variables (X1, X2, X3, and Y) are deemed valid, while the reliability test proves that questionnaire attributes are consistent with Cronbach's Alpha more than value of 0.6. Residual data were found to be regularly distributed by normality tests, and multicollinearity, heteroscedasticity, and autocorrelation tests showed no problems. The multiple linear regression model $Y = 13.632 - 0.78X1 + 0.147X2 + 0.129X3$ shows that factor X2 and X3 has a positive influence on boosting performance, while factor X1 have a negative impact. An Adjusted R Square value of 0.002 indicates ensure that independent factor explains merely 2% of the variations in employee performance. The T-test results indicate that X1 exhibit a substantial effect, whereas the F-test indicates that the independent factor do not exhibit a substantial simultaneous impact on the dependent ensure that. Additionally, X2 and X3 are found to be not significant.

To improve staff performance, DLHKP Kota Kediri must concentrate on a number of areas. The first step is to improve aspects such as career growth, recognition of achievements, and incentives to increase employee engagement. Second, stricter regulations and instructions on the value of discipline are needed to improve work discipline. Third, it is very important to create a friendly and comfortable work atmosphere, paying attention to the relationships among coworkers and also the physical and psychological aspects of working environment conditions. DLHKP should also create a more structured training program to improve employee competencies and skills over time, as well as conduct regular monitoring and assessments to find additional elements that affect performance.

Reference

- [1] D. R. Putri and Winarningsih, "The Influence of Work Environment, Work Motivation and Work Discipline on the Performance of PT Kedaung Group Employees," *Science*

-
- and Research. Management.*, vol. 9, no. 8, no. 1–16, 2020.
- [2] R. R. Dewi, H. Purwanto, and L. P. Rahayu, "THE INFLUENCE OF DISCIPLINE, MOTIVATION, AND WORK ENVIRONMENT ON THE PERFORMANCE OF EMPLOYEES OF THE REGIONAL DISASTER MANAGEMENT AGENCY (BPBD) BOYOLALI REGENCY," *ECOBIOIS, J. Manaj Sciences. and Accountant.*, vol. 11, no. 2, no. 269–277, 2023.
 - [3] C. Apsari and R. Syarif, "The Influence of Work Motivation, Work Discipline and Work Environment on the Performance of Employees of the Secretariat of the National Pharmaceutical Committee of the Ministry of Health of the Republic of Indonesia," *Ikraith-Economica*, vol. 5, no. 2, no. 8–15, 2022.
 - [4] R. Agustriani, S. L. Ratnasari, and R. Zamora, "The Influence of Work Discipline, Communication, Work Motivation, and Work Environment on Employee Performance," *J. Trias Polit.*, vol. 6, no. 1, h. 104–122, 2022.
 - [5] I. R. Akbar and P. Nirmala, "The Influence of Motivation and Work Environment on Employee Performance at PT Shield-On Service Branch of Mall Botani Square Bogor City," *J. Res. Publ. Innov.*, vol. 1, no. 4, pp. 1117–1127, 2023.
 - [6] T. Kinerja, P. Dinas, P. Dan, and K. Kediri, "Volume 4, Number 3 January 2024," vol. 4, no. 3, 2024.
 - [7] T. N. Adinda, M. A. Firdaus, and S. Agung, "The Effect of Work Motivation and Work Discipline on Employee Performance," *Indones. J. Innov. Multidisipliner Res.*, vol. 1, no. 3, pp. 134–143, 2023.
 - [8] Wahyuni, "Paradox: Journal of Economics 6(2) (2023) | 142," *Parade. J. Ilmu Ekon*, vol. 6, no. 3, h. 144, 2023.
 - [9] S. Setiawati, D. Destika, M. R. Ramadhoni, and V. F. Sanjaya, "The Influence of Work Motivation, Work Discipline and Work Environment on Employee Performance in Lampung," *Bus. Business Entrepreneur. J.*, vol. 1, no. 2, 2020.
 - [10] A. Firdaus, D. Disman, and R. Masrurroh, "The Effect of Work Motivation Moderation on the Influence of Competence and Work Discipline on the Performance of State Civil Apparatus Employees of the Kuningan Regency Environmental Service," *Indones. J. Strateg. Manag.*, vol. 5, no. 1, 2022.
 - [11] L. Latif, M. Apriansyah, A. Agrasadya, A. Sunarto, and S. Syahneg, "Synergy of Discipline and Work Environment: Employee Performance Transformation at PT Cipta Kridatama, South Jakarta," *Akad. J. Mhs. Gema. Kue bolu*, vol. 4, no. 2, h. 653–661, 2024.
 - [12] V. Ganesan, J. S. Chohan, A. Damodharan, P. Paramasivam, and R. Maranan, "High-performance biocomposites: utilizing lotus fibers and waste biochar of *Kigelia pinnata* fruit shells to improve mechanical properties and fire resistance," *Polym. Cow.*, hlm. 1–35, 2025.

-
- [13] M. T. Lutfi and D. S. Wihara, "The Influence of Motivation, Discipline, and Work Environment on the Performance of Employees of the Semen District Office, Kediri Regency," in *Proceedings of the National Seminar on Management, Economics and Accounting*, 2021, hlm. 1523–1530.
- [14] J. D. Melowdies and J. E. H. J. FoEh, "The Effect of Motivation, Mutation and Quality of Public Services on Employee Performance Through Job Satisfaction as an Intervening Variable (Literature Review of Human Resource Management).," *J. Manaj. Educators. and Social Sciences.*, vol. 5, no. 3, 2024.